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**Resolution A.1110(30)**

**Adopted on 6 December 2017  
(Agenda item 7)**

**STRATEGIC PLAN FOR THE ORGANIZATION  
FOR THE SIX-YEAR PERIOD 2018 to 2023**

THE ASSEMBLY,

RECALLING the Convention on the International Maritime Organization, in particular part I, Article 1(a), and part II, Articles 2(a) and (c) thereof,

RECALLING ALSO the directives contained in resolution A.500(XII) concerning coordination 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 FURTHER 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*,

and the relevant documents of the Council and the committees on the organization and method of their work,

RECALLING IN PARTICULAR the adoption, at its twenty-ninth session, of resolution A.1097(29) on *Strategic Plan for the Organization (for the six-year period 2016 to 2021)*, including the direction given to the Council therein to develop a new strategic framework to replace the current Strategic Plan by the 2018-2019 biennium,

BEING COMMITTED to ensuring the fulfilment of the Organization's aims and objectives in a uniform manner on a global basis and to setting clear priorities for the purpose of achieving them,

TAKING INTO ACCOUNT the benefits that the Strategic Directions and the Sustainable Development Goals will provide to international shipping and the development of Member States' national maritime strategies,

HAVING CONSIDERED the recommendations of the Council at its 118th session,

- 1 APPROVES the Strategic Plan for the Organization for the six-year period 2018 to 2023, as set out in the annex to the present resolution, comprising:
  - (a) the mission statement;
  - (b) the vision statement;
  - (c) the overarching principles for the Organization's Strategic Plan 2018-2023;
  - (d) the strategic directions for the Organization;
  - (e) the performance indicators for assessing the Organization's performance against the strategic directions; and
  - (f) the list of outputs that are planned to be delivered by the Organization over the 2018-2019 biennium.
  
- 2 REQUESTS that all IMO organs ensure full observance of resolution A.1111(30) on *Application of the Strategic Plan of the Organization*, which provides a uniform basis for the application of the Strategic Plan throughout the Organization, and for the strengthening of existing working practices through the provision of enhanced planning and management procedures that are simple, manageable, proportional, transparent and balanced;
  
- 3 REQUESTS ALSO the Council, the Maritime Safety Committee, the Legal Committee, the Marine Environment Protection Committee, the Technical Cooperation Committee and the Facilitation Committee, when reporting on their work to the Assembly at its thirty-first regular session and to the Council at its sessions during the 2018-2019 biennium, to ensure that they report progress towards fulfilling the Organization's mission using the framework of the Strategic Plan;
  
- 4 REQUESTS FURTHER the Council and the Secretary-General, as appropriate, to monitor progress and analyse, as necessary, any mechanisms required to review and update progress made under the Strategic Plan, taking into account resolution A.1111(30) on *Application of the Strategic Plan of the Organization*;
  
- 5 INVITES Member States, the Secretariat and other stakeholders to provide the necessary data to ensure that progress towards the achievement of the Strategic Plan can be adequately assessed and reported on;
  
- 6 DIRECTS the chairs, vice-chairs and secretaries of the Council, committees and sub-committees to ensure a consistent and rigorous application of resolution A.1111(30) on *Application of the Strategic Plan of the Organization* and of the documents on the organization and method of work of the respective committees and their subsidiary bodies;
  
- 7 ENCOURAGES the Council, the committees and the Secretariat, when considering proposals for new outputs, to ensure, in accordance with resolution A.1111(30) on *Application of the Strategic Plan of the Organization* and with the documents on the organization and method of their work, as appropriate, that the issues to be addressed are those which fall within the mission of the Organization;

8 REQUESTS the committees and the Secretariat, as appropriate, and in accordance with resolution A.1111(30) on *Application of the Strategic Plan of the Organization*, to submit to the Council for endorsement any new outputs that they may approve during the 2018-2019 biennium for inclusion in the list of outputs for that biennium;

9 AUTHORIZES the Council to endorse such new outputs and to include them in the list of outputs for the 2018-2019 biennium, as set out in the annex to the present resolution, and to bring for consideration of the Assembly any proposed amendments to the Strategic Plan;

10 DECIDES that the Strategic Directions are established for the six-year period 2018 to 2023 and that the Council will bring to the attention of the Assembly proposed amendments to the Strategic Plan on which it has had an agreement, including the biennial update of outputs in a consolidated manner;

11 REVOKES resolutions A.1097(29) and A.1098(29).

Annex

**STRATEGIC PLAN FOR THE ORGANIZATION  
FOR THE SIX-YEAR PERIOD 2018 to 2023**

**MISSION STATEMENT**

1 The mission of the International Maritime Organization (IMO), as a United Nations specialized agency, is to promote safe, secure, environmentally sound, efficient and sustainable shipping through cooperation. This will be accomplished by adopting the highest practicable standards of maritime safety and security, efficiency of navigation and prevention and control of pollution from ships, as well as through consideration of the related legal matters and effective implementation of IMO instruments, with a view to their universal and uniform application.

**VISION STATEMENT**

2 The vision of IMO for the period 2018 to 2023 is as follows:

- .1 IMO will uphold its leadership role as the global regulator of shipping, promote greater recognition of the sector's importance and enable the advancement of shipping, while addressing the challenges of continuing developments in technology and world trade and the need to meet the 2030 Agenda for Sustainable Development.
- .2 To achieve this, IMO will focus on the review, development and implementation of and compliance with IMO instruments in its pursuit to proactively identify, analyse and address emerging issues and support Member States in their implementation of the 2030 Agenda for Sustainable Development.

**OVERARCHING PRINCIPLES FOR THE ORGANIZATION'S  
STRATEGIC PLAN 2018 to 2023**

3 The Strategic Plan identifies the strategic directions on which IMO will focus in the period 2018 to 2023. The IMO organs will continue their work to fulfil the purposes of the Organization, as set out in Article 1 of the IMO Convention, while sustaining the system of global maritime legislation and ensuring a level playing field for all States involved in international shipping. In doing so, IMO will uphold its leadership role in ensuring a balance for international shipping between the need for economic development, facilitation of international trade, safety, security and environmental protection. IMO will ensure that the views of all stakeholders are taken into account in its decision-making processes and continue to pay particular attention to the needs of developing countries, especially small island developing States (SIDS) and least developed countries (LDCs).

4 The safety and security of life at sea, protection of the environment, and world trade all depend on the competence and professionalism of the personnel employed or engaged in the maritime sector, who need to have the relevant skills and understanding to ensure that IMO instruments are effectively reviewed, developed, implemented, applied and enforced.

5 The expansion of the global fleet and the acceleration in the development of new and advancing technologies increase the demands on the seafarers. IMO will take into account the human element in the review, development and implementation of new and existing requirements, including skills, education and training, and human capabilities, limitations and needs.

6 IMO, in all aspects of its work, will take into account the needs and well-being of seafarers and, in doing so, will always attach the utmost importance to education and training, as well as the promotion of gender equality and the empowerment of women.

7 As a specialized agency of the United Nations, IMO has an important role to play in achieving the 2030 Agenda for Sustainable Development (2030 Agenda). The adoption of the 2030 Agenda, including its 17 Sustainable Development Goals (SDGs) and 169 targets, marks a historic agreement among the 193 United Nations Member States to forge a sustainable pathway of action for people, the planet and prosperity.

8 Shipping is an essential element of sustainable economic growth as it is the most environmentally sound mode of transport with the lowest carbon footprint per unit of cargo transported. Along with other transport modes, shipping is an important enabler for a substantial number of SDGs.

9 IMO is fully committed to achieving the 2030 Agenda and the SDGs, including aligning its programmes and initiatives to support Member States. The Organization, its Member States, civil society and the maritime industry will continue working together to strengthen the path towards sustainable development.

10 IMO will also maintain and where relevant strengthen its collaboration with other bodies in the United Nations system as well as with parties at global, regional and national levels.

11 The Organization will continually demonstrate to its stakeholders that IMO is delivering on its objectives successfully and effectively. Through stakeholder outreach, the Organization will promote its work as essential to ensuring a safe, secure, environmentally sound and sustainable shipping sector.

## **STRATEGIC DIRECTIONS**

12 As IMO continues to carry out its work, the following Strategic Directions set out the areas of particular focus for the period 2018 to 2023.

### **SD 1: Improve implementation**

13 IMO has almost 60 years of experience, developing more than 50 international treaties, together with the related standards, guidelines and other texts. Only through the entry into force of those instruments and the effective, efficient and consistent implementation and enforcement of their provisions can the full benefits from this extensive body of international law be realized. To that end, the current situation demands that IMO place increased focus on implementation of IMO instruments as well as promotion of the entry into force of instruments.

14 The crucial role played by IMO in creating a level playing field for its Members can only be achieved through effective and uniform implementation of IMO instruments, their enforcement by the States parties to them, and full compliance by the States concerned and the shipping industry.

15 IMO will provide States and the industry with the information they need to better identify and understand barriers to implementation, and will consider ways to eliminate those barriers, including through analysis of the findings from the Member State Audit Scheme and/or data from other sources. IMO will promote the exchange of best practices among all stakeholders.

16 To achieve the goal of uniform implementation, IMO will continue to develop and execute projects to provide targeted capacity building and technical cooperation that fosters, promotes and supports implementation efforts, especially those of developing countries, and will continue to pay particular attention to the needs of small island developing States and least developed countries.

### **SD 2: Integrate new and advancing technologies in the regulatory framework**

17 As technological development accelerates, new and advancing technologies will significantly affect shipping, creating a more interconnected and efficient industry more closely integrated with the global supply chain. New and advancing technologies have already brought about changes at all levels in the way ships are designed, constructed, equipped and operated, and have had equal impact on personnel, both on board and on shore. Such technologies may also provide access to a large amount of data associated with shipping.

18 Since technological advances present opportunities as well as challenges, their introduction needs to be considered carefully in order for them to be accommodated appropriately into the regulatory framework of the Organization. This involves balancing the benefits derived from new and advancing technologies against safety and security concerns, the impact on the environment and on international trade facilitation, the potential costs to the industry, and finally their impact on personnel, both on board and ashore.

19 The Organization's regulatory framework will be continually adapted to the challenges and global developments facing the shipping industry, with a view to ensuring safety, security and environmental protection. The Organization will strive towards a legal framework that accommodates new and advancing technologies and approaches; it will do so by being technology neutral, developing IMO instruments and performance standards without preference or hindrance of one technology over another.

### **SD 3: Respond to climate change**

20 With the adoption of the 2030 Agenda and the Paris Agreement at the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP 21), climate change has been recognized as one of the greatest challenges of our time, a phenomenon whose consequences have negative impacts on the planet and which can undermine the ability of all countries to achieve sustainable development.

21 Although shipping is one of the most energy-efficient modes of transportation and has already increased its energy efficiency and reduced emissions, the shipping industry continues to pursue strategies to reduce emissions worldwide. Having already developed global regulations on energy efficiency for ships, the Organization will continue to consider further measures to ensure that international shipping continues to bear its responsibility in addressing climate change.

22 In its role as the global regulator of international shipping, IMO will develop appropriate solutions to reduce the shipping industry's contribution to air pollution and its impact on climate change. With the shipping industry's support, IMO will develop a comprehensive IMO strategy on reduction of greenhouse gas emissions from ships which will be ambitious and realistic.

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#### **SD 4: Engage in ocean governance**

23 The use of the world's oceans is intensifying as a result of both the continuing increase in the exploration and use of marine resources and opportunities they provide and the pressure to preserve marine spaces for users other than the industry.

24 To ensure the sustainable development of activities in the marine space, such activities have to be balanced with the capacity of the oceans to remain healthy and diverse in the long term.

25 In the discussion on ocean governance and development of activities in the marine space, IMO, actively working in collaboration with other relevant bodies, should ensure that the use of marine spaces does not disproportionately limit the ability of shipping to support and contribute to the global economy, socio-economic progress and development, and assist in the delivery of related aspects of the SDGs.

#### **SD 5: Enhance global facilitation and security of international trade**

26 Shipping moves around 80%<sup>1</sup> of world trade, making it an integral part of the global economy and supply chain. The prevention of disruption to international shipping is therefore in the interest of all. Continued effort is needed to ensure that ships move from port to port without undue delay arising from arrival and departure formalities, to provide for safe transportation and effective facilitation of international trade, and to ensure that appropriate security measures are in place on all international voyages.

27 Threats such as piracy and armed robbery against ships could disrupt international trade, threaten lives, and increase the burden on maritime transport. Furthermore, to ensure the security of the maritime transport network, including vital shipping lanes, IMO will continue to raise awareness of IMO measures for security and to encourage a cooperative approach among Member States and stakeholders.

28 Shipping operations are increasingly dependent on electronics and digital technologies and as such are exposed to cyber risks. The Organization will continue to monitor the issue and encourage a cooperative approach among Member States and stakeholders.

29 Electronic transmission of relevant information, such as, but not limited to, documents and certificates, simplifies communications between ships, ports and authorities and reduces the administrative burden for those on board and ashore. The challenge is to ensure that information is transmitted securely in a universally accepted form and is verifiable. To take full advantage of the electronic exchange of information, closer cooperation is needed between authorities and the industry at the national and, in certain instances, regional levels.

30 To achieve this, IMO will seek further international consensus on reducing, simplifying and standardizing the information required. It will develop global solutions that reduce the burdens by facilitating electronic information exchange and that balance the needs of authorities ashore with the interests of the shipping industry.

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<sup>1</sup> United Nations Conference on Trade and Development, *Review of Maritime Transport 2015* (New York and Geneva, 2015).

### **SD 6: Ensure regulatory effectiveness**

31 The main role of IMO as the global regulator of safe, secure and environmentally sound shipping requires it to ensure that a universally adopted, effective, international regulatory framework is in place and implemented consistently, embracing and integrating new and advancing technologies, without causing unnecessary burdens.

32 The current approach and practices draw on the extensive experience of IMO in developing and adopting standards for international shipping. Reviewing that approach and those practices makes it possible to identify improvements, enhance the effectiveness of the existing IMO instruments and better assess the need for new regulations which take into account the impacts and benefits of proposed measures. The process of capturing and analysing information on the implementation of existing IMO instruments should build on the Member State Audit Scheme and its outcomes, in conjunction with in-depth analysis of data.

33 IMO instruments must continue to be globally implemented and applicable, and will continue to ensure a level playing field. Information should be systematically fed back into the regulatory processes of the Organization to allow it to make informed decisions on reviewing existing regulations and developing new ones.

### **SD 7: Ensure organizational effectiveness**

34 To successfully achieve the Organization's vision and respond to current and future challenges, IMO will improve its working practices, where necessary, and foster broader participation by Member States in its work and decision-making, including through the use of appropriate technologies. To effectively facilitate its work and improve knowledge sharing, the Organization will consider means of strengthening its technical and analytical capabilities to collect, manage, analyse and report on relevant information and data.

35 IMO will continue to introduce and implement best practices in its activities, delivering efficient and effective processes to deal with the ever-changing work of the Organization, thereby ensuring that Member States, donors and other partners receive the best value for the resources they provide.

36 The motivated and skilled staff who lie at the heart of the Organization's success are essential to its ability to respond effectively to changing demands. IMO will ensure that the Secretariat continues to be equipped with the required competencies and structured appropriately to support the work of the Organization.

37 IMO will continue to manage and utilize its financial resources effectively. In this regard, the ongoing commitment of Member States to providing financial resources that meet the Organization's expenditures and to providing, together with other donors, adequate sources of funding for the Organization's activities are essential. In its technical cooperation work, IMO will endeavour to establish new and further develop existing long-term strategic donor relationships and to optimize other sources of funding.



**TABLE 1 – PERFORMANCE INDICATORS**

<b>SD</b>	<b>PI Index</b>	<b>PI Name</b>
<b>SD 1 Improve implementation</b>	<b>PI 1.1</b>	# of references in audit findings per instrument (article and regulation)
	<b>PI 1.2</b>	% of audit findings and observations with corrective actions implemented according to the target completion dates
	<b>PI 1.3</b>	% of deficiencies and detentions per ship type
	<b>PI 1.4</b>	# of deficiencies per category of deficiency
	<b>PI 1.5</b>	# of Member States that have ratified each IMO instrument, including those yet to enter into force
	<b>PI 1.6</b>	% of the world's merchant shipping (tonnage) covered by each IMO instrument, including those yet to enter into force
	<b>PI 1.7</b>	# of Member States requesting technical cooperation to implement corrective actions to address audit findings and observations
	<b>PI 1.8</b>	# of Member States receiving technical cooperation to implement corrective actions to address audit findings and observations
	<b>PI 1.9</b>	% of technical cooperation activities directed towards the implementation of IMO instruments with effective results for the receiving Member States
<b>SD 2 Integrate new and advancing technologies in the regulatory framework</b>	<b>PI 2.1</b>	# of proposals submitted to IMO to incorporate new and advancing technologies into the regulatory framework
	<b>PI 2.2</b>	# of outputs to include new and advancing technologies (as specified in PI 2.1) on the agenda of IMO organs
	<b>PI 2.3</b>	# of amendments adopted to incorporate new and advancing technologies into the regulatory framework
<b>SD 3 Respond to climate change</b>	<b>PI 3.1</b>	# tonnes of CO <sub>2</sub> emissions from international shipping
	<b>PI 3.2</b>	% of improvement in attained EEDI against reference line per ship type
	<b>PI 3.3</b>	US\$ expenditure on funding of technical cooperation activities and major projects related to energy efficiency and reduced emissions
<b>SD 4 Engage in ocean governance</b>	<b>PI 4.1</b>	# of Special Areas designated under MARPOL, including ECAs
	<b>PI 4.2</b>	# of Particularly Sensitive Sea Areas (PSSAs) designated
	<b>PI 4.3</b>	# of meetings on Ocean Governance at which the Organization was represented
	<b>PI 4.4</b>	US\$ expenditure on technical cooperation activities and capacity building related to Ocean Governance
<b>SD 5 Enhance global</b>	<b>PI 5.1</b>	# of Contracting Parties to the FAL Convention submitting notifications pursuant to article VIII of the FAL Convention

<b>facilitation and security of international trade</b>	<b>PI 5.2</b>	# of Member States issuing electronic certificates
	<b>PI 5.3</b>	# of Member States with a system for the electronic exchange of information
	<b>PI 5.4</b>	# of piracy incidents per geographical area of incident reported to IMO
	<b>PI 5.5</b>	# of stowaway incidents reported to IMO
	<b>PI 5.6</b>	US\$ expenditure on technical cooperation activities and capacity building allocated to facilitation matters
	<b>PI 5.7</b>	US\$ expenditure on technical cooperation activities and capacity building allocated to security matters
<b>SD 6 Ensure regulatory effectiveness</b>	<b>PI 6.1</b>	# of specific requirements of the relevant IMO instruments recommended for review based on audit findings
	<b>PI 6.2</b>	# of unified interpretations of provisions per instrument approved by IMO
	<b>PI 6.3</b>	# of amendments per mandatory instrument within four years of entry into force
<b>SD 7 Ensure organizational effectiveness</b>	<b>PI 7.1</b>	# and % of Member States, IGOs and NGOs attending IMO meetings by meeting
	<b>PI 7.2</b>	% of outputs completed by the original target completion date
	<b>PI 7.3</b>	% of technical cooperation and capacity-building activities with effective results for the receiving Member States
	<b>PI 7.4</b>	% of technical cooperation and capacity-building activities with long-term impact for the receiving Member States
	<b>PI 7.5</b>	% of the reporting requirements that can be met by electronic means
	<b>PI 7.6</b>	% of vacant posts in general and professional/higher categories
	<b>PI 7.7</b>	% of assessments received from Member States
	<b>PI 7.8</b>	% of biennial ITCP funded
	<b>PI 7.9</b>	% contribution of Trading Fund surplus to the ITCP
	<b>PI 7.10</b>	% of additional external contributions to the budget (non-ITCP)
	<b>PI 7.11</b>	% of contributions provided by substantial donations

**TABLE 2 – LIST OF OUPUTS FOR THE 2018-2019 BIENNIUM**

Reference to SDs, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
SD 1 Improve implementation	1.1	Capacity-building aspects of the IMO Audit Scheme reflected in and implemented through the Integrated Technical Cooperation Programme (ITCP)	Continuous	TCC		
	1.2	Input on identifying emerging needs of developing countries, in particular SIDS and LDCs to be included in the ITCP	Continuous	TCC	MSC / MEPC / FAL / LEG	
	1.3	Validated model training courses	Continuous	MSC	HTW	
	1.4	Analysis of consolidated audit summary reports	Annual	Assembly	MSC / MEPC / LEG / TCC / III	Council
	1.5	Non-exhaustive list of obligations under instruments relevant to the IMO Instruments Implementation Code (III Code)	Annual	MSC / MEPC	III	
	1.6	Monitoring of ITCP programme implemented on the enhancement of maritime training capacities, including middle and senior management levels	Annual	TCC		
	1.7	Identify thematic priorities within the area of maritime safety and security, marine environmental protection, facilitation of maritime traffic and maritime legislation	Annual	TCC	MSC / MEPC / FAL / LEG	
	1.8	Analysis and consideration of reports on National Maritime Transport Policy development and Country Maritime Profiles	Annual	TCC		
	1.9	Report on activities within the ITCP related to the OPRC Convention and the OPRC-HNS Protocol	Annual	TCC	MEPC	
	1.10	Report on ITCP programme on support to SIDS and LDCs for their special shipping needs	Annual	TCC		

Reference to SDs, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	1.11	Revised <i>Guidelines for the application of MARPOL Annex I requirements to FPSOs and FSUs</i>	2019	MEPC	PPR	
	1.12	Review of the <i>2015 Guidelines for exhaust gas cleaning systems</i> (resolution MEPC.259(68))	2019	MEPC	PPR	
	1.13	Guide on practical methods for the implementation of the OPRC Convention and the OPRC-HNS Protocol	2019	MEPC	PPR	
	1.14	Revised guidance on ballast water sampling and analysis	2019	MEPC	PPR	III
	1.15	Revised guidance on methodologies that may be used for enumerating viable organisms	2019	MEPC	PPR	
	1.16	Updated IMO Dispersant Guidelines (part IV)	2019	MEPC	PPR	
	1.17	Consistent implementation of regulation 14.1.3 of MARPOL Annex VI	2019	MEPC	PPR	
	1.18	Measures to ensure quality of fuel oil for use on board ships	2019	MEPC		
	1.19	Approve ITCP for 2020-2021	2019	TCC		
	1.20	Uniform implementation of paragraph 6.1.1.3 of the LSA Code	2018	MSC	SSE	
	1.21	Guidance for STCW Code, section B-I/2	2018	MSC	HTW	
	1.22	Comprehensive review of the 1995 STCW-F Convention	2018	MSC	HTW	
	1.23	Revision of the <i>Guidelines on fatigue</i>	2018	MSC	HTW	
	1.24	Revision of certification requirements for SCR systems under the NO <sub>x</sub> Technical Code 2008	2018	MEPC	PPR	
	1.25	Guidelines for the discharge of exhaust gas recirculation bleed-off water	2018	MEPC	PPR	
SD 2 Integrate new and	2.1	Response to matters related to the Radiocommunication ITU-R Study Group and ITU World Radiocommunication Conference	Annual	MSC	NCSR	

Reference to SDs, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
advancing technologies in the regulatory framework	2.2	Approved ballast water management systems which make use of Active Substances, taking into account recommendations of the GESAMP-BWWG	Annual	MEPC		
	2.3	Amendments to the IGF Code and development of guidelines for low-flashpoint fuels	2019	MSC	HTW / PPR / SDC / SSE	CCC
	2.4	Mandatory instrument and/or provisions addressing safety standards for the carriage of more than 12 industrial personnel on board vessels engaged on international voyages (2020)	2019	MSC	SDC	
	2.5	Safety objectives and functional requirements of the <i>Guidelines on alternative design and arrangements for SOLAS chapters II-1 and III</i>	2019	MSC	SSE	
	2.6	Finalization of second generation intact stability criteria	2019	MSC	SDC	
	2.7	Regulatory scoping exercise for the use of Maritime Autonomous Surface Ships (MASS) (2020)	2019	MSC		
	2.8	Development of guidelines for cold ironing of ships and of amendments to SOLAS chapters II-1 and II-2, if necessary (2020)	2019	MSC	SDC / III	SSE
	2.9	Application of the Indian Regional Navigation Satellite System (IRNSS) in the maritime field and development of performance standards for shipborne IRNSS receiver equipment	2019	MSC	NCSR	
	2.10	Revision of SOLAS chapters III and IV for Modernization of the GMDSS, including related and consequential amendments to other existing instruments (2021)	2019	MSC	HTW / SSE	NCSR

Reference to SDs, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	2.11	Develop guidance on definition and harmonization of the format and structure of Maritime Service Portfolios (MSPs)	2019	MSC	NCSR	
	2.12	Guidelines on standardized modes of operation, S-mode	2019	MSC		NCSR
	2.13	Review of the IBTS Guidelines and amendments to the IOPP Certificate and Oil Record Book	2019	MEPC	PPR	
	2.14	Amendments to regulation 14 of MARPOL Annex VI to require a dedicated sampling point for fuel oil	2019	MEPC	SSE	PPR
	2.15	Revised <i>Performance Standards for EPIRBs operating on 406 MHz</i> (resolution A.810(19)) to include Cospas-Sarsat MEOSAR and second-generation beacons	2018	MSC	NCSR	
	2.16	Guidelines for the harmonized display of navigation information received via communications equipment	2018	MSC	NCSR	
	2.17	Consideration of development of goal-based ship construction standards for all ship types	2018	MSC / MEPC		
	2.18	Standards for shipboard gasification of waste systems and associated amendments to regulation 16 of MARPOL Annex VI	2018	MEPC	PPR	
	2.19	Consideration of an initial proposal to amend annex 1 to the AFS Convention to include controls on cybutryne	2018	MEPC	PPR	
	3.1	Treatment of ozone-depleting substances used by ships	Annual	MEPC		

Reference to SDs, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
SD 3 Respond to climate change	3.2	Further development of mechanisms needed to achieve the limitation or reduction of CO <sub>2</sub> emissions from international shipping	Annual	MEPC		
	3.3	Impact on the Arctic of emissions of black carbon from international shipping	2019	MEPC	PPR	
	3.4	Promotion of technical cooperation and transfer of technology relating to the improvement of energy efficiency of ships	2019	MEPC		
	3.5	Revision of guidelines concerning EEDI and SEEMP	2019	MEPC		
	3.6	EEDI reviews required under regulation 21.6 of MARPOL Annex VI	2019	MEPC		
	3.7	Further technical and operational measures for enhancing the energy efficiency of international shipping	2019	MEPC		
SD 4 Engage in ocean governance	4.1	Identification and protection of Special Areas, ECAs and PSSAs	Continuous	MEPC	NCSR	
	4.2	Input to the ITCP on emerging issues relating to sustainable development and achievement of the SDGs	2019	TCC	MSC / FAL / LEG / MEPC	
SD 5 Enhance global facilitation and security of international trade	5.1	Application of single-window concept	Continuous	FAL		
	5.2	Guidelines and guidance on the implementation and interpretation of SOLAS chapter XI-2 and the ISPS Code	Annual	MSC		
	5.3	Consideration and analysis of reports on piracy and armed robbery against ships	Annual	MSC		

Reference to SDs, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	5.4	Revised guidance relating to the prevention of piracy and armed robbery to reflect emerging trends and behaviour patterns	Annual	MSC	LEG	
	5.5	Analysis and consideration of reports on the linkages between the Integrated Technical Cooperation Programme (ITCP) and the 2030 Agenda for Sustainable Development, including the Sustainable Development Goals (SDGs)	Annual	TCC		
	5.6	Update the guidelines for setting up a single-window system in maritime transport	2019	FAL		
	5.7	Review and update the Explanatory Manual to the FAL Convention	2019	FAL		
	5.8	Review and revision of the IMO Compendium on Facilitation and Electronic Business	2019	FAL		
	5.9	Developing guidance for authentication, integrity and confidentiality of content for the purpose of exchange of electronic information	2019	FAL		
SD 6 Ensure regulatory effectiveness	6.1	Unified interpretation of provisions of IMO safety, security, and environment-related conventions	Continuous	MSC / MEPC	III / PPR / CCC / SDC / SSE / NCSR	
	6.2	Developments in GMDSS satellite services	Continuous	MSC	NCSR	
	6.3	Safety and pollution hazards of chemicals and preparation of consequential amendments to the IBC Code	Continuous	MEPC	PPR	
	6.4	Lessons learned and safety issues identified from the analysis of marine safety investigation reports	Annual	MSC / MEPC	III	
	6.5	Identified issues relating to the implementation of IMO instruments from the analysis of PSC data	Annual	MSC / MEPC	III	



Reference to SDs, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	6.6	Consideration and analysis of reports and information on persons rescued at sea and stowaways	Annual	MSC / FAL		
	6.7	Consideration and analysis of reports on alleged inadequacy of port reception facilities	Annual	MEPC	III	
	6.8	Monitoring the worldwide average sulphur content of fuel oils supplied for use on board ships	Annual	MEPC		
	6.9	Agreements of cooperation with IGOs and approved consultative status for NGOs	2019	Assembly	Council	
	6.10	Review of MARPOL Annex II requirements that have an impact on cargo residues and tank washings of high viscosity, solidifying and persistent floating products and associated definitions, and preparation of amendments	2019	MEPC	PPR	
	6.11	Development of measures to reduce risks of use and carriage of heavy fuel oil as fuel by ships in Arctic waters	2019	MEPC	PPR	
	6.12	Strategies developed to facilitate entry into force and harmonized interpretation of the HNS Protocol	2019	LEG		
	6.13	Use of electronic record books	2018	MEPC	PPR	
SD 7 Ensure organizational effectiveness	7.1	Endorsed proposals for the development, maintenance and enhancement of information systems and related guidance (GISIS, websites, etc.)	Continuous	Council	MSC / MEPC / FAL / LEG / TCC	
	7.2	Consideration of reports on the management of financial and human resources	Annual	Council		
	7.3	Analysis and consideration of reports on partnership arrangements for, and implementation of, environmental programmes	Annual	TCC	MEPC	

Reference to SDs, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	7.4	Analysis and consideration of reports on the TC Fund, voluntary trust funds, multi/bilateral funds, cash contributions and in-kind support under the ITCP	Annual	TCC		
	7.5	Analysis and consideration of reports on the implementation of the approved mechanism for sustainable financing of the ITCP	Annual	TCC		
	7.6	Monitoring measures on new and cost-effective measures to deliver technical assistance	Annual	TCC		
	7.7	Approved annual report on ITCP implementation	Annual	TCC		
	7.8	Comprehensive, transparent, deliverable and adopted strategic framework for 2018-2023, including associated documents, and results-based budget for 2020-2021	2019	Assembly	Council	
	7.9	Revised documents on organization and method of work, as appropriate	2019	Council	MSC / FAL / LEG / TCC / MEPC	
	7.10	Analysis and consideration of reports on implementation of Revised resolution A.965(23) on <i>Development and improvement of partnership arrangements for technical co-operation</i>	Annual	TCC		
	7.11	Analysis and consideration of the report on the ITCP Impact Assessment Exercise covering 2016-2019	2019	TCC		
Other Work	OW 1	Amendments to the IAMSAR Manual	Continuous	MSC	NCSR	
	OW 2	Amendments to the ESP Code	Continuous	MSC	SDC	
	OW 3	Amendments to the IMDG Code and supplements	Continuous	MSC	CCC	
	OW 4	Routeing measures and mandatory ship reporting systems	Continuous	MSC	NCSR	
	OW 5	Updates to the LRIT system	Continuous	MSC	NCSR	
	OW 6	Updating of the GMDSS Master Plan and guidelines on MSI (maritime safety information)	Continuous	MSC	NCSR	

Reference to SDs, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	OW 7	Verified goal-based new ship construction standards for tankers and bulk carriers	Continuous	MSC		
	OW 8	Review of FSA studies by the FSA Experts' Group	Continuous	MSC		
	OW 9	Amendments to the IMSBC Code and supplements	Continuous	MSC	CCC	
	OW 10	Measures to harmonize port State control (PSC) activities and procedures worldwide	Continuous	MSC / MEPC	HTW / PPR / NCSR	III
	OW 11	Monitoring of South-South cooperation reflected in the ITCP and partnerships	Continuous	TCC		
	OW 12	Reports on the Organization's outreach activities	Annual	Council		
	OW 13	Endorsed proposals for new outputs for the 2018-2019 biennium as accepted by the Committees	Annual	Council	MSC / MEPC / FAL / LEG / TCC	
	OW 14	Reports on unlawful practices associated with certificates of competency	Annual	MSC	HTW	
	OW 15	Reports to the MSC on information communicated by STCW Parties	Annual	MSC		
	OW 16	Updated Survey Guidelines under the Harmonized System of Survey and Certification (HSSC)	Annual	MSC / MEPC	III	
	OW 17	Consideration of reports on the application of the joint IMO/ILO Guidelines on the fair treatment of seafarers and consequential further actions as necessary.	Annual	LEG		
	OW 18	Advice and guidance on issues under UNCLOS relevant to the role of the Organization	Annual	LEG		
	OW 19	Consideration of reports of incidents involving dangerous goods or marine pollutants in packaged form on board ships or in port areas	Annual	MSC / MEPC	III	CCC

Reference to SDs, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	OW 20	Provide advice and guidance on issues brought to the Committee in connection with implementation of IMO instruments	Annual	LEG		
	OW 21	Analysis and consideration of reports on strengthened regional associations for women managers in the maritime sector	Annual	TCC		
	OW 22	Provide advice and guidance to support availability of information on comprehensive national legislation and judicial capacity building	Annual	LEG		
	OW 23	Cooperate with the United Nations on matters of mutual interest, as well as provide relevant input/guidance	2019	Assembly	MSC / MEPC / FAL / LEG / TCC	Council
	OW 24	Cooperate with other international bodies on matters of mutual interest, as well as provide relevant input/guidance	2019	Assembly	MSC / MEPC / FAL / LEG / TCC	Council
	OW 25	Approved accounts and audited financial reports	2019	Assembly	Council	
	OW 26	Review the Secretariat's Risk Management Exercise for the 2018-2019 biennium	2019	Council		
	OW 27	Amendments to chapter 9 of the FSS Code for fault isolation requirements for cargo ships and passenger ship cabin balconies fitted with individually identifiable fire detector systems 2021 (2020)	2019	MSC	SSE	
	OW 28	Further development of the provision of global maritime SAR services	2019	MSC	NCSR	
	OW 29	Guidelines on harmonized aeronautical and maritime search and rescue procedures, including SAR training matters	2019	MSC	NCSR	
	OW 30	Measures to protect the safety of persons rescued at sea	2019	MSC	III	NCSR

Reference to SDs, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	OW 31	Revised SOLAS regulation II-1/3-8 and associated guidelines (MSC.1/Circ.1175) and new guidelines for safe mooring operations for all ships	2019	MSC	HTW / SSE	SDC
	OW 32	Amendments to SOLAS regulation II-1/8-1 on the availability of passenger ships' electrical power supply in cases of flooding from side raking damage	2019	MSC	SDC	
	OW 33	Finalization of a non-mandatory instrument on regulations for non-convention ships	2019	MSC		
	OW 34	Requirements for onboard lifting appliances and anchor handling winches	2019	MSC	SSE	
	OW 35	Suitability of high manganese austenitic steel for cryogenic service and development of any necessary amendments to the IGC Code and IGF Code	2019	MSC	CCC	
	OW 36	Review SOLAS chapter II-2 and associated codes to minimize the incidence and consequences of fires on ro-ro spaces and special category spaces of new and existing ro-ro passenger ships	2019	MSC	HTW / SDC	SSE
	OW 37	Revised SOLAS regulations II-1/13 and II-1/13-1 and other related regulations for new ships	2019	MSC	SDC	SSE
	OW 38	Guidelines for wing-in-ground craft	2019	MSC	SDC	
	OW 39	Amendments to MSC.1/Circ.1315	2019	MSC	SSE	
	OW 40	Safety measures for non-SOLAS ships operating in polar waters (2021)	2019	MSC		
	OW 41	Review SOLAS chapter II-1, parts B-2 to B-4, to ensure consistency with parts B and B-1 with regard to watertight integrity (2020)	2019	MSC	SDC	
	OW 42	Amendments to the CSS Code with regard to weather-dependent lashing	2019	MSC	CCC	
	OW 43	Consequential work related to the new International Code for Ships Operating in Polar Waters	2019	MSC	NCSR / SSE	SDC

Reference to SDs, if applicable	Output number	Description	Target completion year	Parent organ(s)	Associated organ(s)	Coordinating organ(s)
	OW 44	IMO's contribution to addressing unsafe mixed migration by sea	2019	MSC / FAL / LEG		
	OW 45	Consider reports on the issue of financial security in case of abandonment of seafarers, and shipowners' responsibilities in respect of contractual claims for personal injury to or death of seafarers, in light of the progress of the amendments to ILO MLC 2006	2019	LEG		
	OW 46	Computerized stability support for the master in case of flooding for existing passenger ships	2018	MSC	SDC	
	OW 47	Develop new requirements for ventilation of survival crafts	2018	MSC	SSE	
	OW 48	Amendments to the FSS Code for CO <sub>2</sub> pipelines in under-deck passageways	2018	MSC	SSE	
	OW 49	Review the Model Agreement for the authorization of recognized organizations acting on behalf of the Administration	2018	MSC/MEPC	III	