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**Adopted on 3 December 2025
(Agenda item 15)**

CAPACITY-DEVELOPMENT STRATEGY

THE ASSEMBLY,

RECALLING Articles 2(e), 15(k) and 43(a) of the Convention on the International Maritime Organization concerning the functions of the Organization in relation to the facilitation and promotion of technical cooperation,

RECALLING ALSO resolutions A.900(21) on *Objectives of the Organization in the 2000s* and A.909(22) on *Policy making in IMO – setting the Organization's policies and objectives*,

RECALLING FURTHER resolutions A.1126(30) on *Linkages between the technical assistance work of IMO and the 2030 Agenda for Sustainable Development* and A.1173(33) on *Strategic Plan for the Organization for the six-year period 2024 to 2029*,

RECALLING that the Technical Cooperation Committee, at its fifty-seventh session, approved the Strategy for the long-term financing of the ITCP,

RECALLING ALSO that the Technical Cooperation Committee, at its sixty-eighth session, approved the Strategy for resource mobilization for IMO's technical cooperation activities,

RECALLING FURTHER resolutions A.1166(32) on *Capacity-Building Decade 2021-2030 Strategy* and A.1167(32) on *Revised financing and partnership arrangements for an effective and sustainable Integrated Technical Cooperation Programme*,

RECOGNIZING the importance of safe, secure, environmentally sound, efficient and sustainable shipping, and the role of cooperation in achieving overall sustainable development globally, as well as the crucial role of IMO to support capacity development in these areas,

BEARING IN MIND that a number of IMO instruments contain specific provisions requiring Parties to support other States through technical cooperation,

ACKNOWLEDGING with appreciation the work of the Technical Cooperation Committee in developing a renewed Capacity-Development Strategy, with the vision to achieve and sustain excellence in the effective and efficient development and implementation of IMO instruments by all Member States, and to build resilience to address future challenges facing the maritime industry,

HAVING CONSIDERED the recommendations of the Technical Cooperation Committee, at its seventy-fifth session,

1 ADOPTS the Capacity-Development Strategy, as set out in the annex to the present resolution;

2 REQUESTS the Secretary-General to develop an Implementation Plan for the Capacity-Development Strategy, including objective-level key performance indicators, elaboration of implementation and monitoring, with regular reporting to the Technical Cooperation Committee on the implementation of the Strategy;

3 URGES Parties to IMO instruments that require the provision of technical cooperation to fulfil their commitments, as well as the Organization's development partners, to support implementation efforts for countries in need, especially developing countries, small island developing States (SIDS) and least developed countries (LDCs), while noting necessity of larger scale to plan multi-year thematic projects, programmes to progress Member States in their capacity-development efforts;

4 REQUESTS the Technical Cooperation Committee to assist the Secretariat to keep the Capacity-Development Strategy under review and recommend changes, as appropriate, for the Committee's consideration;

5 ALSO REQUESTS the Technical Cooperation Committee to revoke documents TC 57/5/2 on *Strategy for Long-term financing of the ITCP* and TC 68/4(a) on *Long-term Resource Mobilization Strategy*;

6 REVOKES resolution A.1166(32).

ANNEX

CAPACITY-DEVELOPMENT STRATEGY

1 Introduction

1.1 Maritime transport is essential to the global economy, carrying over 80% of the world's trade. The maritime sector is an important source of income and employment for hundreds of countries around the world, and each day, around 50,000 merchant ships are delivering the things people need and want.

1.2 As the United Nations (UN) specialized agency for the safety, security and environmental performance of international shipping, the role of the International Maritime Organization (IMO) is to create a regulatory framework for the shipping industry that is fair and effective, universally adopted and universally implemented.

1.3 IMO has over 70 years of experience, developing more than 50 international treaties, together with the related standards, guidelines and other documents. Member States must first understand the requirements of this extensive body of international law for it to be effectively, efficiently and consistently implemented and enforced.

1.4 IMO Member States all have different levels of capabilities and resources to meet their international obligations and responsibilities as a flag, port or coastal State. This presents a challenge for universal adoption and implementation.

1.5 IMO, therefore, delivers a programme of technical assistance to support its developing Member States and those categorized as small island developing States (SIDS) and least developed countries (LDCs), with due account taken to ensure a just and equitable transition.

1.6 IMO's technical cooperation efforts are instrumental in supporting safe, secure and efficient shipping and to prevent marine and atmospheric pollution from ships. IMO's technical cooperation efforts align with the UN development programme and support its 2030 Agenda for Sustainable Development.

1.7 IMO is therefore committed to supporting those who need assistance with implementation through our technical cooperation efforts, as well as the coordination of bilateral partnerships among Member States. This Strategy outlines what that programme looks like, including its focus areas and implementation strategies for enhancing IMO Member States' maritime capabilities. The overall goal is for Member States to fully appreciate the value of the maritime transport sector and remain committed to sustainable maritime development.

2 Guiding principles

IMO's technical cooperation is guided by the following principles:

- .1 ownership of the development and implementation process by the beneficiary countries based on country-specific needs and tailoring;
- .2 promotion of the UN 2030 Agenda for Sustainable Development, through the delivery of the Sustainable Development Goals (SDGs) identified as relevant to IMO's technical assistance work;

- .3 contribution to the work of the United Nations Development Group (UNDG) and the UNDG Working Group in the development of specific performance indicators against which the success of maritime technical assistance activities will be determined;
- .4 priority to meeting the special assistance needs of developing countries, in particular SIDS and LDCs;
- .5 integration of IMO's regulatory priorities into the programme-building process;
- .6 development of human resources and institutional capacities on a sustainable basis, including gender equality and the integration and empowerment of women in the maritime sector;
- .7 integration of South-South¹ and triangular cooperation² into IMO's programmes;
- .8 development and enhancement of effective public and private partnership arrangements, both financial and in-kind, in order to ensure the long-term, sustainable delivery of technical cooperation;
- .9 formulation of national maritime transport policies, considering the need to prepare for future regulatory shifts and fostering adaptability within national policies and infrastructures, to achieve continuous improvement at the level of institutions, administrations, individuals and among stakeholders;
- .10 delivery of technical assistance through knowledge sharing, technical advisory services, modern and digital technology, including e-learning, regional expertise and resources, and maritime education and training, taking into consideration the comprehensive needs assessment for beneficiary countries and outcomes of IMO Member State Audit Scheme (IMSAS) audits, and in coordination with other development aid programmes in the maritime sector; and
- .11 open, fair and transparent decision-making process for all technical assistance programmes, taking into account regional and national expertise, to facilitate inclusive participation.

3 Mission

3.1 The Capacity-Development Strategy aims to support Member States, including developing countries, in particular SIDS and LDCs, in:

- .1 the adoption, implementation and enhancement of compliance with IMO instruments;

¹ *South-South cooperation* means a process whereby two or more developing countries pursue their individual and/or shared national capacity-development objectives through exchanges of knowledge, skills, resources and technical know-how, and through regional and interregional collection actions.

² *Triangular cooperation* means southern-driven partnerships between two or more developing countries supported by a developed country or countries or multilateral organization(s) to implement development cooperation programmes and projects.

- .2 addressing the needs of Member States; and
- .3 achieving the maritime aspects of the UN 2030 Agenda for Sustainable Development and the SDGs, through a focus on supporting the development and implementation of robust national maritime policies and strategies predicated on harnessing the full potential of the maritime economies while taking into account the protection of the marine environment and sustainable shipping practices.

3.2 IMO is committed to assisting all Member States, including developing countries, in particular SIDS and LDCs, in:

- .1 building their human and institutional capacities for uniform and effective compliance to achieve the full implementation of IMO instruments through its technical cooperation efforts;
- .2 the delivery and execution of projects and facilitation of partnerships with various stakeholders, which could include IMO Member States, UN agencies, financial institutions, non-governmental organizations (NGOs), intergovernmental organizations (IGOs) and the private sector; and
- .3 the enhancement of capacity-development capabilities locally and regionally.

3.3 IMO is committed to achieving enhanced sustainable resource mobilization to support IMO technical cooperation.

4 Vision

To achieve and sustain excellence in the effective and efficient development and implementation of IMO instruments by all Member States, and to build resilience to address future challenges facing the maritime industry.

5 Objectives

The key objectives of the IMO Capacity-Development Strategy are:

Objective 1: Improve effective implementation of IMO instruments

Increase the support for Member States to adopt, develop and improve legal, technical, regulatory, strategic, supervisory, organizational and administrative frameworks, in order to enhance the ratification of, compliance with and effective implementation of IMO instruments (i.e. supported by the findings and corrective action plans (CAPs) of IMSAS) through courses, projects and programmes in partnership with Member States, Regional Presence Offices (RPOs), Maritime Technology Cooperation Centres (MTCCs), the World Maritime University (WMU), the IMO Maritime Law Institute (IMLI) and other relevant institutions.

Objective 2: Expand the suite of capacity-development offerings

Increase the suite of available capacity development programmes, projects and initiatives (e.g. e-learning, train-the-trainer, fellowships, courses) that address the customized needs of Member States (i.e. supported by findings and CAPs of IMSAS,

indications by IMO committees) in their capacity-development efforts, including assistance to integrate new, emerging and advancing technologies and innovations.

Objective 3: Enhance international and regional cooperation and partnerships

Increase collaboration and coordination among stakeholders (e.g. Member States, donors, recipients, regional organizations, such as the MTCCs and IMO institutions, including IMLI and WMU) that foster international and regional support for technical cooperation and partnerships between IMO, RPOs and Member States.

Objective 4: Improve effective management, coordination and delivery of capacity development and technical cooperation

Improve the efficiency of management, coordination and delivery of capacity-development programmes, projects and initiatives (e.g. publicity and awareness building, learning mode, matching donors and recipients, data tracking and reporting, funds management and disbursement, training of personnel within the Secretariat, RPOs and IMO institutions), including through technological advancements and tools.

Objective 5: Secure and mobilize sustainable funding and resourcing

Ensure availability of sustainable funding and resourcing (e.g. TC Fund, in-kind contributions, public-private partnerships, innovative financing models, multi-donor trust funds, bilateral arrangements) and improve cost-effectiveness, efficiency and management of technical cooperation and capacity development.

6 Thematic priorities and cross-cutting themes

To address the above objectives, IMO will take into consideration the following thematic priorities as well as cross-cutting themes to ensure the effective delivery of capacity-development programmes, projects and initiatives.

6.1 Thematic priorities

The following thematic priorities, as set out by the IMO committees, will form a foundation to support capacity development and the implementation of technical assistance.

6.1.1 Maritime safety

Improve maritime safety of ships, ports and seafarers through effective ratification and implementation of the IMO instruments on maritime safety.

6.1.2 Maritime security

Improve the security of ships, ports and seafarers through effective ratification and implementation of the IMO instruments on maritime security.

6.1.3 Environmental protection

Protect the marine environment and reduce shipping's negative impact on the planet through effective ratification and implementation of the IMO instruments related to the environment.

6.1.4 Facilitation of maritime trade

Reduce the administrative burden for the clearance of ships, cargo, passengers and crew in ports through effective ratification and implementation of the Convention on Facilitation of International Maritime Traffic, 1965, as amended (FAL Convention), and other technologies.

6.1.5 Liability and compensation

Ensure a fair and equitable legal framework for determining liability and the level of compensation for damage through effective ratification and implementation of related IMO instruments.

6.1.6 Legislation

Promote the rights and duties of flag, port and coastal States as Parties to IMO instruments, by supporting Member States to enact appropriate domestic legislation, including mechanisms for implementation and enforcement.

6.2 Cross-cutting themes

The following cross-cutting themes are overarching factors which are complementary and applicable to all thematic priorities.

6.2.1 Human element

The human element is key to protecting the safety of life at sea and the protection of the marine environment. IMO's technical cooperation efforts will be designed to improve the implementation of training, certification and watchkeeping-related instruments, including but not limited to the consideration of new technologies, digitalization and alternative fuels, human-centred design principles, safe manning, fatigue management, operational safety, security and environmental protection.

6.2.2 Women in maritime, gender mainstreaming and promotion of diversity, equality, equity and inclusion

IMO will strive to increase the participation and role of women in the maritime sector by creating access to maritime training and employment opportunities and supporting the promotion of women to senior maritime roles. The promotion of diversity, equality, equity and inclusion will be considered in all dimensions of IMO's technical cooperation work, including design, implementation, monitoring and evaluation.

6.2.3 Developing countries, in particular SIDS and LDCs

Developing countries, in particular SIDS and LDCs, share common development constraints and needs. IMO will continue to enhance the sustainable maritime capabilities of these Member States, through specially designed assistance that is suitable for their unique characteristics and shipping needs.

7 Implementation

The Capacity-Development Strategy will be implemented using a variety of tools and mechanisms that IMO has at its disposal in coordination with the IMO global training institutions, or regional and local training institutions and partners. With the availability of different implementation mechanisms, Member States receiving technical cooperation and

assistance will be able to work with the method that is best suited to their needs. The four approaches can be used together or separately depending on the needs of the receiving Member:

- .1 Comprehensive needs assessment
- .2 Technical advisory
- .3 Training and education
- .4 Regional Presence Scheme

7.1 Comprehensive needs assessment

Introduction

7.1.1 A comprehensive needs assessment should form the basis for the planning and delivering of any technical cooperation activity for a given country. It is conducted to understand the particular needs of a Member State with regard to its maritime administration and its capacity to implement and adhere to IMO instruments. This will help IMO better understand the areas that require development and technical cooperation to close gaps.

7.1.2 A needs assessment involves systematically gathering and analysing information related to the needs of the maritime administration.

Objective

7.1.3 The needs assessments will guide the priority areas for technical cooperation, and in turn drive the planning of technical cooperation activities. Through detailed needs assessments, IMO can identify common areas where technical assistance is required. This can help in the design and delivery of capacity-development activities.

7.2 Technical advisory assistance

Introduction

7.2.1 Technical advisory assistance is central to IMO's technical cooperation programmes and vital for delivering capacity development to Member States. IMO undertakes technical advisory activities to assist Member States in improving technical capabilities, such as their maritime policies and legislation. Such legislation can form the foundation of a robust maritime administration, ensuring compliance with international regulations while promoting sustainable blue economic growth.

Objective

7.2.2 Through technical advisory assistance, IMO aims to achieve the stated objective of further developing Member States' technical capacity and ability. This includes robust maritime legislation and the implementation of IMO instruments.

7.2.3 IMO will deliver technical assistance in such a way that promotes development in four key areas. The development of these target areas will provide a strong foundation for an efficient maritime administration:

.1 National maritime transport policy:

Assisting Member States to develop their own national maritime policies and national maritime transport, facilitation, safety, security and gender strategies to support the national maritime policy.

.2 National legislation:

Working with national legislators to assist them to develop and draft national legislation to implement IMO treaties and regulations.

.3 Capacity development of national maritime institutions:

IMO will assist Member States to improve the capacity of their national maritime institutions based on needs assessments and priority identification, and to develop jointly tailor-made programmes and projects on policy-setting and technology transfers, training and development.

.4 Promotion of maritime within the wider UN:

Situating maritime development within wider UN initiatives, including those related to the 2030 Agenda for Sustainable Development and the SDGs, the sustainable blue economy, environmental issues and post-pandemic response. IMO will promote the maritime agenda within wider national agendas through participation in the activities of UN Country Teams, United Nations Sustainable Development Cooperation Framework (UNSDCF) and other international and regional initiatives.

7.3 Training and education

Introduction

7.3.1 Educated and trained people are the cornerstone for Member States to effectively implement their maritime responsibilities. Training and education are the means by which IMO offers programmes to help Member States gain the required knowledge to form an effective maritime administration.

7.3.2 IMO collaborates with WMU, IMLI and other global, regional and local maritime training institutions to improve access to specialized education and training, particularly for SIDS and LDC Member States. This helps to provide the maritime sector with the professionals it relies on, from national officials engaged in developing new regulations to seafarers and shore staff.

Objective

7.3.3 Developing, adopting, implementing and complying fully with IMO instruments requires a high level of understanding of maritime issues, not only by maritime authority personnel but also by senior officials in other government departments. A whole-of-government approach and a well-trained workforce are essential.

7.3.4 The overall objective is to improve the access of all relevant personnel to appropriate maritime training and knowledge resources, from national officials engaged in developing new regulations to seafarers and shore staff. The training of senior maritime authority staff, maritime lawyers and maritime legislation drafters is the task of WMU, IMLI and other global maritime training institutions, in cooperation with the Secretariat.

7.3.5 IMO will support global maritime training and education by focusing on the following three areas:

.1 WMU, IMLI and other global maritime training institutions:

The aim is to continue to support WMU, IMLI and other global maritime training institutions in their ongoing work to provide maritime education and training, in alignment with IMO's goals to develop maritime human resources. In this regard, some activities may include e-learning, institutional development, national and regional training courses, lectures and symposiums, fellowships and graduate projects.

.2 MTCCs:

The MTCC network has made a significant contribution to promoting technical cooperation, capacity development and technology transfer. On completion of its current mission and subject to the continued in-kind support of the host countries, consideration may be given to expanding the scope of some of the MTCCs to include a wide range of capacity-development activities including research, development and delivery of regional training, while at the same time keeping its focus on improving energy efficiency and promoting low carbon technology and operation of the network. Likewise, increased capacity development and training will be delivered using the existing network of implementing partners.

.3 Training and education partnerships:

The Organization will continue to build training and education partnerships with the maritime industry, UN partners as well as other global universities and maritime training institutions. The intention is to expand available maritime training opportunities to Member States through train-the-trainer projects, development of new courses, and updating teaching and training curricula and exchange of faculties guided and supported by IMO. This will have the added benefit of allowing more training to take place locally, with consequential savings in work time and travel costs for personnel from SIDS and LDCs.

7.4 Regional Presence Scheme

Introduction

7.4.1 The Organization has established RPOs across developing regions through memoranda of understanding with host countries. The purpose is to support IMO's input into national and regional maritime development, and to provide active field-level participation in the development, implementation and coordination of IMO's technical cooperation efforts for the region. The Scheme is supported by resources and in-kind contributions of development partners and Member States, such as provision of office accommodation, equipment and support staff.

Objectives

7.4.2 The Scheme facilitates IMO's input into national and regional development policies and supports participation in the development, execution and coordination of the delivery of IMO's technical cooperation.

7.4.3 RPOs are important points of contact in assisting IMO with respect to the assessment of the technical cooperation needs of Member States in a specific region and for leveraging local expertise and support in providing solutions, both with respect to IMO instruments and wider maritime development initiatives. In the longer term, the intention is that all IMO Member States will be covered by one or more RPOs. RPOs are expected to help Member States meet capacity-development objectives by focusing on key areas that are vital to improving maritime capacity.

8 Resource mobilization and partnerships

8.1 IMO is constantly seeking to broaden its partnerships with Member States, governments, other UN bodies, international organizations and the private sector. This allows IMO greater access to funding and innovative maritime solutions to assist Member States on bigger scale initiatives and facilitate long-term sustainable change for the global maritime sector. This is done under IMO's "knowledge partnership model".

8.2 The overarching goal is to establish a logical framework through which funding for the long-term, predictable and sustainable implementation of IMO's technical cooperation activities can be identified, through diverse income-streams and the introduction of a mechanism for regular and predictable replenishment of funds to support the delivery of technical cooperation activities.

8.3 IMO provides skills, knowledge and networks in maritime matters. IMO partners provide experience and expertise in investment and finance. By matching these elements with the needs of Member States, IMO creates long-lasting partnerships that result in a boost to sustainable maritime development.

8.4 The aim is to bring together human and financial resources from donors, multilateral development banks and knowledge partners and then act as the knowledge and financial bridge to channel these resources to address the highest priority maritime development needs of the developing countries, in particular SIDS and LDCs.

8.5 Larger-scale funding allows IMO to plan multi-year thematic projects to progress Member States in their capacity-development efforts. This provides a road map to progressively develop maritime capability over time towards a long-term goal, rather than delivering a series of individual activities. Focusing on key strategic partnerships to increase the existing portfolio of donor-supported long-term projects will support IMO's technical cooperation priorities.

8.6 The focus will be on developing new partnerships between Member States, investors and development partners, and enhancing existing ones in order to mobilize resources of any kind to support capacity development, including to support longer-term project-based interventions. A particular focus will be on encouraging cooperation between SIDS and LDCs in sharing lessons learned, technical know-how and best practices. There will also be a strong focus on strengthening South-South cooperation.

9 Monitoring, evaluation and reporting

IMO will continuously monitor, evaluate and periodically report on outcomes of its capacity development, including its implementation plan and impact of its projects and programmes to ensure their alignment with the vision, mission and objectives of the current strategy. It will also promote adaptive management in response to progressive monitoring and evaluation, which enables improvement in the implementation and achievement of desired outcomes and report on these adaptive management responses.

10 Review

The Technical Cooperation Committee, with the support of the Secretariat, should keep the Strategy under review and recommend changes for the Committee's consideration.

