

IMO  
国际海事组织

**ARSENIO  
DOMINGUEZ**

**TAKING THE LEAD  
FOR A UNITED AND  
BETTER FUTURE**

Candidate for the post of  
Secretary-General, International  
Maritime Organization

International  
Maritime  
Organization





# MISSION

To serve IMO by putting people and the planet first. To lead an organization that has the capacity to rise to challenge, navigate complexity and capitalise on opportunity for the greater good for all.

I will launch a new era for IMO, where we are seen as a source of ingenuity, the creators of productive resolutions and as a rewarding workplace where the best talent thrives.

Arsenio Dominguez

# VISION

As Secretary-General of IMO, I will proudly represent a forward looking, diverse and transparent organization. One that is unified in its determination to inspire progress on complicated issues in challenging times.

We will deliver on our commitments, take action for positive outcomes, and ensure that the maritime community is securely positioned as a crucial player in a truly sustainable future.

I will bring sharp focus and fresh energy to the Organization's priorities, including seafarer and vessel safety and decarbonization. I commit to enhance planning and oversee optimal use of IMO resources.

I will work tirelessly to strengthen IMO's global leading position and collectively we will see an organization that is efficient, effective and future facing. An organization that shapes and inspires progress.



Arsenio Dominguez  
Chair of MEPC  
2014-2017

CHAIRMAN

## STRATEGIC PRIORITIES

### OUR WORK

**Vital operations will advance our sector, progressing decarbonization, safety and automation.**

My many years of IMO experience have shaped my conviction that we must accelerate action on decarbonization. I will make certain that the environmental agenda is at the forefront of decisions, at the same time ensuring that the implications of our actions are responsibly addressed. Our work must have due regard for the impact on all States, and in particular Small Island Developing States (SIDS) and Least Developed Countries (LDCs).

The course for decarbonization is set and clear. We know that it is a complex puzzle. The answer is to work collaboratively to put the final pieces in place. We must continue to strive for global measures that hold us all accountable for progress in building the context of wider ocean governance.

IMO has a proven track record in addressing international shipping's impact on the oceans. Building on past success, we must push for even more powerful and targeted progress.

We must take the lead in addressing human element, including safety, education, training, and wellbeing of seafarers. Seafaring is a profession like no other: rewarding, adventurous and dangerous – our work must respect it. So, it is essential that we learn from recent events (including geopolitical instability and the COVID-19 pandemic) and review our existing regulations to make sure they are fit for purpose. IMO must live up to its commitment to work with non-maritime organizations and national entities, recognizing their status as key workers.

I believe that our role must be to realise the automation agenda to benefit safety, security, seafarers and the environment. We will foster technological innovation to make ships more operationally efficient and address the associated cyber risks.

It is our collective responsibility to share, listen, learn and adapt, to show others the way and advance our industry. Jointly we will build our way to a successful future.

### OUR SUPPORT

**IMO must pioneer more targeted technical cooperation, backed by metrics, for coordinated support across workstreams.**

The analysis, support, and guidance that we provide will be underpinned by more individual and specific follow ups and a measurement framework. This level of rigour in setting and acting upon standards is critical for creating confidence in the support we deliver on behalf of our stakeholders.

My intention is to ensure that we are led by data. We will use data and insight from the Member State Audit Scheme to inform our response, tailor project delivery and help us provide a more strategic level of support to implement IMO instruments.

We will actively coordinate the links between the green and autonomous agendas with our work to facilitate and maintain the security of international trade as new trends emerge.

I will take the lead in pursuing effective global partnerships and a culture of collaboration, as well as supporting our regional presence; introducing tangible actions backing the 2030 Agenda for Sustainable Development, leaving no one behind.

### OUR IMAGE

**IMO must elevate its profile and reputation as a trusted collaborator, a champion for shipping's achievements and a magnet for talent.**

My aim is to improve awareness and have IMO top of mind when anyone needs to know or learn about the maritime sector. I believe we must be trusted to uphold the highest standards and to have the total confidence of IMO Member States and stakeholders.

**To achieve the desired profile, we must:**

- › Strive for global regulations that make national or regional approaches unwarranted
- › Lead towards consensus decisions by bringing stakeholders together

› Champion international recognition of shipping's continuous progress

› Learn from examples of others (UN agencies, NGOs/intergovernmental agencies and the commercial sector)

› Show initiative and build more partnerships to maximise our potential

› Demonstrate that we can be a more flexible, nimble, and responsive organization

› Recognize that it is our responsibility to inspire and encourage the next generation, deliver on gender representation, inclusivity, and positively address workplace diversity

### OUR PEOPLE

**IMO must be an organization that inspires a loyal workforce and one that the finest minds aspire to join.**

My direct involvement with all departments at IMO has informed my approach to building a motivated and empowered team, free from all barriers to innovation and creativity.

**In leading IMO, I am committed to:**

› Advocate for simpler processes and less bureaucracy enabling to quicker action and decision-making. I believe that staff need to be to be part of the change, to contribute and drive the transition. They should be supported with more innovative and forward-thinking IT solutions

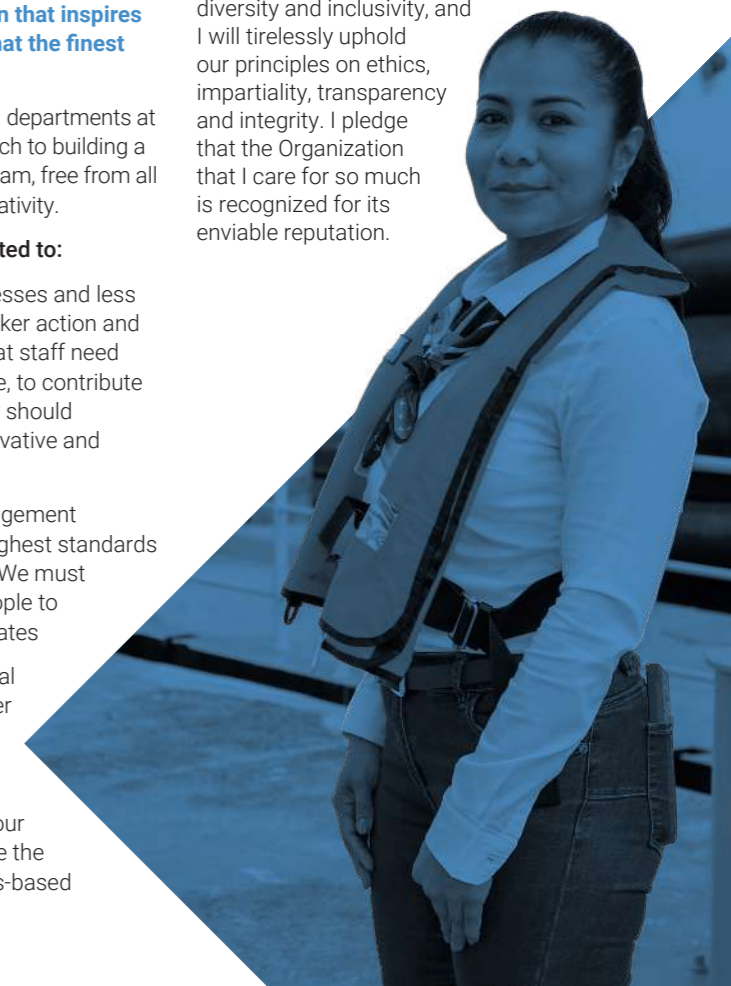
› Improve training and management accountability, and set the highest standards for ethics and transparency. We must invest in and support our people to better advise our Member States

› Optimize the use of financial and human resources, greater financial prudence and control in more efficient staffing and outsourcing. I recognize the challenges of our Member States and I will take the lead in building on our results-based

approach to enhance strategic planning whilst creating opportunities with our existing resources and communicate the results to our membership

› Not only improve the Organization's attitude towards goal setting and measuring success but also to motivate staff to achieve success

Under my leadership as Secretary-General, I will follow the Member States' directions and the Organization's Strategic Plan. I will identify, propose and implement all necessary measures to ensure financial robustness in a measured and well-considered manner and support the work and development of our staff. I will cultivate an IMO at the forefront of gender balance, diversity and inclusivity, and I will tirelessly uphold our principles on ethics, impartiality, transparency and integrity. I pledge that the Organization that I care for so much is recognized for its enviable reputation.



# ABOUT ARSENIO

**Nationality:** Panamanian

**Education:**

- › Naval Architect, Veracruzana University in Veracruz, Mexico
- › Master of Business Administration (MBA), University of Hull, United Kingdom
- › Certificate of Higher Education, International Law and European Politics, Birkbeck University, United Kingdom

**Languages:** Spanish and English

## EXPERIENCE

I have extensive experience serving the global interests of the maritime world, including over 24 years of continuous engagement with IMO, almost 20 years of which have been with the maritime administration of the largest ship registry in the world, culminating as Ambassador of Panama to IMO. I have had the privilege to serve as Chair of the MEPC, working hands-on to achieve agreements on the most sensitive of issues, such as GHG, Ballast Water Convention, Polar Code and MARPOL Annex VI. As Chief of Staff and Administrative Director, I have gained knowledge and experience of IMO's internal operations, including budgetary, financial and human resources issues, as well as the Organization's place in the UN system.

## WHY VOTE FOR ME?

My outlook is distinctly contemporary. While I can draw on the benefit of a long career in shipping, my actions are informed by both today's challenges and shipping's future opportunities.

I have boundless enthusiasm for the work of IMO and immeasurable respect for all stakeholders of the maritime community. I have shown throughout my work that I am an international operator, treating cultural differences and circumstances with respect and sensitivity.

**Dedicated to unlocking the full potential of IMO**

- › I can apply my unique experience of the Organization's operations to deliver change
- › I have a proven record of successful negotiation and in bringing the Organization together
- › I have shown dedication and long-term commitment to IMO

**Attuned to the challenges**

- › I recognise and understand the current challenges for the Member States and the industry
- › My knowledge is based on over 30 years studying and the practical application of this in the shipping sector
- › I am experienced in pre-empting issues and identifying meaningful solutions

**Future-facing and service focused**

- › I have a clear vision of what the Organization needs to be in the future
- › I have the expertise to address the environmental, safety, security and human element issues
- › I am committed to improving the support the Organization provides to its Member States; better planning and objective-based delivery of activities and projects
- › Pride in one's work is critical and that will start with me. I believe in the abilities of the IMO team, I care for their well-being and career success, I want to invest in a culture of engagement and I will set the example of creating a sense of loyalty to the Organization for the benefit of all

## MY IMO TRACK RECORD:

**As IMO Delegate**

- › Panamanian Ambassador and Permanent Representative, Alternate Representative, Technical Adviser
- › Chair of IMO meetings: Marine Environment Protection Committee (MEPC); Technical Committee 29th Assembly; Maritime Security, Piracy and Armed Robbery Working Group
- › Vice-Chair of IMO meetings: MEPC, Subcommittee on Dangerous Goods, Solid Cargos and Containers (DSC)
- › Member of the Board of Governors, World Maritime University

**As IMO Staff**

- › Chief of Staff
- › Administrative Director
- › Marine Environment Director

## MY VALUES:

- › Inclusive and welcoming
- › Honest and open
- › Responsible and decisive
- › Embrace change
- › Encourage open communication

Living these values enables me to **inspire, empower, lead,** and help others to **exercise leadership.**

**I BELIEVE THAT IMO HAS INCREDIBLE POTENTIAL THAT EXTENDS BEYOND SHIPPING, TO SOCIETY AS A WHOLE. THAT'S WHY I AM COMMITTED TO FULFILLING MY MISSION AND VISION.**

Arsenio Dominguez

IMO is full of potential, poised to harness new ways of working, to embrace new priorities and to serve the next generation.

IMO's 70 years of experience counts, but it's what comes next that truly excites me.

Arsenio Dominguez

**HERE TO DELIVER  
POSITIVE CHANGE.**

**ARE YOU ONBOARD?**

