

INTERNATIONAL MARITIME ORGANIZATION



E

ASSEMBLY
25th session
Agenda item 7(b)

A 25/Res.990
21 December 2007
Original: ENGLISH

Resolution A.990(25)

**Adopted on 29 November 2007
(Agenda item 7(b))**

**HIGH-LEVEL ACTION PLAN OF THE ORGANIZATION AND PRIORITIES FOR
THE 2008-2009 BIENNIUM**

THE ASSEMBLY,

RECALLING the directives contained in resolution A.500(XII) concerning co-ordination of the work of the committees by the Council, taking into account the views of the committees on priorities and their responsibilities for substantive technical and legal matters,

RECALLING ALSO the directives contained in resolutions:

- A.777(18) on *Work methods and organization of work in Committees and their subsidiary bodies*;
- A.900(21) on *Objectives of the Organization in the 2000s*; and
- A.901(21) on *IMO and technical co-operation in the 2000s*,

RECALLING FURTHER resolutions A.970(24) and A.971(24) by which it approved, respectively, the Strategic Plan for the Organization for the six-year period 2006 to 2011 and the High-level Action Plan of the Organization and priorities for the 2006-2007 biennium,

HAVING ADOPTED resolution A.989(25) providing an updated Strategic Plan for the Organization for the six-year period 2008 to 2013,

HAVING CONSIDERED the recommendations of the Council, at its twenty-fourth extraordinary session, for the adoption of an updated high-level action plan and related priorities for the 2008-2009 biennium, which have been prepared on the basis of the Strategic Plan and inputs from the Maritime Safety Committee, the Legal Committee, the Marine Environment Protection Committee, the Technical Co-operation Committee and the Facilitation Committee,

1. APPROVES the High-level Action Plan of the Organization and priorities for the 2008-2009 biennium, set out in the annex to the present resolution;

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2. REQUESTS the Council, the Maritime Safety Committee, the Legal Committee, the Marine Environment Protection Committee, the Technical Co-operation Committee and the Facilitation Committee, when reporting on their work to the Assembly at its twenty-sixth regular session and to the Council at its sessions during the 2008-2009 biennium, to ensure that they report progress towards fulfilling the Organization's aims and objectives using the framework of the strategic directions, high-level actions and planned biennial outputs;
3. FURTHER REQUESTS the Council and all the committees, when considering proposals for new work programme items, to ensure that, in accordance with their guidelines for the organization and method of their work and, as appropriate, that of their subsidiary bodies, the issues to be addressed are those which fall within the scope of the Strategic Plan and the High-level Action Plan;
4. ALSO REQUESTS the Council, on a priority basis and through its *ad hoc* Working Group on the Organization's Strategic Plan, to develop guidelines for all IMO organs on the application of the Strategic Plan and the High-level Action Plan, including guidance for the assessment of work programme items and for the format and content of reports on work carried out by the respective bodies of the Organization;
5. REQUESTS the Council and the committees to review and revise the guidelines for the organization and method of their work in the light of the guidelines developed by the Council on the application of the Strategic Plan and the High-level Action Plan;
6. EMPHASIZES that the high-level actions and related outputs, especially those involving amendments to existing conventions, particularly those which have been in force for a short period, should take fully into account the directives in resolution A.500(XII); and that due attention should be given to the requirement that a well-documented compelling need must be demonstrated for the development and adoption of new or revised standards;
7. REITERATES ITS REQUEST to the Council and all the committees, when making recommendations for their biennial work programmes, to bear in mind the desirability of not scheduling more than one diplomatic conference in each year, save in exceptional circumstances;
8. REVOKES resolution A.971(24).

ANNEX

1 The Organization's Strategic Plan for the period 2008 to 2013 (resolution A.989(25)) includes thirteen key strategic directions to enable IMO to achieve its mission objectives. In order for the Organization to effectively address those strategic objectives the High-level Action Plan has been developed, which identifies the actions required and provides the linkage between the Organization's strategy and the work of the various IMO organs.

2 The High-level Action Plan thus identifies the high-level actions necessary to achieve the strategic objectives in the Strategic Plan, as well as the priorities for the 2008-2009 biennium in response to those identified actions.

3 The progress of the Organization towards fulfilling its aims and objectives will be monitored through the series of performance indicators in the Strategic Plan and also by monitoring progress against the planned outputs for the biennium.

HIGH-LEVEL ACTION PLAN OF THE ORGANIZATION AND PRIORITIES FOR THE 2008-2009 BIENNium

Strategic Directions (SDs) (A.989(25))				High-level Actions (HLAs)		Planned outputs for 2008-2009	
ENHANCING THE STATUS AND EFFECTIVENESS OF IMO							
1	IMO is the primary international forum for technical matters of all kinds affecting international shipping and legal matters related thereto. An inclusive and comprehensive approach to such matters will be a hallmark of IMO. In order to maintain that primacy, it will:	1.1	Further develop its role in maritime affairs <i>vis-à-vis</i> other intergovernmental organizations, so as to be able to deal effectively and comprehensively with complex cross-agency issues	1.1.1	Take the lead and actively promote its role as the primary international forum on matters within its purview		Note: Outputs of the Organization meeting this high-level action are tabulated in this annex against the most relevant high-level actions
						1.1.1.1	Permanent analysis, demonstration and promotion of the linkage between a safe, secure, efficient and environmentally friendly maritime transport infrastructure, the development of global trade and the world economy and the achievement of the Millennium Development Goals (Assembly, Council, all committees and Secretariat) (see Outputs 3.3.1.1 and 11.1.1.1)
				1.1.2	Co-operate with the United Nations and other international bodies on matters of mutual interest	1.1.2.1	Co-operation with: Safety and security topics (MSC): - FAO: follow-up to the second session of the IMO/FAO Working Group on IUU fishing and related matters, including safety regulations for fishing vessels and fishers; and identification of revisions to the 1993 Torremolinos Protocol which may be needed to make the Protocol acceptable to the required number of Governments to ensure entry into force, possibly through the development of an additional instrument (see Outputs 1.1.2.3 (safety and security topics), 5.2.1.3 and 5.2.1.4) - IACS: consideration of unified interpretations - IAEA: formalized emergency arrangements for response to nuclear/radiological emergencies from ships, including IMO contribution to the next version of the “Joint Radiation Emergency Management Plan of the International Organizations” - IHO: PSSA charting methods and symbols - ILO: port State control of seafarers’ working hours Environmental topics (MEPC): - FAO: follow-up to the second session of the IMO/FAO Working Group on IUU fishing and related matters, including marine litter/garbage issues (MARPOL Annex V) (see Output 1.1.2.3 (environmental topics)) Legal topics (LEG): - ILO: monitor the application of the joint IMO/ILO Guidelines on the fair treatment of seafarers (see Output 6.3.1.1) General: - Data providers: protocols on data exchange with international, regional and national entities (all committees, as appropriate/Secretariat) (see Output 4.2.1.3) - Donor institutions: resource mobilization for ITCP (Secretariat) (see Output 3.2.1.2)
						1.1.2.2	Liaison statements issued to or from (MSC): - IALA: VTS, aids to navigation, e-navigation and AIS matters - ICAO: GNSS and SAR issues - IEC: radiocommunications and safety of navigation - IHO: hydrographic matters and promotion of ENC’s covering various parts of the globe

Strategic Directions (SDs) (A.989(25))				High-level Actions (HLAs)		Planned outputs for 2008-2009	
							<ul style="list-style-type: none"> - ILO: seafarers' issues - ITU: radiocommunications - UNHCR: persons rescued at sea - WMO: meteorological issues
						1.1.2.3	<p>Policy input or guidance issued to or on:</p> <p>Safety and security topics (MSC):</p> <ul style="list-style-type: none"> - IAEA: development of carriage requirements for class 7 radioactive material - ILO: development of PSC guidelines in the context of the Maritime Labour Convention, 2006 - IMO/FAO Working Group on IUU fishing and related matters: safety regulations for fishing vessels and fishermen (see Output 1.1.2.1 – safety and security topics) - ISO TC 8: development of industry consensus standards - PSC regimes: related IMO developments - UN Sub-Committee on Dangerous Goods: harmonization of multimodal transport of dangerous goods <p>Environmental topics (MEPC):</p> <ul style="list-style-type: none"> - Environment Management Group (established by UN General Assembly resolution A/53/463UN): inter-agency sharing of information sharing and agreement on priorities - GESAMP: related IMO developments - GESAMP-BW Working Group: evaluation of active substances used by ballast water management systems (see Output 1.3.3.2) - GESAMP- EHS Working Group: evaluation of bulk chemicals - IMO/FAO Working Group on IUU fishing and related matters: marine litter/garbage issues (MARPOL Annex V) (see Output 1.1.2.1 – environmental topics) - IMO/ILO/Basel Convention Working Group: ship recycling - UNFCCC: greenhouse gas emissions from ships - UN Globally Harmonized System: classification and labelling of products - UN-Oceans: inter-agency coordination on oceans and coastal issues - UN Regular Process: assessment of the state of the marine environment <p>Legal topics (LEG):</p> <ul style="list-style-type: none"> - Implementation of IMO guidelines on provision of financial security in case of abandonment of seafarers, and IMO guidelines on shipowners' responsibilities in respect of contractual claims for personal injury to or death of seafarers (see Output 6.3.1.2) - Implementation of the 2005 SUA Protocols as may be needed, in the context of international efforts to combat terrorism (see Outputs 1.1.2.4, 6.1.1.1 and 6.1.2.1) <p>Facilitation topics (FAL):</p> <ul style="list-style-type: none"> - IAEA: facilitation of the shipment of class 7 radioactive materials - UNECE/UNCEFACT: trade facilitation and electronic transmission of information-related matters - UNODC/WCO: prevention and control of illicit drug trafficking - WCO: clearance of ships, persons and cargoes; and security of the supply chain

Strategic Directions (SDs) (A.989(25))				High-level Actions (HLAs)		Planned outputs for 2008-2009	
						1.1.2.4	Policy and strategy for the implementation of the IMO-related aspects of the UN Global Counter-Terrorism Strategy (MSC/LEG/TCC/FAL) (see Outputs 1.1.2.3 (legal topics), 6.1.1.1 and 6.1.2.1)
						1.1.2.5	Holding of a meeting on “Delivering as One: UN collaboration on technical co-operation in the maritime sector” in response to the “Delivering as One” report of the Secretary-General’s High-level Panel on UN System-wide coherence in the areas of development, humanitarian assistance and development (Secretariat)
		1.2	Actively engage the various stakeholders – new and existing – in the shipping arena, including non-governmental organizations, industry and the public in general, to ensure a more inclusive approach to decision-making	1.2.1	Further encourage the active participation of all stakeholders to achieve the Organization’s mission objectives through consultation and liaison	1.2.1.1	Identification of reasons why certain instruments (e.g. HNS) have not come into force; and consideration and development of strategies to facilitate their entry into force and to encourage States to become party (LEG) (see Output 2.1.1.3)
						1.2.1.2	Joint programmes, meetings and press conferences with UN and other international organizations, as well as industry and civil society interests (Secretariat)
		1.3	Actively seek to reap synergies and avoid duplication of efforts made by other UN agencies in shipping matters	1.3.1	Consider issues under the United Nations Law of the Sea Convention relevant to the role of the Organization	1.3.1.1	Advice provided following referrals from other IMO bodies, Member States and observer delegations (LEG)
						1.3.1.2	Circular on implications of UNCLOS for IMO (Secretariat)
						1.3.1.3	Identification of PSSAs, taking into account article 211 and other related articles of UNCLOS (MEPC)
				1.3.2	Follow-up to the activities of UNCED and WSSD, including prevention of marine pollution from offshore oil and gas activities	1.3.2.1	Contributions to the follow-up to UNCED and WSSD (MEPC)
						1.3.2.2	Capacity-building follow-up action reflected in the ITCP (TCC)
				1.3.3	Monitor developments within GESAMP and make full use of the knowledge available and gained	1.3.3.1	Hazard profiles and evaluation of newly submitted substances to be incorporated into the IBC Code (MEPC)
						1.3.3.2	Approval of active substances used by ballast water management systems (MEPC) (see Outputs 1.1.2.3 (environmental topics) and 7.1.2.4)
				1.3.4	Promote facilitation measures	1.3.4.1	Participation in relevant international fora (Secretariat)
						1.3.4.2	FAL module incorporated in the programme of maritime security training activities (Secretariat)
						1.3.4.3	Finalized Explanatory Manual to the FAL Convention (FAL) (see Output 8.1.1.2)
				1.3.5	Harmonize IMO instruments with other relevant international instruments, as necessary	1.3.5.1	Harmonized provisions relating to the safe, secure and efficient carriage of dangerous goods following participation in the activities of UN CETDG and GHS, and IAEA (MSC)
						1.3.5.2	Amendments to the ICAO/IMO IAMSAR Manual (MSC)
		1.3.5.3	Training standards for ratings in the STCW Convention and Code (transfer from ILO) (MSC)				
The related performance indicators are: 1, 2, 3, 16, 17 and 19							
2	IMO will foster global compliance with its instruments governing international shipping and will promote their uniform implementation by Member			2.1.1	Monitor and improve conventions, etc., and provide interpretation thereof if requested by Member States	2.1.1.1	New or amended mandatory IMO instruments: Safety and security topics (MSC): - Amendments to SOLAS to require fixed hydrocarbon gas detection systems on double-hull oil tankers

Strategic Directions (SDs) (A.989(25))			High-level Actions (HLAs)		Planned outputs for 2008-2009	
	States					<ul style="list-style-type: none"> - Revised Code for the investigation of marine casualties and incidents adopted and implemented through the collection of investigation reports - Revised Fire Test Procedures Code <p>Environmental topics (MEPC):</p> <ul style="list-style-type: none"> - Amendments to MARPOL Annexes I to VI, including revised MARPOL Annexes V and VI (see Output 7.3.1.1)
					2.1.1.2	<p>New or amended non-mandatory IMO instruments:</p> <p>Safety and security topics (MSC):</p> <ul style="list-style-type: none"> - Explanatory Notes for a harmonized SOLAS chapter II-1 (see Output 5.2.1.2) - Guidelines for verification of damage stability requirements for tankers and bulk carriers - Guidance on the impact of open watertight doors on existing and new ship survivability - Guidance to ensure a consistent policy for watertight doors to remain open during navigation - Guidelines for corrosion protection of means of access arrangements (see Output 5.2.1.2) - Guidelines for maintenance and repair of protective coatings (see Output 5.2.1.2) - Guidelines on central control stations and safety centres - Guidelines on the number and arrangement of portable fire extinguishers - Guidelines to improve the effect on ship design and safety of the 1969 TM Convention - Guidelines to prevent fires in engine-rooms and cargo pump-rooms - Interpretation of the definition of the term "bulk carrier" - Performance standards for protective coatings for void spaces (see Output 5.2.1.2) - Revised Code on Alarms and Indicators - Revised MODU Code (see Outputs 1.3.5.4 and 5.2.1.2) - Revised performance testing and approval standards for fire safety systems - Revised SPS Code (see Output 5.2.1.2) <p>Environmental topics (MEPC):</p> <ul style="list-style-type: none"> - Clarified boundaries between MARPOL and the London Convention 1972 - Guidelines for enforcement of MARPOL Annex I - Guidelines for the BWM Convention (updating and consolidation of existing guidelines) (see Output 7.1.2.2)
					2.1.1.3	Identification of reasons why certain instruments (e.g. HNS) have not come into force; and consideration and development of strategies to facilitate their entry into force and to encourage States to become party (LEG) (see Output 1.2.1.1)
					2.1.1.4	Unified interpretations of the MARPOL regulations (MEPC)
					2.1.1.5	Promotion of the implementation of mandatory and non-mandatory instruments (MSC)
					2.1.1.6	<p>Reports (MEPC/Secretariat):</p> <ul style="list-style-type: none"> - Reports on the average sulphur content of residual fuel oil supplied for use on board ships - Summary reports and analyses of mandatory reports under MARPOL
					2.1.1.7	GISIS module on requirements, including uploaded national legislation (MSC/Secretariat)

Strategic Directions (SDs) (A.989(25))				High-level Actions (HLAs)		Planned outputs for 2008-2009	
				2.2.1	Encourage and support implementation of the Voluntary IMO Member State Audit Scheme	2.2.1.1	Input related to marine environment protection to the Voluntary IMO Member State Audit Scheme and to the Code for the implementation of mandatory IMO instruments (MEPC)
						2.2.1.2	A revised Code for the Implementation of Mandatory IMO Instruments (Assembly, Council, MSC and MEPC)
						2.2.1.3	Organization and delivery of State audits (Secretariat)
						2.2.1.4	Capacity-building aspects of the Scheme reflected in the ITCP (TCC)
						2.2.1.5	Implementation of pre- and post-audit technical assistance activities (Secretariat)
				2.3.1	Encourage the worldwide provision of maritime search and rescue services	2.3.1.1	Technical guidance for the establishment of regional MRCCs and MRSCs in Africa supported by the ISAR Fund (MSC)
						2.3.1.2	Further development of the Global SAR Plan for the provision of maritime SAR services (MSC)
						2.3.1.3	Guidelines on medical assistance in SAR services (MSC)
						2.3.1.4	Implementation of an ITCP programme contributing to the worldwide provision of maritime SAR services (Secretariat)
						2.3.1.5	Completed WMU project on SAR related to passenger ships (MSC)
The related performance indicators are: 1, 2, 3 and 14							
3	IMO will strengthen its capacity-building programmes and will focus on:	3.1	Developing capacity-building partnerships with governments, organizations and industry	3.1.1	Participate in environmental programmes with UNDP, UNEP, WORLD BANK, etc.	3.1.1.1	Guidance for the Secretariat concerning the environmental programmes and projects to which the Organization contributes or executes, such as GEF, UNDP, UNEP and World Bank projects or programmes, and the IMO/UNEP forum on regional co-operation in combating marine pollution (MEPC)
						3.1.1.2	Reports on resource mobilization for, and on implementation of, environmental programmes (MEPC/TCC/Secretariat)
				3.1.2	Establish partnerships with governments, organizations and industry to enhance the delivery of IMO's capacity-building programmes	3.1.2.1	Guidance for the Secretariat concerning partnerships with the industry (Global Initiative) aiming at promoting implementation of the OPRC Convention and the OPRC-HNS Protocol (MEPC)
						3.1.2.2	Reports on implementation of resolution A.965(23) on Development and improvement of partnership arrangements for technical co-operation (TCC/Secretariat)
				3.1.3	Promote and strengthen partnerships with global maritime training institutions and training programmes	3.1.3.1	An OPRC-HNS model training course approved and published for delivery (MEPC/Secretariat)
						3.1.3.2	Implementation of a global ITCP programme on the enhancement of maritime training capacities (Secretariat)
		3.2	Ensuring the long-term sustainability of the ITCP	3.2.1	Mobilize and allocate financial or in-kind resources including the promotion of technical and economic co-operation among developing countries (TCDC and ECDC)	3.2.1.1	TCDC reflected in the ITCP and partnerships (TCC/Secretariat)
						3.2.1.2	Reports on the TC Fund, voluntary trust funds, cash contributions and in-kind support under the ITCP (TCC/Secretariat) (see Output 1.1.2.1 (general))
				3.2.2	Implement the approved mechanism to ensure the sustainable financing of the ITCP	3.2.2.1	Review of the implementation of the approved mechanism on sustainable financing of the ITCP (TCC/Secretariat)
		3.3	Contributing to the attainment of the MDGs	3.3.1	Establish, maintain and promote the linkage between the ITCP and the MDGs	3.3.1.1	Reports on the promotion and implementation of resolution A.1006(25) on The linkage between the Integrated Technical Co-operation Programme and the Millennium Development Goals (TCC/Secretariat) (see Outputs 1.1.1.1 and 11.1.1.1)

Strategic Directions (SDs) (A.989(25))				High-level Actions (HLAs)		Planned outputs for 2008-2009	
		3.4	Meeting the needs of its developing Member States	3.4.1	Implement the arrangements to identify the emerging needs of developing States in general and the developmental needs of SIDS and LDCs in particular (see HLA 9.1.1)	3.4.1.1	Guidance on identifying the emerging needs of developing States, in particular SIDS and LDCs (MEPC)
		3.5	Improving the delivery, utilization and effectiveness of its technical co-operation programmes	3.5.1	Consider and prioritize the ITCP	3.4.1.2	Review of the implementation of the arrangements to identify the emerging needs of developing States in general and the developmental needs of SIDS and LDCs in particular (TCC/Secretariat)
						3.4.1.3	Approved ITCP for 2010-2011 reflecting the emerging needs of developing countries, SIDS and LDCs (TCC)
						3.5.1.1	A process to identify experts who may be available to provide assistance to developing countries (LEG)
						3.5.1.2	Input to the ITCP on: - maritime safety and security (MSC) - marine environment protection (MEPC) - maritime legislation (LEG) - facilitation of international maritime traffic (FAL) - sustainable development and achievement of the MDGs (TCC)
				3.5.1.3	Enhanced prioritization of the ITCP for 2010-2011 (TCC/Secretariat)		
				3.5.2	Strengthen the role of women in the maritime sector	3.5.2.1	Reports on the implementation of the enhanced global programme for the integration of women in the maritime sector, including a review of the regional association for women in the maritime and port sectors (TCC/Secretariat)
				3.5.3	Develop new measures to improve the delivery of technical assistance	3.5.3.1	Reports on new and cost-effective measures to deliver technical assistance (TCC/Secretariat)
						3.5.3.2	A capacity-building mechanism for new measures or instruments, as called for under resolution A.998(25) (all Committees)
		3.5.4	Undertake regular TC impact assessments	3.5.4.1	Report on the ITCP Impact Assessment Exercise covering 2004-2007 (TCC/Secretariat)		
The related performance indicators are: 1, 14 and 15							
4	Internally, IMO should be able to respond effectively and efficiently to emerging trends, developments, and challenges. It will strive for excellence in governance and management. Besides the Strategic Plan, it will put in place and maintain a risk management framework. The Council will provide visionary leadership, Committees will be optimally structured and will be supported by an effective and efficient Secretariat. The Secretariat will be endowed with sufficient resources and expertise to realize the Organization's work plans within approved biennial			4.1.1	Ensure that the Organization, within agreed appropriations, uses its resources efficiently and effectively	4.1.1.1	Approved accounts and audited financial reports (Assembly/Council)
						4.1.1.2	Approved report on ITCP implementation during 2006-2007 (TCC)
						4.1.1.3	Internal systems, regulations, rules and procedures developed for introduction of IPSAS as of 2010 (Secretariat)
						4.1.1.4	Upgrade of SAP and introduction of SAP Human Resources and Payroll modules (Secretariat)
				4.2.1	Create a knowledge and information-based Organization through improved management and dissemination of information making use of appropriate technology	4.2.1.1	Guidance on the establishment or further development of information systems (databases, websites, etc.) as part of the Global Integrated Shipping Information System (GISIS) platform, as appropriate (all Committees, as appropriate) (see Outputs 12.3.1.1 and 13.2.1.1)
						4.2.1.2	Development and management of mandatory IMO number schemes (MSC)
						4.2.1.3	Protocols on data exchange with other international, regional and national data providers (all Committees, as appropriate/Secretariat) (see Output 1.1.2.1 (general))
						4.2.1.4	Improved IMO, IMODOCS and Intranet websites (Secretariat)
						4.2.1.5	Increased number of electronic publications (Secretariat)
				4.3.1	Enhance transparency in the Organization's operations	4.3.1.1	Comprehensive, transparent, deliverable and approved Strategic Plan, High-level Action Plan and biennial programme budget for 2010-2011 (Assembly/Council/Secretariat)

Strategic Directions (SDs) (A.989(25))				High-level Actions (HLAs)		Planned outputs for 2008-2009	
	appropriations, and the Organization will make effective use of information and communication technology in management and administration.			4.4.1	Establish and maintain a risk management framework	4.4.1.1	A risk management framework for the Organization adopted and implemented (Council/Secretariat)
				4.5.1	Keep under review working methods and processes	4.5.1.1	Revised guidelines, as appropriate, including on the application of and reporting on the Strategic Plan and the High-level Action Plan (Council and all Committees)
The related performance indicator is: 16							
DEVELOPING AND MAINTAINING A COMPREHENSIVE FRAMEWORK FOR SAFE, SECURE, EFFICIENT AND ENVIRONMENTALLY SOUND SHIPPING							
5	IMO's highest priority will be the safety of human life at sea. In particular, greater emphasis will be accorded to:	5.1	Ensuring that all systems related to enhancing the safety of human life at sea are adequate, including those concerned with large concentrations of people	5.1.1	Review adequacy of passenger ship safety provisions	5.1.1.1	New or amended mandatory IMO instruments (MSC): - Performance standards for recovery systems for all types of ship - Stability and seakeeping characteristics of damaged passenger ships in a seaway when returning to port under own power or under tow - Recommendation on evacuation analysis for new and existing passenger ships - Standards for the fire safety of external areas of passenger ships - Standards on time dependent survivability of passenger ships in damaged condition
						5.1.1.2	New or amended non-mandatory IMO instruments (MSC): - Guidelines for drainage systems in closed vehicle, ro-ro and special category spaces of passenger ships (see Output 5.2.1.2) - Guidelines for the approval of novel life-saving appliances
				5.1.2	Development and review of safe evacuation, survival, recovery and treatment of people following maritime casualties or in case of distress	5.1.2.1	Measures to prevent accidents with lifeboats (MSC)
						5.1.2.2	Guidance on compatibility of life-saving appliances (MSC)
						5.1.2.3	Test standards for extended service intervals for inflatable liferafts (MSC)
				5.1.3	Enhance the safety of navigation in vital shipping lanes	5.1.3.1	Participate in the Co-operative Mechanism for the Straits of Malacca and Singapore (Secretariat)
		5.2	Enhancing technical, operational and safety management standards	5.2.1	Keep under review the technical and operational safety aspects of all types of ships, including fishing vessels	5.2.1.1	New or amended mandatory IMO instruments (MSC): - Amendments to resolution A.744(18) (see Output 5.3.1.1) - Amendments to SOLAS related to asbestos - Amendments to SOLAS related to the fire resistance of ventilation ducts - Interim guidelines for gas-fuelled engine installations in ships
						5.2.1.2	New or amended non-mandatory IMO instruments (MSC): - Amendments to the Guidelines for ships operating in Arctic ice-covered waters - Amendments to the MODU Code (see Outputs 1.3.5.4 and 2.1.1.2 (safety and security topics)) - Explanatory Notes for a harmonized SOLAS chapter II-1 (see Output 2.1.1.2 (safety and security topics)) - Guidelines for corrosion protection of means of access arrangements (see Output 2.1.1.2 (safety and security topics)) - Guidelines for drainage systems in closed vehicle, ro-ro and special category spaces for cargo ships (see Output 5.1.1.2) - Guidelines for maintenance and repair of protective coatings (see Output 2.1.1.2 (safety and security topics)) - Guidelines for the installation of shipborne radar equipment - Guidelines for uniform operating limitations of high-speed craft

Strategic Directions (SDs) (A.989(25))				High-level Actions (HLAs)		Planned outputs for 2008-2009	
							<ul style="list-style-type: none"> - Guidelines for verification of damage stability requirements for tankers and bulk carriers - Guidelines to enhance the safety of small fishing vessels - Performance standards for protective coatings for void spaces (see Output 2.1.1.2 (safety and security topics)) - Regulations for non-convention ships - Revised Intact Stability Code - Revised SPS Code (see Output 2.1.1.2 (safety and security topics)) - Revised Survey Guidelines under the Harmonized System of Survey and Certification (see output 5.3.1.2) - Revision of resolution A.760(18)
						5.2.1.3	Promotion of the implementation of resolution A.925(22) on <i>Entry into force of the 1993 Torremolinos Protocol and the 1995 STCW-F Convention</i> (MSC) (see Outputs 1.12.1 (safety and security topics) and 5.2.1.4)
						5.2.1.4	Legal and technical options to facilitate and expedite the earliest possible entry into force of the 1993 Torremolinos Protocol, as called for under resolution A.1003(25) (MSC) (see Outputs 1.1.2.1 (safety and security topics and 5.2.1.3)
				5.2.2	Development and review of training and watchkeeping standards and operational procedures for maritime personnel	5.2.2.1	<p>New or amended mandatory IMO instruments:</p> <p>Safety and security topics (MSC):</p> <ul style="list-style-type: none"> - Comprehensive review of the STCW Convention and the STCW Code (MSC) (see Output 12.5.1.1) <p>Environmental topics (MEPC):</p> <ul style="list-style-type: none"> - Input regarding MARPOL, BWM and other environmental conventions
						5.2.2.2	<p>New or amended non-mandatory IMO instruments (MSC):</p> <ul style="list-style-type: none"> - Revised Principles of safe manning (resolution A.890(21))
				5.2.3	Keep under review standards for safe handling and carriage by sea of solid and liquid cargoes carried in bulk and packaged form	5.2.3.1	<p>New or amended mandatory IMO instruments:</p> <p>Safety and security topics (MSC):</p> <ul style="list-style-type: none"> - Amendments to the BC Code - Amendments to the CSC Convention - Amendments to the CSS Code - Amendments to the IMDG Code and supplements, including stowage of water-reactive cargoes - Application of requirements for dangerous goods in packaged form in SOLAS and the 2000 HSC Code - Review of MSDS for MARPOL Annex I cargoes and marine fuels - SOLAS amendments to make the BC Code mandatory <p>Environmental topics (MEPC):</p> <ul style="list-style-type: none"> - Input regarding MARPOL Annexes I and II and the IBC Code
						5.2.3.2	<p>New or amended non-mandatory IMO instruments (MSC):</p> <ul style="list-style-type: none"> - Form and procedure for approval of the Cargo Securing Manual (MSC) - Guidance on protective clothing - Guidance on providing safe working conditions for securing of containers - Review of recommendations on the safe use of pesticides in ships - Revised Guidelines for packing of cargo transport units

Strategic Directions (SDs) (A.989(25))				High-level Actions (HLAs)		Planned outputs for 2008-2009	
				5.2.4	Keep under review measures to improve navigational safety, including e-navigation, ships' routing, ship reporting systems, vessel traffic services, requirements and standards for shipborne navigational aids and systems	5.2.3.4	Measures to prevent fires and explosions on chemical tankers and product tankers under 20,000 deadweight tonnes operating without inert gas systems (MSC)
						5.2.4.1	New or amended mandatory IMO instruments (MSC): - Amendments to COLREG Annex I - Amendments to SOLAS for the carriage of BNWAS - Development of carriage requirements for ECDIS - New routing measures and mandatory ship reporting systems, including associated protective measures for PSSAs - Review of COLREGs regarding the right of way of vessels over pleasure craft
						5.2.4.2	New or amended non-mandatory IMO instruments (MSC): - Amendments to the General Provisions on Ships' Routing - Code of conduct during demonstrations/campaigns against ships on high seas - Guidance on interpretation of UNCLOS provisions vis-à-vis IMO instruments - Guidelines on the layout and ergonomic design of safety centres on passenger ships - Improved safety of pilot transfer arrangements - Measures to minimize incorrect data transmissions by AIS equipment - Review of vague expressions in SOLAS regulation V/22 - Revised performance standards for IBS - Revision of the Guidance on the application of AIS binary messages
						5.2.4.3	Update and development of worldwide radionavigation systems (GPS, GLONASS and GALILEO) (MSC)
						5.2.4.4	Strategic review and policy framework for e-navigation (MSC)
				5.2.5	Monitor the operation of the Global Maritime Distress and Safety System (GMDSS)	5.2.5.1	New or amended non-mandatory IMO instruments (MSC): - Amendments to NAVTEX, SafetyNET and MSI Manuals - Guidelines on emergency radiocommunications, including false alerts
						5.2.5.2	Further development of the GMDSS master plan on shore-based facilities (MSC)
						5.2.5.3	Replacements for use of NBDP (radio telex) for maritime distress and safety communications in maritime MF/HF bands (MSC)
						5.2.5.4	Evaluation and recognition of future mobile satellite communication systems for use in the GMDSS (MSC)
						5.3.1.1	Amendments to the Guidelines on the enhanced programme of inspections during surveys of bulk carriers and oil tankers (resolution A.744(18)) (MSC) (see Output 5.2.1.1)
				5.3.1	Keep under review flag and port State procedures for the control of ships	5.3.1.2	New or amended non-mandatory IMO instruments: Safety and security topics (MSC): - Revised guidelines on control and compliance measures to enhance maritime security, if necessary - Revised procedures for port State control (resolution A.787(19), as amended by resolution A.882 (21)) Environmental topics (MEPC): - Survey guidelines under the Harmonized System of Survey and Certification for the BWM Convention (see output 5.2.1.2)
						5.3.1.3	Harmonized PSC procedures (MSC)
						5.3.1.4	Methodology for the in-depth analysis of annual PSC report (MSC)
						5.3.1.5	A risk assessment comparison between marine casualties and incidents and PSC inspections (MSC)
		5.3	Eliminating shipping that fails to meet and maintain these standards on a continuous basis				

Strategic Directions (SDs) (A.989(25))				High-level Actions (HLAs)		Planned outputs for 2008-2009	
		5.4	Increasing the emphasis on the role of the human element in safe shipping	5.4.1	Develop a strategy for the work related to the role of the human element including the chain of responsibility in maritime safety	5.4.1.1	New or amended non-mandatory IMO instruments (MSC): - Guidance for companies on the incorporation of a safety culture and environmental consciousness - Guidelines on how to present relevant information to seafarers
The related performance indicators are: 3, 4, 5, 11, 12 and 13							
6	IMO will seek to enhance the security of the maritime transport network, including vital shipping lanes, and to reduce piracy and armed robbery against ships, as well as the frequency of stowaway incidents, by:	6.1	Promoting a comprehensive and co-operative approach, both among Member States within the Organization and between IMO and other intergovernmental and non-governmental organizations	6.1.1	Keep under review measures (e.g. ISPS Code) to enhance security for ships and port facilities including the ship/port interface and shipping lanes of strategic importance	6.1.1.1	New or amended non-mandatory IMO instruments (MSC): - Guidelines and guidance on the implementation and interpretation of SOLAS chapter XI-2 and the ISPS Code - Guidelines on matters related to the security of ships and of ports to which SOLAS chapter XI-2 and the ISPS Code do not apply - Guidelines relating to the implementation of the provisions of article 8bis of the 2005 SUA Convention (subject to the concurrence of LEG) (see Outputs 1.1.2.3 (legal topics), 1.1.2.4 and 6.1.2.1) - Measures to enhance the security of closed cargo transport units and of freight containers (MSC/FAL)
				6.1.2	Keep under review the adequacy of the legal framework to suppress unlawful acts against ships and fixed platforms through the SUA Convention and its Protocol	6.1.2.1	Guidance on implementation of the 2005 SUA Protocols, as may be needed, in the context of international efforts to combat terrorism (MSC and LEG) (see Outputs 1.1.2.3 (legal aspects), 1.1.2.4 and 6.1.1.1)
		6.2	Raising awareness of IMO security measures and promoting their effective implementation	6.2.1	Promulgate information on prevention and suppression of acts of piracy and armed robbery against ships	6.2.1.1	Monthly, quarterly and annual reports (MSC)
				6.2.2	Assist developing regions in their introduction and implementation of effective security measures and measures against piracy and armed robbery against ships	6.2.1.2	Revised guidance relating to the prevention of piracy and armed robbery to reflect emerging trends and behaviour patterns (MSC)
		6.3	Increasing the emphasis on the role of the human element and safeguarding the human rights of seafarers in secure shipping			6.3.1	Actively participate in work of the Joint IMO/ILO <i>ad hoc</i> expert working groups on issues related to safeguarding the human rights of seafarers
				6.2.2.2	Model legislation on maritime security (Secretariat)		
		6.3.1.1	Monitor the application of the joint IMO/ILO Guidelines on the fair treatment of seafarers (LEG) (see Output 1.1.2.1 (legal topics))				
				6.3.1.2	Policy input on implementation of IMO guidelines on provision of financial security in case of abandonment of seafarers, and IMO guidelines on shipowners' responsibilities in respect of contractual claims for personal injury to or death of seafarers (LEG) (see Output 1.1.2.3 (legal topics))		
		6.3.2.1	Strategy on the role of the human element in the enhancement of maritime security, taking into account human rights, the workload on seafarers, the revised 1988 SUA Convention and its Protocol and developments relating to the revision of the STCW Convention, if necessary (MSC)				
		The related performance indicators are: 6, 7, 11, 12 and 15					
7	IMO will focus on reducing and eliminating any adverse impact by shipping on the environment by:	7.1	Identifying and addressing possible adverse impacts	7.1.1	Monitor pollution and adverse impact on the marine environment caused by ships and their cargoes	7.1.1.1	Follow-up to the GESAMP study on "Estimates of Oil Entering the Marine Environment from Sea Based Activities" (MEPC)
						7.1.1.2	Technical guidance for the Secretariat for the development, on the basis of reporting requirements under MARPOL, OPRC and the OPRC-HNS Protocol, as well as other relevant sources of information, of a pollution incident information structure for regular reporting to the FSI and BLG Sub-Committees, and/or the MEPC (MEPC)

Strategic Directions (SDs) (A.989(25))				High-level Actions (HLAs)		Planned outputs for 2008-2009	
				7.1.2	Keep under review measures to reduce adverse impact on the marine environment by ships and their cargoes	7.1.2.1	New or amended mandatory IMO instruments (MEPC): - A legal instrument on ship recycling adopted - Designation of Special Areas and PSSAs and adoption of their associated protective measures
						7.1.2.2	New or amended non-mandatory IMO instruments (MEPC): - Consolidated guidelines on ballast water management (see Output 2.1.1.2 (environmental topics))
						7.1.2.3	Approved ballast water management systems (MEPC)
						7.1.2.4	Approved list of active substances used by ballast water management systems (MEPC) (see Output 1.3.3.2)
						7.1.2.5	Production of a manual entitled "Ballast Water Management – How to do it" (MEPC)
						7.1.2.6	Holding of the third BWM R&D symposium (MEPC) (see Output 13.3.1.2)
						7.1.2.7	Policies on Practices Related to the Reduction of Greenhouse Gas Emissions from Ships (resolution A.963(23)) (MEPC): - Ship CO ₂ indexing scheme; CO ₂ emission baseline
						7.1.2.8	Measures to promote the AFS Convention (MEPC)
						7.1.2.9	Revised manual on administrative arrangements for response to HNS incidents (MEPC)
						7.1.2.10	OPRC-HNS model courses developed (MEPC)
						7.1.2.11	Updated OPRC Train-the-Trainer Course (MEPC)
						7.1.2.12	Revised Manual on oil pollution, Section 1 – Prevention (MEPC)
						7.1.2.13	Guidance on the carriage of biofuels and biofuel blends as cargo (MEPC)
				7.1.3	Monitor and keep under review the provision of reception facilities in ports and their adequacy	7.1.3.1	Reports on inadequacy of port reception facilities (MEPC)
						7.1.3.2	Follow-up on the implementation of the Action Plan on port reception facilities (MEPC)
				7.1.4	Consider the need for the development of measures to prevent and control marine pollution from small craft	7.1.4.1	Action Plan on prevention and control of marine pollution from small craft, including development of appropriate measures (MEPC)
	7.2	Developing effective measures for mitigating and responding to the impact on the environment caused by shipping incidents and operational pollution from ships		7.2.1	Keep under review the guidelines on the identification of places of refuge	7.2.1.1	Bi-annual MSC circulars on designation of maritime assistance services (MAS) (MSC)
						7.2.1.2	Input to the review of the guidelines on the identification of places of refuge with regard to marine environment protection (MEPC)
				7.2.2	Keep under review the adequacy of the legal framework	7.2.2.1	
				7.2.3	Foster co-operation and mutual assistance between Member States under the provisions of the OPRC Convention and OPRC-HNS Protocol	7.2.3.1	Increased activities within the ITCP regarding the OPRC Convention and the OPRC-HNS Protocol (MEPC/TCC)
	7.3	Contributing to international efforts to reduce atmospheric pollution and address global warming (see SDs 13.1 and 13.3)		7.3.1	Keep under review IMO measures to reduce atmospheric pollution and address global warming (see HLAs 2.1.1 and 7.1.2)	7.3.1.1	New or amended mandatory IMO instruments (MEPC): - Revised MARPOL Annex VI and NO _x Technical Code (see Output 2.1.1.1 (environmental topics))
						7.3.1.2	Updated study on greenhouse gas (GHG) emissions from ships (MEPC)
						7.3.1.3	Completed work plan to identify and develop mechanisms needed to achieve the limitation or reduction of CO ₂ emissions from international shipping (MEPC)

Strategic Directions (SDs) (A.989(25))				High-level Actions (HLAs)		Planned outputs for 2008-2009	
		7.4	Increasing the emphasis on the role of the human element in environmentally sound shipping				
The related performance indicators are: 8, 9, 10, 11 and 12							
8	IMO will seek to ensure that measures to promote safe, secure and environmentally sound shipping do not unduly affect the efficiency of shipping. It will also constantly review such measures to ensure their adequacy, effectiveness and relevance, using the best available tools			8.1.1	Promote wider acceptance of the FAL Convention and adoption of measures contained therein, to assist the Committee's effort and work towards the universal implementation of measures to facilitate international maritime traffic	8.1.1.1	Reports on the status of the FAL Convention (FAL)
						8.1.1.2	Finalized Explanatory Manual to the FAL Convention (FAL) (see Output 1.3.4.3)
				8.2.1	Ensure that an appropriate balance is maintained between measures to enhance maritime security and measures to facilitate international maritime traffic	8.2.1.1	FAL provisions compatible with the provisions in SOLAS chapter XI-2 and the ISPS Code (FAL)
						8.2.1.2	Access procedures at the ship/port interface for public officers and service providers visiting a vessel (FAL)
						8.2.1.3	Procedures to facilitate seafarers' access in and out of a port facility during shore leave, if necessary (FAL)
						8.2.1.4	Guidance on documentation required by passengers, particularly transit cruise passengers, to ensure their smooth flow through ports (FAL)
						8.2.1.5	Procedures for cargo and baggage clearance through a port facility (FAL)
				8.3.1	Encourage the use of information and communication technology to drive continuous improvement and innovation in the facilitation of maritime traffic	8.3.1.1	Information and communication technology solutions and standards developed for use by public authorities to facilitate procedures for visiting ships, their cargo, crews and passengers (FAL)
						8.3.1.2	Revised IMO Compendium of Facilitation and Electronic Business (FAL)
						8.3.1.3	Information technology solutions (e.g. electronic signature) developed to facilitate the process of clearing the ship, its cargo, passengers and crew (FAL)
						8.3.1.4	Technologies made available for demonstration to public authorities and other stakeholders (FAL)
The related performance indicators are: 1, 2, 3 and 20							
9	IMO will pay special attention to the shipping needs of small island developing States (SIDS) and the least developed countries (LDCs)			9.1.1	Identify and address the special shipping needs of SIDS and LDCs (see HLA 3.4.1)	9.1.1.1	Report on the implementation of the global ITCP programme on support to SIDS and LDCs for their special shipping needs (TCC/Secretariat)
						9.1.1.2	Report to the Council on the committees' consideration of the special shipping needs of SIDS and LDCs vis-à-vis new IMO standards (Secretariat)
The related performance indicator is: 14							
10	IMO will establish goal-based standards for the design and construction of new ships			10.1.1	Develop goal-based standards for the design and construction of new ships	10.1.1.1	New or amended mandatory IMO instruments (MSC): - Amendments to SOLAS chapter II-1 - Development of goal-based ship construction standards (GBS) for new oil tankers and bulk carriers
						10.1.1.2	Further development of GBS based on both the prescriptive and safety-level approaches as integral elements of the IMO GBS (MSC)
						10.1.1.3	Establishment of an MSC group of experts to carry out the verification of compliance with GBS for oil tankers and bulk carriers (MSC)
The related performance indicator is: 18							

Strategic Directions (SDs) (A.989(25))			High-level Actions (HLAs)		Planned outputs for 2008-2009		
ENHANCING THE PROFILE OF SHIPPING AND INSTILLING A QUALITY CULTURE AND ENVIRONMENTAL CONSCIENCE							
11	IMO, in partnership with other stakeholders, will seek to raise the profile of the safety, security and environmental records of shipping in the eyes of civil society	11.1	Actively publicizing the vital importance of shipping as a safe, secure and environmentally sound mode of transport for goods and people, and underlining the role of the Organization in that regard	11.1.1	Raise awareness of the role of international shipping in world trade and the global economy and the importance of the Organization's role	11.1.1.1	Permanent analysis, demonstration and promotion of the linkage between a safe, secure, efficient and environmentally friendly maritime transport infrastructure, the development of global trade and the world economy and the achievement of the Millennium Development Goals (Assembly, Council, all Committees and Secretariat) (see Outputs 1.1.1.1 and 3.3.1.1)
						11.1.1.2	Speeches, messages, interviews and articles delivered and published in all media on the work and advances of IMO and the shipping industry (Secretariat)
						11.1.1.3	Other outreach activities delivered (including some 50 press releases annually) to enhance the image of IMO and the industry, and promote IMO's work and the effective implementation of its standards (Secretariat)
						11.1.1.4	Two World Maritime Day celebrations and two Parallel Events organized, and consequential action plans implemented to promote and publicize the respective World Maritime Day themes (Secretariat)
						11.1.1.5	Winners elected for two International Maritime Prizes and two IMO Awards for Exceptional Bravery at Sea (Council)
						11.1.1.6	Measures to promote the "IMO Children's Ambassador" concept, in collaboration with junior marine environment protection associations worldwide (MEPC)
		11.1.2	Enhance the image of the role of the human element in the context of the shipping industry	11.1.2.1	See outputs 11.1.1.1 to 11.1.1.5		
		11.2	Actively developing its community relations programmes	11.2.1	Actively promote and encourage the development of community relations programmes	11.2.1.1	ITCP programmes identified that are amenable to the addition of community outreach activities (TCC)
The related performance indicators are: 4(b), 5(b), 6, 7, 8, 10, 11, 14 and 17(b)							
12	IMO will take the lead in enhancing the quality of shipping by:	12.1	Encouraging the utilization of the best available techniques not entailing excessive costs, in all aspects of shipping	12.1.1	Use formal safety assessment techniques in the development of technical standards	12.1.1.1	New or amended non-mandatory IMO instruments (MSC): - Revised FSA guidelines
				12.1.2	Use risk-based tools that take account of costs and the human element in the development of operational standards	12.1.2.1	Guidelines for all sub-committees on the casualty analysis process (MSC)
		12.2	Encouraging proper management of ships	12.2.1	Keep under review the effectiveness of the ISM Code with regard to safety and protection of the marine environment	12.1.2.2	A casualty analysis process effectively implemented and monitored (MSC)
						12.2.1.1	New or amended mandatory IMO instruments (MSC): - Amendments to the ISM Code, including requirements for seafarer safety representation
		12.3	Promoting and enhancing the availability of, and access to, information – including casualty information – relating to ship safety and security (i.e. transparency)	12.3.1	Consider the wider dissemination of information, analyses and decisions, taking account of the financial implications	12.2.1.2	New or amended non-mandatory IMO instruments (MSC): - Guidelines and associated training to assist companies and seafarers in improving the implementation of the ISM Code (see Output 5.4.1.1) - Revised guidelines for Administrations (resolution A.913(22)) to make them more effective and user-friendly (see Output 5.4.1.1)
						12.3.1.1	Guidance on the development of GISIS and on access to information (MSC) (see Outputs 4.2.1.1 and 13.2.1.1)
				12.3.1.2	PSC-related data collected and disseminated in co-operation with PSC regimes (MSC)		

Strategic Directions (SDs) (A.989(25))				High-level Actions (HLAs)		Planned outputs for 2008-2009	
		12.4	Ensuring that all stakeholders understand and accept their responsibilities regarding safe, secure and environmentally sound shipping by developing a ‘chain of responsibility concept’ among them	12.4.1	Raise awareness of the “chain of responsibility” concept among all stakeholders through organizations that have consultative status	12.4.1.1	Guidelines and MEPC circulars (MEPC)
		12.5	Identifying, correlating and evaluating the factors, including human interaction on board ships, that influence safety and security culture, and developing practical and effective mechanisms to address them	12.5.1	Promote bridge resource management	12.5.1.1	Bridge resource management effectively addressed through comprehensive review of the STCW Convention and the STCW Code (MSC) (see Output 5.2.2.1 (safety and security topics))
The related performance indicators are: 3, 11 and 12							
13	IMO will seek to enhance environmental conscience within the shipping community by:	13.1	Strengthening awareness of the need for a continuous reduction of the adverse impact of shipping on the environment			13.1.1.1	Continued promotion of World Maritime Day theme on IMO’s response to current environmental challenges (Secretariat)
		13.2	Promoting and enhancing the availability of, and access to, information relating to environmental protection (i.e. transparency)	13.2.1	Consider the wider dissemination of information, analyses and decisions, taking account of the financial implications	13.2.1.1	Guidance for the Secretariat on the development of GISIS and on access to information (MEPC) (see Outputs 4.2.1.1 and 12.3.1.1)
						13.2.1.2	Databases as part of GISIS and other means, including electronic ones (all Committees, as appropriate/Secretariat)
		13.3	Encouraging the use in shipping of the best available environmental technology not entailing excessive costs, in line with the goal of sustainable development			13.3.1.1	Improved and new technologies approved for ballast water management systems and reduction of atmospheric pollution (MEPC) (see Outputs 7.1.2.3 and 7.3.1.1)
						13.3.1.2	Holding of the third BWM R&D symposium (MEPC) (see Output 7.1.2.6)
The related performance indicators are: 10, 11 and 12							

Resolution A.990(25) Adopted on 29 November 2007
HIGH-LEVEL ACTION PLAN OF THE ORGANIZATION AND PRIORITIES FOR
THE 2008-2009 BIENNIUM