

# Strategic Plan Paris MoU<sup>1</sup> 2012-2017 (REV)

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This Strategic Plan for the Paris MoU on Port State Control covers the period 2012-2017. It comprises four sections:

1. A general introduction;
2. A mission statement;
3. The for PSC relevant trends and developments in the shipping and maritime world and the related challenges for the Paris MoU;
4. The strategic directions and actions<sup>2</sup> that the Paris MoU wishes to take over this period and the relevant Key Performance Indicators (KPI's).

## Section 1 - General introduction

Strategic planning is currently embedded in more organizations than ever. There has been enormous progress, for some part the result of the attention given to it in (quality) management systems.

The Paris MoU connects with this strategic plan on the initiatives, which IMO and the Tokyo MoU have taken, with their strategic plans 2010-2015. Where relevant, appropriate and practicable the same or similar strategic directions<sup>3</sup>, actions or KPI's have been used as in IMO or the Tokyo MoU. Besides that, there are also strategic directions, actions and KPI's tailored to the special requirements of the Paris MoU.

## Section 2 - Mission statement

The vision of the Paris MoU is the elimination of substandard merchant ships in the region<sup>4</sup>.

The mission of the Paris MoU is to accomplish this by inspecting the ships in the region risk based in order to ensure that the merchant ships in the region meet the international safety, security and environmental standards, and that crewmembers have adequate living and working conditions.

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<sup>1</sup> In this document the Paris MoU or PMoU is meant as the Paris MoU organization including the Secretariat. Some Strategic Directions, Actions or Key Performance Indicators will be executed and monitored by the Secretariat for the good of the whole Paris MoU organization as decided by the Committee.

<sup>2</sup> The actions in this Strategic Plan are on an aggregated level and less detailed as the actions in the action plan of the annual Paris MoU Committee meeting

<sup>3</sup> The notes in this document show where the similarities and differences are compared with the aforementioned strategic plans of IMO and the Tokyo MoU

<sup>4</sup> Similar to the vision of the Tokyo MoU (1.1 of the Tokyo MoU Strategic Directions and Action Plan (SDAP) 2010-2015)

## **Section 3 - Trends, developments and challenges**

### **3.1 Maritime safety concerns**

Growth of the fleet, the entry into service of very large carriers for the transport of both passengers and freight and the exponential growth in shipping operations will significantly add to the pressure on maritime safety. Increasing the number of open and navigable waters will inevitably attract traffic through the so-called Northern Sea Route with its special requirements. An expansion of the Suez Canal would mean larger vessels and more traffic across the Mediterranean with bigger risks.

Enhancing maritime safety by ensuring that each link in the chain of responsibility fully meets its obligations is a priority for the maritime community as a whole. Flag and Port States, ship owners, Recognized Organizations and other stakeholders all have an important role to play in collectively implementing, maintaining and raising the standards of shipping. Access to information, transparency, and an inclusive approach in developing measures for the uniform and effective implementation of the Paris MoU instruments are also critical success factors in enhancing maritime safety.

*The challenge for the Paris MoU is to contribute to technical, operational and safety management standards and to eliminate shipping that fails to meet and maintain these standards at all times. A further challenge is to identify and evaluate factors influencing safety culture and to turn them into practical and effective mechanisms for further developing a quality and safety culture throughout the maritime community.<sup>5</sup>*

### **3.2 Environmental consciousness**

The enhancement of a sustainable environmental policy for the shipping industry remains a high profile matter.

*The challenge for the Paris MoU is to be proactive in identifying and addressing shipping activities and incidents that could have an adverse impact on the environment.<sup>6</sup>*

### **3.3 Maritime security concerns**

Since the terrorist attacks of 11 September 2001 new measures in the maritime transport sector have been introduced designed to enhance maritime and port security, prevent and suppress unlawful acts against the safety of maritime navigation and against disruptions to global trade. These measures must be implemented effectively in order to enhance global maritime security. At the same time, security measures must not unduly affect the efficiency of shipping and port operations.

*The challenge for the Paris MoU is to promote the effective implementation of the security measures, and to instil a security consciousness in ship and port facility*

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<sup>5</sup> Similar to the challenge of IMO concerning maritime safety (2.3 of IMO Strategic Plan 2010-2015)

<sup>6</sup> Similar to one of the challenges of IMO concerning environment (2.5.1 of IMO Strategic Plan 2010-2015)

*operations, at the same time, ensuring that the right balance is struck in trade facilitation and that the flow of seaborne trade continues to be smooth and efficient.*<sup>7</sup>

### **3.4 Shifting emphasis onto people**

Shortcomings in human performance at all levels in the chain of responsibility are a major cause of incidents. The Paris MoU strives for full compliance with the relevant instruments<sup>8</sup>, their effectiveness will come under scrutiny with each incident resulting from human error. On the other hand, technological advances will offer new opportunities, which the Paris MoU can harness in order to enhance the contribution of the human element to safety, security and environmental protection.

*The challenge for the Paris MoU is to place increased emphasis on the contribution of the human element to safer, more secure and environmentally friendly shipping and continuously to improve measures aimed at enhancing human performance in the maritime industry.*<sup>9</sup>

## **Section 4 - Strategic Directions, actions and KPI's of Paris MoU**

### **4.1 Enhancing the status and effectiveness of Paris MoU<sup>10</sup>**

SD 1 The Paris MoU will monitor and ensure the efficient<sup>11</sup> work of the Committee and its subsidiary bodies.<sup>12</sup>

Action 1.1 The Paris MoU will be able to respond adequately and efficiently to emerging trends, developments, and challenges.

*KPI 1 The Secretariat informs each Committee about emerging trends, developments and challenges with advice for an adequate and efficient response.*

*KPI 2 The Secretariat presents each Committee a budget seeking reduction in costs.*

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<sup>7</sup> Similar to the challenge of IMO concerning maritime security (2.4 of IMO Strategic Plan 2010-2015)

<sup>8</sup> Rules for manning and the Maritime Labour Convention (MLC)

<sup>9</sup> Similar to the challenge of IMO concerning people (2.7 of IMO Strategic Plan 2010-2015)

<sup>10</sup> Similar to 3.1.1 of IMO Strategic Plan 2010-2015 and 2.1.2 of Tokyo MoU SDAP 2010-2015

<sup>11</sup> Performing in the best possible manner with the least waste of time and effort incl. cost effectiveness

<sup>12</sup> Similar to SD 5 of Tokyo MoU SDAP 2010-2015

Action 1.2 The Paris MoU will maintain an ISO9001 certified Secretariat to provide adequate support and services for the operation of the PSC Committee and its subsidiary bodies. The Secretariat functions as directed by the Committee.<sup>13</sup>

*KPI 3 Quality Certification of the Secretariat's activities in 2011 and remain certified after 2011.*

SD 2 The Paris MoU will monitor and promote improvement of performance of the Members.<sup>14</sup>

Action 2.1 The Paris MoU will carry out analysis of the adequacy of its PSC inspections and the trend of change in quality of ships operating in the region.<sup>15</sup>

*KPI 4 The average detention rate should indicate a decreasing trend over the long term.*

*KPI 5 The percentage of High Risk Ships in the region should decrease over the long term.*

*KPI 6 All Paris MoU members should be on the Paris MoU White list.*<sup>16</sup>

Action 2.2 The Paris MoU will provide training for PSCO's to improve the knowledge of PSCO's and to harmonize the PSC methods.

*KPI 7 All participants for face-to-face trainings meet the requirements for participation.*

*KPI 8 Every October a list of training for the next year is published.*

Action 2.3 The Paris MoU will provide for PSCO's a high quality and up-to-date face-to-face training.

*KPI 9 The face-to-face training is regularly evaluated, updated and, if appropriate, expanded.*

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<sup>13</sup> Similar to SD 7 of Tokyo MoU SDAP 2010-2015

<sup>14</sup> Similar to SD 6 of Tokyo MoU SDAP 2010-2015

<sup>15</sup> Similar to SD 9 of Tokyo MoU SDAP 2010-2015

<sup>16</sup> Similar to the strategic goal for all EU Member States in the EU's maritime policy until 2018

## **4.2 Enhancing the profile of Paris MoU**

SD3 The Paris MoU will improve and maintain an active dialogue.<sup>17</sup>

Action 3.1 Publish information on the Paris MoU performance in e.g. Annual Report, Press Releases and FSI-papers.

Action 3.2 Up-to-date website.

*KPI 10 Questions and complaints should be replied to within 2 working days.*

*KPI 11 The usage of the website is regularly evaluated and improved.*

*KPI 12 Annual questionnaire for users.*

Action 3.3 Speeches and presentations for Recognized Organizations, industry/organizations and universities/educational institutions.

Action 3.4 Allow use of PSC data under certain conditions.

*KPI 13 Periodically (at renewal date of contract) evaluate if conditions are met.*

Action 3.5 Maintain relevant social network accounts.

SD 4 The Paris MoU will seek to ensure that PSC inspections do not unduly affect the efficiency of shipping.

Action 4.1 Monitor PSC inspections to ensure their adequacy, effectiveness and relevance, using the best available tools, and to reduce inspection burden.

*KPI 14 Positive trends in a reduction of the number of Review Panel Cases per year.*

*KPI 15 Reduction in the number of complaints on inspections received by the Secretariat.*

## **4.3 Developing, maintaining and enhancing of the Paris MoU PSC regime**

SD 5 Promote the adequacy and efficiency of the Paris MoU on PSC regime.

Action 5.1 Put information and statistics related to the effectiveness and efficiency of the Paris MoU on PSC regime on the Paris MoU website and send this information to IMO/FSI.

SD 6 Promote the usage of the Paris MoU regime by other regions

Action 6.1 Inform the other MoU's about the Paris MoU on PSC regime and promote the usage of it.

SD 7 Take the lead in enhancing the quality of PSC.

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<sup>17</sup> Comparable with SD 13 of Tokyo MoU SDAP 2010-2015

Action 7.1 Is pro-active in developing and improving an adequate PSC regime by introducing new or improved Guidelines for PSCO's on a regular basis.<sup>18</sup>

*KPI 16 The number of new and updated instructions published each year in response to internal and external developments.*

#### **4.4 To carry out joint initiatives and co-operation with other PSC regimes and co-operate with international organizations**

##### SD 8 To carry out joint Concentrated Inspection Campaigns.<sup>19</sup>

Action 8.1 Provide PSCO's with CIC questionnaires which have proven to be adequate and relevant.

*KPI 17 Press release and questionnaire published on external website at least 30 days in advance of CIC.*

*KPI 18 At least 2 joint CIC's with the Tokyo MoU within term of this plan.*

##### SD 9 Joint Ministerial Conference on PSC.<sup>20</sup>

Action 9.1 Analyse, together with Tokyo MoU, of the feasibility and convenience of inviting or encouraging other regional PSC Agreements to be part of the Ministerial Conference

*KPI 19 The number and % of completed on-going actions.*

##### SD 10 The Paris MoU will foster inspection network with other regional PSC regimes.<sup>21</sup>

Action 10.1 Attend bi-annual IMO workshop for PSC regimes.

Action 10.2 Promote harmonized PSC procedures.

*KPI 20 The number of new harmonized PSC procedures developed.*

Action 10.3 Participation in seminars and trainings organized by other PSC regimes. Provision of technical cooperation activities to other PSC regimes when necessary fund available.

Action 10.4 Enhance the interregional exchange of PSC data and information.<sup>22</sup>

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<sup>18</sup> Comparable with SD 2 of Tokyo MoU SDAP 2010-2015

<sup>19</sup> Similar to SD 12.1 of Tokyo MoU SDAP 2010-2015

<sup>20</sup> Similar to SD 12.2 of Tokyo MoU SDAP 2010-2015

<sup>21</sup> Similar to SD 11.3 of Tokyo MoU SDAP 2010-2015

<sup>22</sup> Similar to SD 11.1 of Tokyo MoU SDAP 2010-2015

*KPI 21 Attend at least 2 other MoU meetings each year, subject to availability of resources.*

Action 10.5 Contact other PSC MoU's in regard of any identified potential joint submission to FSI.<sup>23</sup>

Action 10.6 Develop in cooperation with the Tokyo MoU a scheme of implementation of inter-regional recognition of inspections.<sup>24</sup>

#### **4.5 To co-operate with the European Commission (EC) and European Maritime Safety Agency (EMSA)**

##### SD 11 Co-operation with the EC and EMSA.

Action 11.1 Advise on the content of the DLP.

Action 11.2 Provide trainers to the New Entrant trainings and Refresher Trainings of EMSA.

Action 11.3 Periodical review of THETIS database management agreement.<sup>25</sup>

Action 11.4 Incorporate the relevant documents (as decided by PSCC) of the latest version of the PSCO Manual in the annual revision of Rulecheck.

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<sup>23</sup> Similar to SD 12.3 of Tokyo MoU SDAP 2010-2015

<sup>24</sup> Similar to SD 11.3 of Tokyo MoU SDAP 2010-2015

<sup>25</sup> Comparable with SD 3 of Tokyo MoU SDAP 2010-2015