

VISION, MISSION, STRATEGY, TASKS and POLICY

Date of modification	02-03-2020	Document #	100
Process owner	Secretary General	Page	1 of 6

Context

The secretariat supports the Paris Memorandum of Understanding (MoU) on port State control in realising their goals to ensure that merchant ships in the region meet the international safety and environmental standards and that crew members have adequate living and working conditions. The Paris MoU aims to achieve these goals in a harmonised way. These goals and consequential tasks for the Secretariat are mentioned in the Memorandum text.

Tasks

Tasks for the secretariat consist of 2 main parts.

The first part is set out in in Section 7.5 of the MoU :

"The Secretariat, acting under the guidance of the Committee and within the limits of the resources made available to it, will:

- *prepare meetings, circulate papers and provide such assistance as may be required to enable the Committee to carry out its functions;*
- *carry out such other work as may be necessary to ensure the effective operation of the Memorandum."*

On the basis of these tasks an indication is given below of the products and services the Secretariat could provide for. The listed items only serve an illustrative purpose. Decisions on the tasks of the Secretariat will have to be taken by the Committee as meant in Section 7.1 of the MoU.

The Secretariat would:

- a) Prepare papers for the meetings of the Committee;
- b) Organise the meetings of the Committee;
- c) Prepare summary records of the meetings of the Committee and any other paper that results from the meetings;
- d) Supervise the computerized information system;
- e) Make proposals and execute decisions from the Committee in respect of further developments of the information system;
- f) Deal administratively with requests of authorities to accede to the Memorandum and to take actions for the formal procedures for accession as requested by the Committee;
- g) Provide each year a budget proposal for the work of the Secretariat;
- h) Each year render an account on the previous year, including suggestions for payment or additional payment;
- i) Advise on any other financial aspects of the Paris Memorandum of Understanding.

The second part of the tasks for the Secretariat concerning publications and representations is set out in Section 7.5:

"facilitate the exchange of information, carry out the procedures outlined in Annex 3 and 4 and prepare reports as may be necessary for the purposes of the Memorandum"

The Secretariat would:

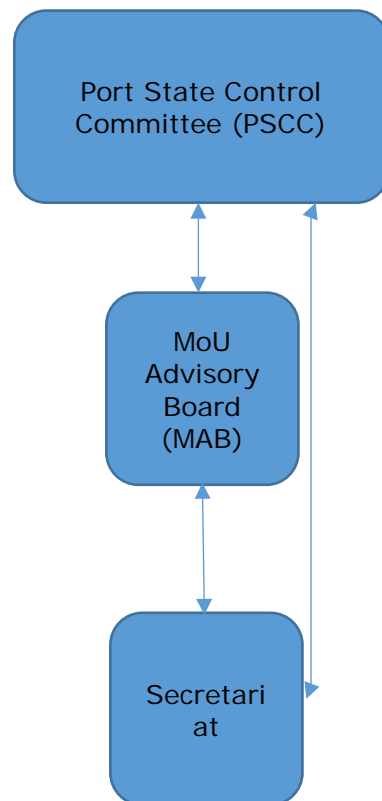
- j) Circulate papers among the members of the Committee, IMO and ILO or any other body or institution as deemed necessary;

VISION, MISSION, STRATEGY, TASKS and POLICY


Date of modification	02-03-2020	Document #	100
Process owner	Secretary General	Page	2 of 6

- k) Present any advice of the Committee to the Ministers responsible for maritime safety;
- l) Present statistical information on deficiencies found as well as analyses of the nature of the deficiencies;
- m) Present statistical information on the inspections by the maritime authorities;
- n) Circulate information on developments on port State control in international bodies, such as IMO, ILO and EC;
- o) Supply information on the Memorandum to other interested authorities, bodies or organizations;
- p) Provide trainings, presentations and training material;
- q) Work according to ISO 9001:2015 and is certified for it.

Organisation chart



The organization chart shows that the secretariat is guided by either PSCC or by MAB. Requirements for the products and services are only set by those two Paris MoU organs. The Secretariat reports to both PSCC and MAB. Reports to PSCC are subjects that only PSCC has authority on. In general subjects related to the budget of the secretariat, the Annual Report ... The secretariat can also advise PSCC on different subjects if deemed necessary. Reports to MAB are mainly progress reports on the actions PSCC has set for the entire Paris MoU organisation, which is monitored by MAB during the year after PSCC. The secretariat can also advise MAB on matters it deems necessary.

	VISION, MISSION, STRATEGY, TASKS and POLICY			
	Date of modification	02-03-2020	Document #	100
	Process owner	Secretary General	Page	3 of 6

The secretariat, deriving from their tasks also liaises with, cooperates with or even provides products and services for other organisations. The requirements are set by either PSCC or MAB.

Actions

The actions of the Paris MoU secretariat related to the tasks described above and which result in the products and services of the secretariat are guided by the annually approved PSCC action list. The action list derives from the report drafted after PSCC and approved by PSCC.

These actions will be realised by mainly one procedure. This procedure leads to all possible services and products.

Products and services are, but not limited to:

1. Prepare and report on PSCC,
2. Prepare and report on TEG,
3. Organise trainings and seminars,
4. Annual Report,
5. Information products on website,
6. Liaise with other MoUs
7. Liaise with international organisations,
8. Press releases.

Context of the Secretariat of the Paris MoU analysis

The Secretariat of the Paris MoU has quite a lot of organisations that it interacts with, "stakeholders" within the ISO terminology.

As mentioned, the way the secretariat interacts and what products and services the secretariat provides is set by either PSCC or MAB.

Issues and Opportunities

In order to assess the possible risks it is important to look at the issues regarding the processes and products and services PSCC and MAB require and therefore might be influenced. These issues can be opportunities or threats.

Regarding the employees as one of the most important stakeholders of the Secretariat it is important to create continuity and quality of products and services. The fact that the Secretariat is a small independent unit, creates risks when employees find different jobs or in case of longer periods of absence. Specialized tasks are hard to fill and difficult to "back up".

The Committee of the Paris MoU annually decides on policies, instructions and other matters of importance to the Paris MoU. The Committee consists of all the member States of the Paris MoU. In general, to prepare decision making on policy regarding harmonization of Port State Control, task forces present proposals to a Technical Evaluation Group (TEG). This TEG evaluates the proposal in a technical sense. Proposals that are welcomed are sent to the Committee for endorsement. The Management Advisory Board (MAB) is also at liberty to present proposals to the Committee. This process needs organisation and timeliness because of the fact that only annually decisions are taken. Only the Committee is authorized to decide on matters. Support on the preparation and actual meetings of TEG and Committee are therefore prioritised.

The independent position of the Secretariat doesn't always match the processes of the Ministry. Exemptions for the Secretariat are becoming more and more difficult because of standards in processes and systems. Ministerial processes and systems support the Ministry in being able to take responsibility and held accountable and can't be customised for the Secretariat.

VISION, MISSION, STRATEGY, TASKS and POLICY

Date of modification	02-03-2020	Document #	100
Process owner	Secretary General	Page	4 of 6

The opportunity within the context of the Secretariat is supporting member States in the development of a state of the art inspection regime. These continuous developments could be used to support and enhance other regions.

Main areas of risk

In general, risk can be identified on the area's:

1. Products/services
2. Reputation of or confidence in secretariat/communication
3. Personnel
4. Finance

The member States, represented in PSCC, being the most important "customer", rely on support for the preparation of meetings (TEG and Committee), seminars and trainings and the follow up of the different outcomes. Insufficient support by the Secretariat in organising the process leading to non-submissions would seriously interfere with the effectiveness of the Paris MoU. Decisions would be postponed an extra year.

Regarding trainings and seminars the process of organising is more flexible. More important are quality of the content and the lecturer. Trainings and seminars should add value regarding the harmonization of the Port State Control effort. Topics should relate to new developments and possible issues in current proceedings. Brought to the PSCO's in a clear way. If the perception of the added value decreases, attendance might drop and the effect of harmonization will decrease.

The general public (e.g. traders, insurers, owners, flag States) rely on information that is processed and presented by the Secretariat. The Secretariat is depending on the maintenance of the information system used (THETIS) to be able to realise several information obligations. An export file is used to process data and present information. This information is both static (on request or once a year) and dynamic (information being monthly updated). The fact that only 1 staff member is able to process the data is a risk.

Risk assessment

Within the areas there are several detailed products or services. Not all products and services are mentioned, because the risk is deemed low.

The risks mentioned are not classified any further at this moment, although the one risk could have more impact than another. These risks, as a selection, are all risks that need attention.

During each management review the risk analysis will be evaluated.

During the cycle to a management review procedures (CAR/PAR) are in place to possibly change procedures of products or services if necessary in order to deliver them at the quality level needed.

The following table shows the indicated risks.

Risk	Measure
"Meeting products"	
Preparation of meetings/seminar/trainings not in time and not complete	planning, meetings , progress reports
Quality of content and lecturer not sufficient	planning and progress reports
Information products*	
PMoU Statistics on inspections not correct	covered by a working instruction protocol, listed checks
Annual report not correct and in time	planning, progress reports, quality checks (internally and by PSCC)
WGB list not correct and in time	covered by a working instruction, listed checks
RO list not correct and in time	covered by a working instruction, listed checks
Website not available	Agreement provider
Information on website for Public not correct	covered by a working instruction; built in second reading

VISION, MISSION, STRATEGY, TASKS and POLICY

Date of modification	02-03-2020	Document #	100
Process owner	Secretary General	Page	5 of 6

Information on website for member States not correct	covered by working instruction; Built in second reading
Personnel	
Staff leaving/absence	No specific measure necessary. Due to the scale of the secretariat, a possible leaving of 1 staff member for a regular period of recruiting another, will not cause a large risk. A second will create a larger risk. Specific elements, however, do create a larger risk. Manuals will have to be made for financial accounting and data processing.
Finance	
Contribution by member States not paid	QM procedures in place. Secretariat has however no enforcing power regarding member States
Not being able to account for expenses	Try and find ways to simplify process

*Although several information products are mentioned, process itself is the same; gather data, analyse data, choose presentation, check it and publish.

Based on the results of the analysis, most risks identified can be controlled by procedures and compliance to the procedures by staff members.

Quality Policy

The Paris MoU secretariat is committed to be a reliable and trustworthy partner that complies with and anticipates the expectations of the Paris MoU member States. In order to realise this the secretariat aims that products and services are complete, correct and in time and the secretariat is to be seen as an independent partner. The quality management system, based on the ISO 9001:2015 norms, is developed to be supportive to those commitments.

In order to serve the members States as efficient and effective as can be, general quality elements are:

- Do what you say and do what has been agreed,
- Act in cooperation with colleagues,
- Initiate colleague quality check,
- Communicate general and specific information and knowledge to colleagues

Within the secretariat open communication is the basis to realise quality in products.

The Secretary General of the Paris MoU secretariat is fully committed to quality and the Quality Management system. It must be clearly understood that this Quality Policy, The Quality Manual and associated procedures and systems are mandatory for all staff. The Secretary General ensures that the staff is properly trained so staff members are able to serve the member States.