

EUROPEAN MARITIME SAFETY AGENCY

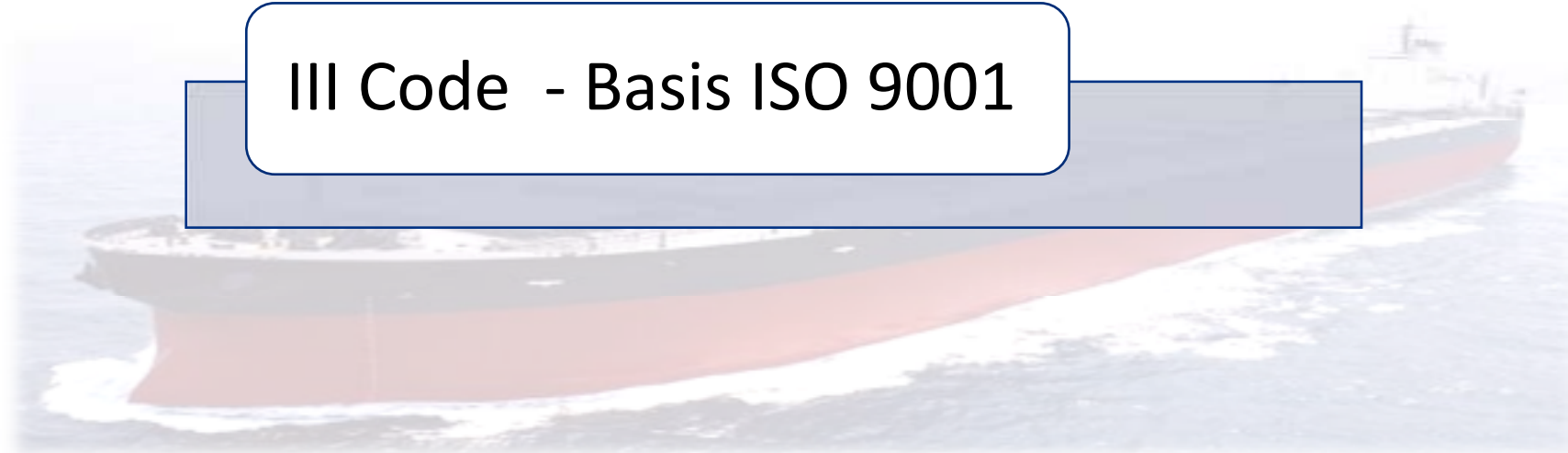
Preparatory training session for IMSAS
Strategy – How to approach

Department 1 Sustainability and Technical Assistance
Unit 1.3 Capacity Building

Strategy?

What, How

III Code - Basis ISO 9001



What is "Strategy"?

- A strategy is an effective mechanism for the State to evaluate its effectiveness in meeting its international obligations under the relevant IMO Conventions.
- An overall "policy" is not a "mechanism" but a "statement of intent"
- Without a strategy:
 - Roles and responsibilities of various agencies may not be clear
 - In certain instances, may result in non-compliance or non-timely implementation of instruments

Strategy



III Code, part 1, paragraph 3

In order to meet the objective of this Code, a State is recommended to:

1. Develop an overall strategy to ensure that its international obligations and responsibilities as a flag, port and coastal State are met;
2. establish a methodology to monitor and assess that the strategy ensures effective implementation and enforcement of relevant international mandatory instruments; and
3. Continuously review the strategy to achieve, maintain and improve the overall organizational performance and capability.

In implementing the aforementioned strategy, the guidance given in the III Code should be adhered to.

Experiences

Too many strategies?

- 10 year strategy on climate change
- 5 year strategy waste disposal
- 6 year strategy for growing the fleet
- Strategies for everything?

What's the problem?

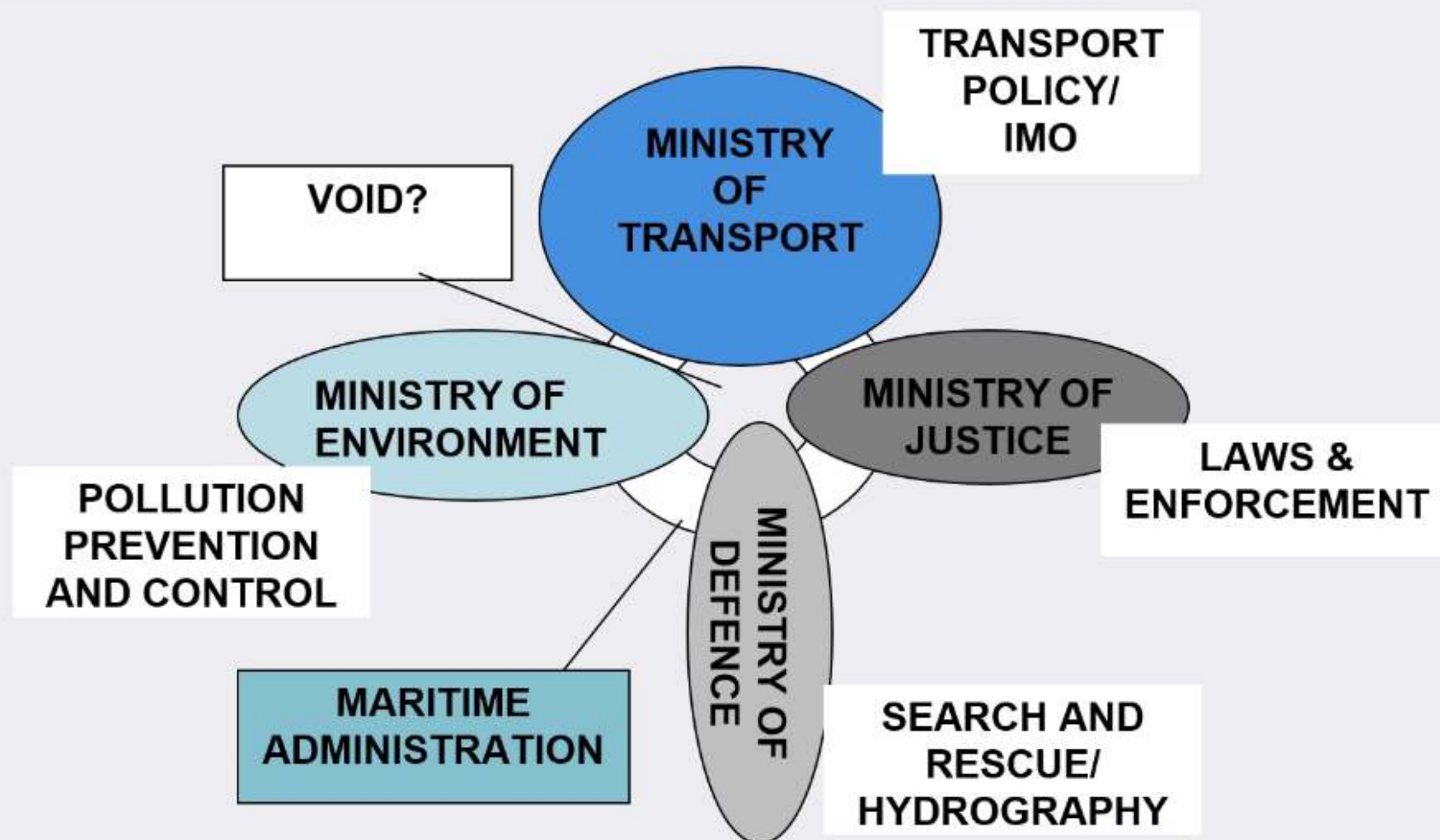
- The III Code
 - Draws together a number of existing mandatory requirements, but goes further?
- Administrations have evolved
 - Not set up as a corporate entity
- Concept of continual review not universally accepted

What's the result?

- Concept of a corporate entity as Maritime Administration not apparent;
- Treaty Obligations, spread over several entities, Ministries, Agencies, etc.;
- Turf war is evident;
- Concept of audit and review not fully accepted
 - Lack of experience of this or culture.

How to bring all entities together?

EXISTING NORM FOR PARTICIPATING STATE ENTITIES IN A MARITIME ADMINISTRATION



Strategy

Strategic mechanisms should include:

- Methods for establishing competence and areas of responsibility for entities involved in the State's maritime activities;
- Clear lines of authority of each entity leading to an overall coordinating body, with a mandate, for all maritime activities, which would then constitute the maritime administration;
- Process and procedures for determining each entity's performance against its areas of responsibility and the overall organizational performance of those entities forming the maritime administration; and
- A derived system there from to monitor, evaluate and improve the performance of the maritime administration.

Strategy (cont.)

Policies and related implementing vehicles:

- Action plans and road maps; and
- Management systems and quality standards



How can a Strategy be recognised

- Not possible to re-engineer Administrations
 - De facto acceptance of status quo
- How are corporate functions of the maritime administration undertaken?
- How would planning for a new convention or amendment to existing be done?
- How do entities communicate?



How can a Strategy be recognised (cont.)

- Where there are joint responsibilities how are these allocated, e.g. MARPOL VI?
- How is performance assessed against convention obligations, future performance indicators?
- The big one – overall assessment!!!

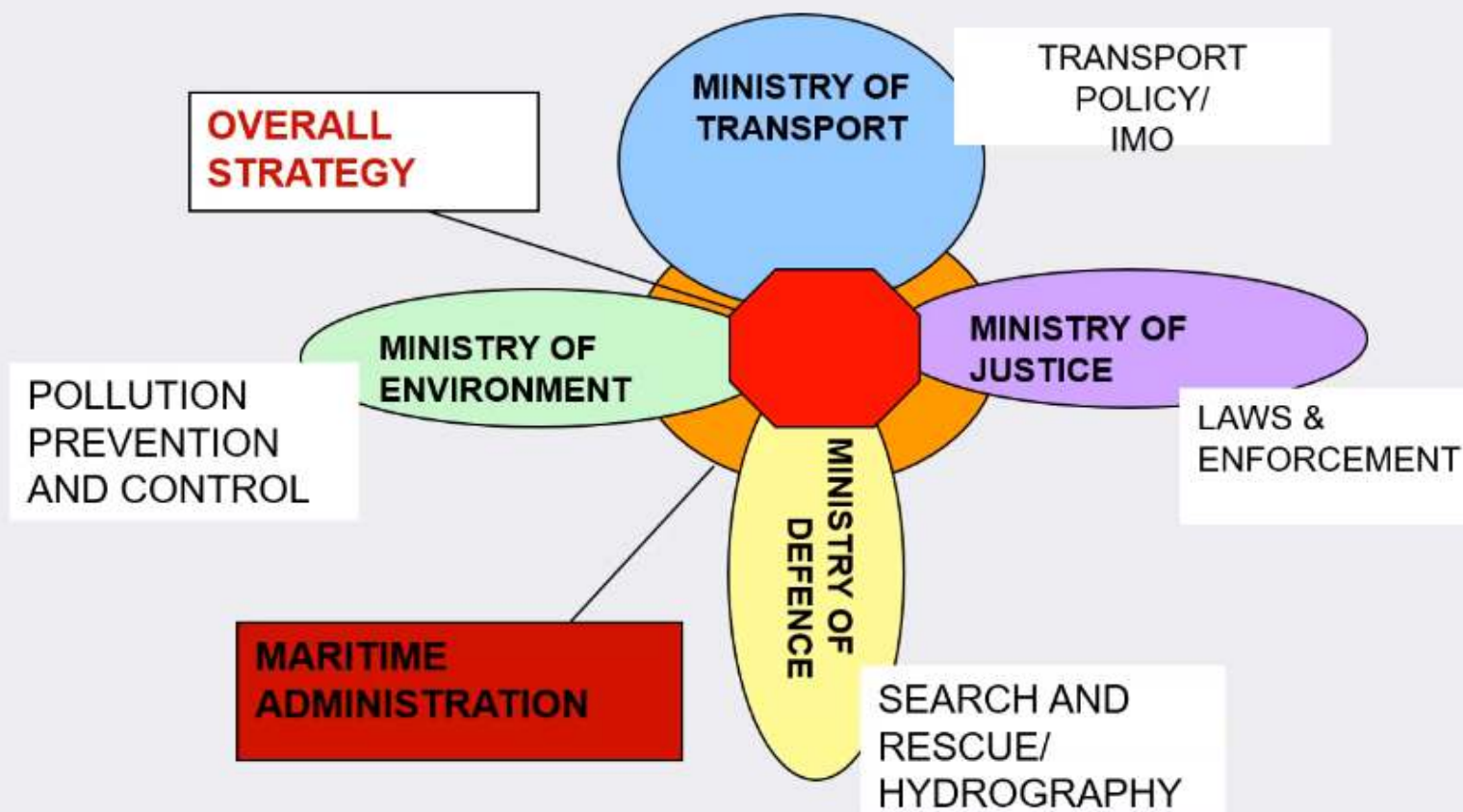


Evidence

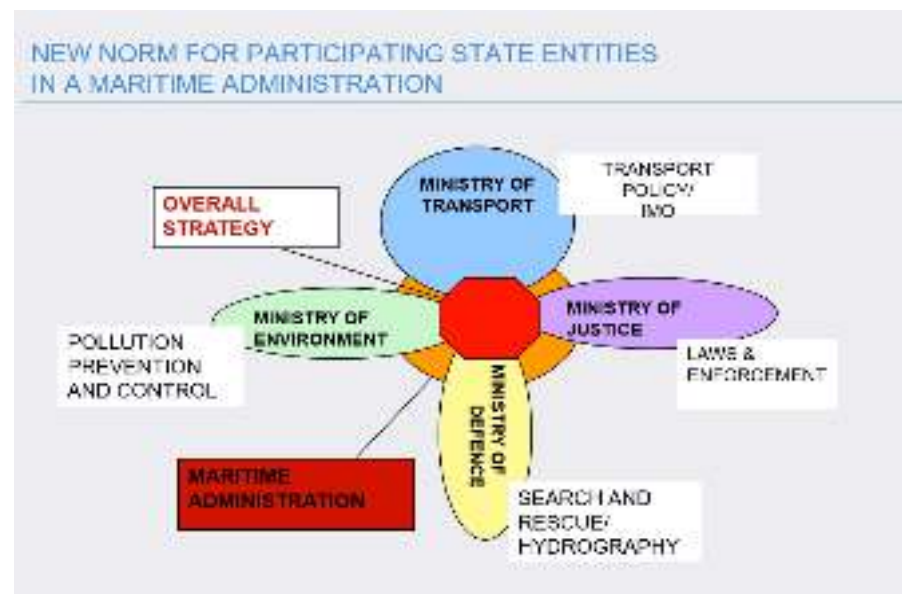
- A high-level document decree or official government paper setting out national strategy, including the appointment of a coordinating body or council and its powers
- Setting of quality targets and key policy objectives
- Records of continuous review and verification of the State's effectiveness in respect of its international obligations
- Assessment or performance evaluation of overall organizational effectiveness and capability, including administrative capacity to implement the instruments, e.g. qualified mariners, ship detentions, etc.

So a real mechanism is there !!!

NEW NORM FOR PARTICIPATING STATE ENTITIES IN A MARITIME ADMINISTRATION



The road map is

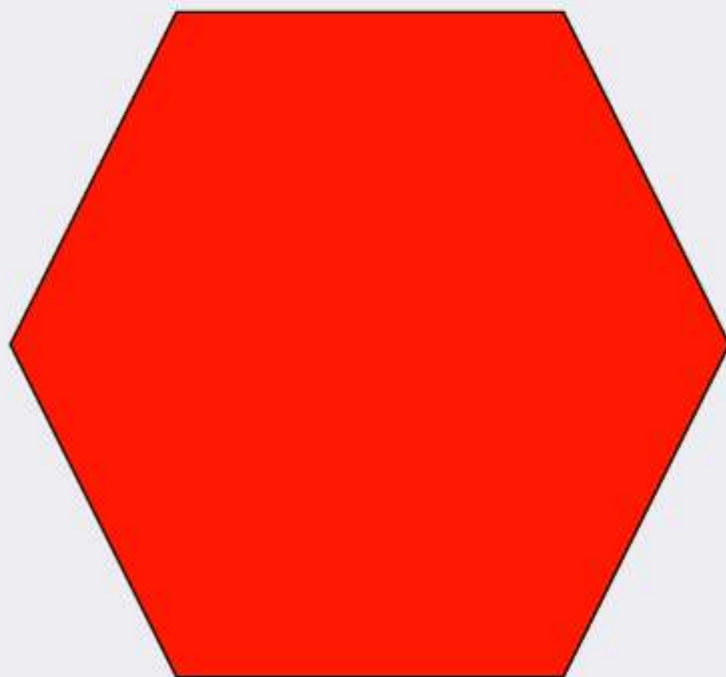


Developing a Strategy

OBJECTIVES

Specific, Measurable, Achievable, Realistic, Time-bound

SMART



EVALUATION & REVIEW

Plan, Do, Check, Act

PDCA





Questions? Thank you



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