



National Maritime Safety Authority

Corporate Plan 2020 - 2024

NATIONAL MARITIME SAFETY AUTHORITY

Promoting Safety First at Sea

*For the ultimate goal of safer maritime transport
and cleaner marine environment*





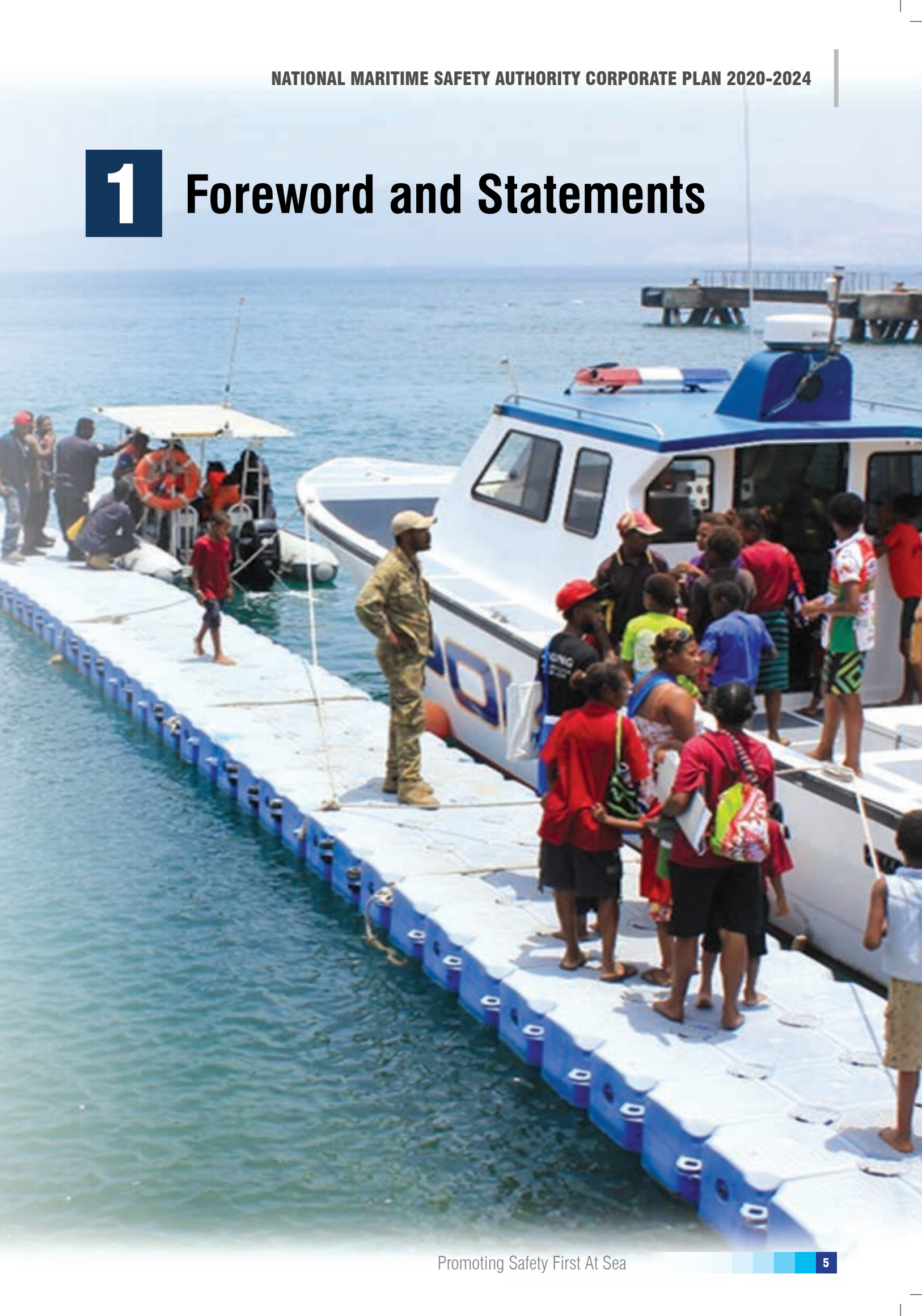
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Foreword and Statements





MINISTER’S FOREWORD

The National Maritime Safety Authority (NMSA) is a government statutory authority responsible for regulating maritime safety, search and rescue, and controlling marine environment pollution.

The National Maritime Safety Authority (NMSA) Act of 2003 requires the NMSA Board to submit a Corporate Plan to the Minister.

This Corporate Plan 2020 - 2024 therefore satisfies section 16(1) of the National Maritime Safety Authority (NMSA) Act of 2003. The Corporate Plan captures NMSA’s overall mandate and demonstrates the keenness of NMSA to drive reforms within itself and to align to the national policies, plans, the International

Maritime Organisation (IMO) and international maritime good practice.

Safety at sea is NMSA’s priority. Therefore, the Authority is fully committed to the national maritime interest of PNG in ensuring Safety First at Sea for the ultimate goal of safer maritime transport and cleaner marine environment.

I am pleased that this Corporate Plan 2020 – 2024 satisfies the legislative requirements of the NMSA Act, 2003, and aligns well with the national government’s strategies and priorities. Therefore, as Minister responsible for the transport sector, I am delighted to associate myself with this new and useful road map.

I commend this Corporate Plan and thank the Chairman and the Board, the General Manager and his management for a great job and insightful corporate strategy that will no doubt facilitate a new era of exciting and positive growth for NMSA which will subsequently benefit its client’s and stakeholders.

A handwritten signature in black ink, appearing to read 'William Samb', written over a horizontal line.

**HONOURABLE WILLIAM
SAMB, MP**
**Minister for Transport
and Infrastructure**

October 2020



CHAIRMAN'S STATEMENT

On behalf of the Board of the National Maritime Safety Authority, let me take this opportunity to thank the General Manager, his Management Team and staff of NMSA for delivering a masterpiece Plan. This Corporate Plan 2020 – 2024 is a well-structured piece of work that aligns to the national government's development policy strategies and priorities. The Plan is an improvement from the previous plans because it is presented in a multi-tier approach that captured the legislative requirement under the NMSA Act, NMSA's goals, objectives and future work activities.

This Plan also demonstrates clearly the strategies, milestones and the desired outcomes for NMSA with a progressive review process required for a change in the management policy

environment. It sets a much clearer path with a purposeful destiny.

This Corporate Plan projects a better business purpose, sustains and adds value to the development of the business of maritime safety, and importantly, it is consistent with the NMSA mandate and its strategic vision which is, "Promoting Safety First at Sea".

I am very pleased to note the positive progress and the capsules and articulation of concrete actions that NMSA will undertake in the next four years under this Corporate Plan 2020 – 2024. This is a much better voyage, so the Board is confident that through this Plan, the NMSA will grow from strength to strength to deliver on its domestic commitments as well its international obligations as required under its mandate. This is shown

through a focused and strategic approach as outlined in this Corporate Plan 2020-2024.

On behalf of the Board, I look forward to continue working with the NMSA Management and staff to ensure that this Corporate Plan 2020 – 2024 delivers to the expectations of our leaders, industry and the community at large. I commend this Plan and look forward to the same level of commitment and dedication in the period of the Plan to be as fruitful as the past four years.

A handwritten signature in blue ink, appearing to read 'Peter Humphreys'.

**MR. PETER HUMPHREYS,
CBE
Board Chairman**

October 2020



PREFACE BY GENERAL MANAGER/CEO

The National Maritime Safety Authority (NMSA) is an evolving government statutory authority, established primarily to regulate, administer maritime safety, ensure cleaner marine environment and undertake maritime search and rescue coordination.

Since its inception in 2006, the NMSA has made strides in many areas of its core business. This new corporate plan succeeds the 2015-2019 corporate plan. The previous corporate plan laid the foundation and set the pace for NMSA's evolution. Taking cue from the previous Plan, NMSA has experienced and seen many positive changes. There has been an increase in the recruitment of young talents and re-resourced budget through increased fees. Through capacity diagnostics the NMSA is effectively addressing capacity gaps, improving maritime safety infrastructures and building and enhancing its digitalized systems.

Through this new Corporate Plan, the NMSA will continue to update current maritime legislations as well as introduce new ones to remain compliant to international maritime standards. Through a new organisational structure, the NMSA will reform its human capital to adjust to the new emerging challenges and changes in the industry. Recruitment of young talents will continue. New departments have been created and resourced. The new departments include the Enforcement Department, the Marine Domain Awareness Department and the Hydrography Department. As part of its decentratlisation efforts, the NMSA will build the capacities and resource the regional offices to bring the NMSA services closer to the provinces. More support will be provided to the provinces to improve implementation of the Small Craft Act.

From 2020 – 2024, the NMSA will accelerate its efforts to modernize and digitalize its delivery systems to improve how it does business and how it interfaces and streamlines its internal systems and processes. In everything NMSA does, its international engagements, national collaboration, visibility and community activities remain important. They

provide enduring relationships across different tiers of governments, industry and its interfacing national and international partners.

The NMSA will continue to advance its maritime domain awareness capability by building data and information, tracking and doing risk-profile to effectively and accurately predict incidents to better its rescue response efforts.

The NMSA will continue to promote awareness of safe navigation and collaborate with bilateral and regional bodies to exert influence to encourage safe shipping and reduce the risks of marine pollution incidents in our region.

As part of its national commitment to serving the country's international maritime obligations, the NMSA will continue to improve its participation with IMO and other international organisations such as IALA, IMSO, IHO, SPC SPREP etc.

In terms of the policy stance and visibility, the NMSA is realigning its policy efforts to the national government's policies and plan, and exploring new initiatives promulgated by IMO to develop and adopt a national maritime transport policy (NMTP).

I am excited by this new Corporate Plan. Therefore, on behalf of the Management, I would like to thank all those that have contributed to the drafting of this Corporate Plan and look forward to working with everyone to reap the fruits of this new, challenging and exciting Corporate Plan 2020 – 2024.

MR PAUL UNAS
General Manager/CEO

October 2020

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Strategic Direction

Vision, Mission and Values

Our strategic direction consists of carefully crafted strategic actions and plans to achieve our vision, our mission and our values. Our strategic direction defines for us how each task fits into our higher strategic goals which are attached to our core mandate and elaborated in our strategic themes and our primary strategic goals that define our resolve to achieve our ultimate goal.


Vision and Mission Statements

Vision



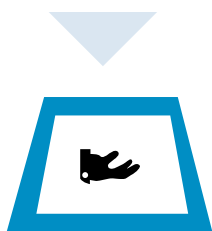
To be a proactive maritime regulator and administrator committed to safety first at sea and cleaner marine environment.

Mission



A leading maritime safety regulator and administrator that is committed to advancing PNG's national maritime interests at national and international level for the ultimate goal of safer maritime transport and cleaner marine environment.

Values



1. **Safety Culture**

Highly committed to safer maritime transport and cleaner marine environment.
2. **Professionalism**

Highly motivated, committed, competent and result oriented.
3. **Career Development**

An inspiring, challenging and satisfying work environment.
4. **Cultural Sensitivity**

Understanding and accommodating cultural issues.
5. **Ethical Behaviour**

High standards of honesty, fairness, integrity, trust
6. **Accountability**

Committed and responsible for our decisions and actions.
7. **Proactive towards Risk**

Recognising and mitigating all risks.
8. **Consultation with Stakeholder**

Strong relationship with government stakeholders, industry and civil societies.

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Executive Summary

INTRODUCTION

National Maritime Safety Authority (NMSA)

The National Maritime Safety Authority (NMSA) was established by an Act of Parliament in 2003, with the primary responsibilities to regulate maritime safety standards, control marine pollution from ships and coordinate search and rescue in Papua New Guinea (PNG) waters.

The NMSA is an autonomous government statutory agency with full financial autonomy. Its revenue sources are derived from regulatory fees and fines that the Authority collects from the maritime industry. The Authority is governed by a Board and headed by a General Manager / Chief Executive Officer.

The NMSA’s vision is, “To be a proactive leading maritime regulator and administrator committed to safety first at sea and cleaner marine environment.” This vision supports the national government’s development goals on “sustainable development and inclusive economic growth.” Its mission is to promote PNG’s national maritime interests at national and international levels, by implementing and enforcing PNG’s maritime legislations and IMO conventions and treaties relating to maritime. NMSA values – safety culture, professionalism, staff development and progression, cultural diversity, ethical and moral norms, accountability, proactiveness, effective consultation and commitment to international obligations. There are three (3) high level strategic themes and six (6) primary strategic goals.

PURPOSE

The Corporate Plan 2020-2024

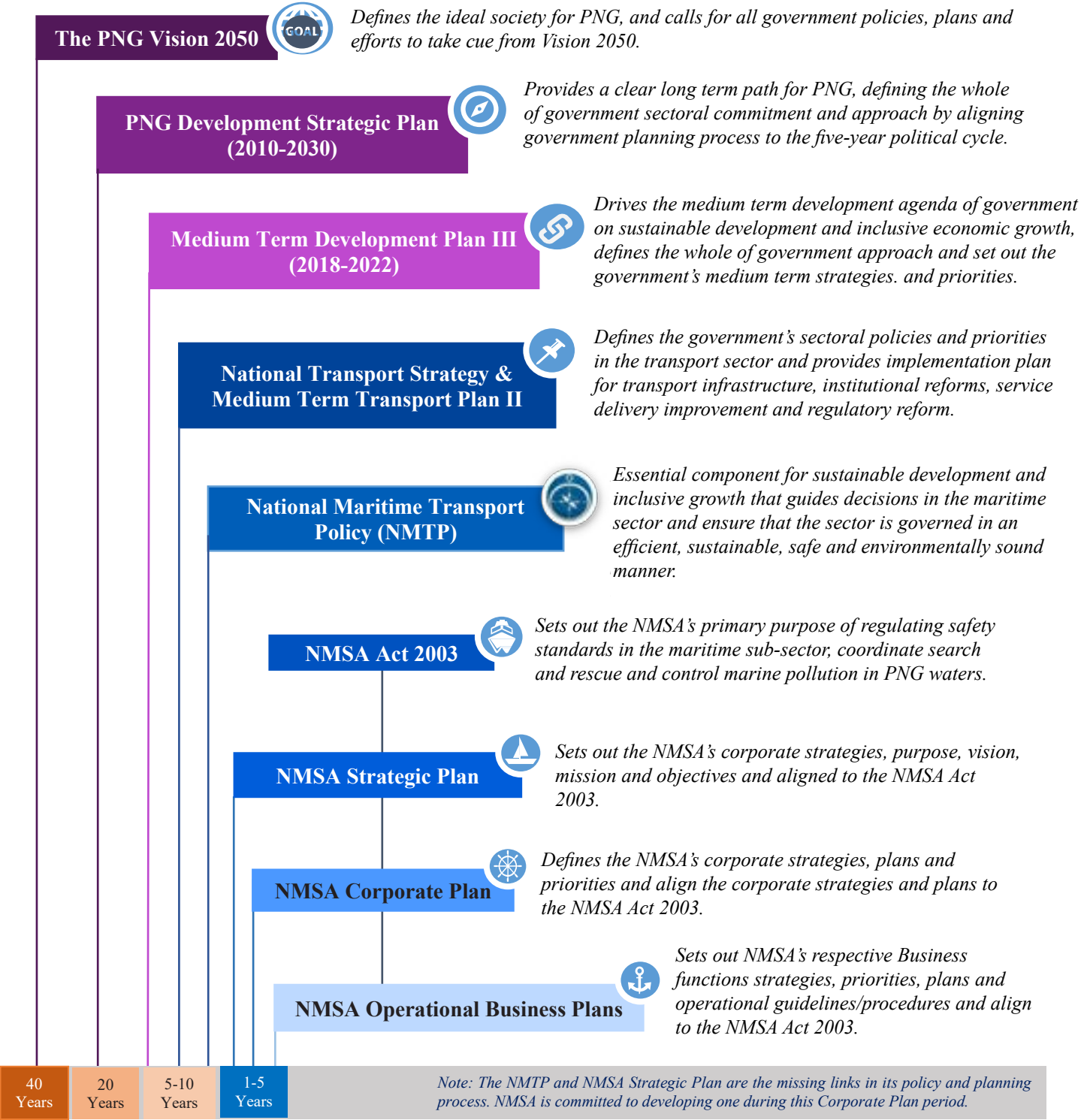
This Corporate Plan is prepared in accordance with section 16(1) of the National Maritime Safety Authority Act, 2003, and fulfills the requirements under subsections 4-7(a) and (b), section 6(3) of the same Act. The Corporate Plan provides the strategic direction and outlines the core functions of NMSA as set out in its Act. The Plan sets a clear pathway, projecting a sustained business purpose to add value to its business on maritime safety, marine environment protection and search and rescue.

This Corporate Plan is prepared for the 2020 – 2024 reporting period and lays the foundations for NMSA as an evolving modern maritime regulator and administrator and provides a better platform for implementing key strategic maritime activities. It is aligned to and guided by national policies and strategies, especially those that are linked to:

- NMSA’s Mandate
- PNG Vision 2050
- PNG Development Strategies Plan (DSP) 2010 – 2030
- PNG Medium Term Development Plan 3 (MTDP III) 2018 – 2022
- National Transport Strategy (NTS) 2014-2030
- Medium Term Transport Plan Two (MTTP II) 2019 – 2022.

Policy alignment

The cascading logic

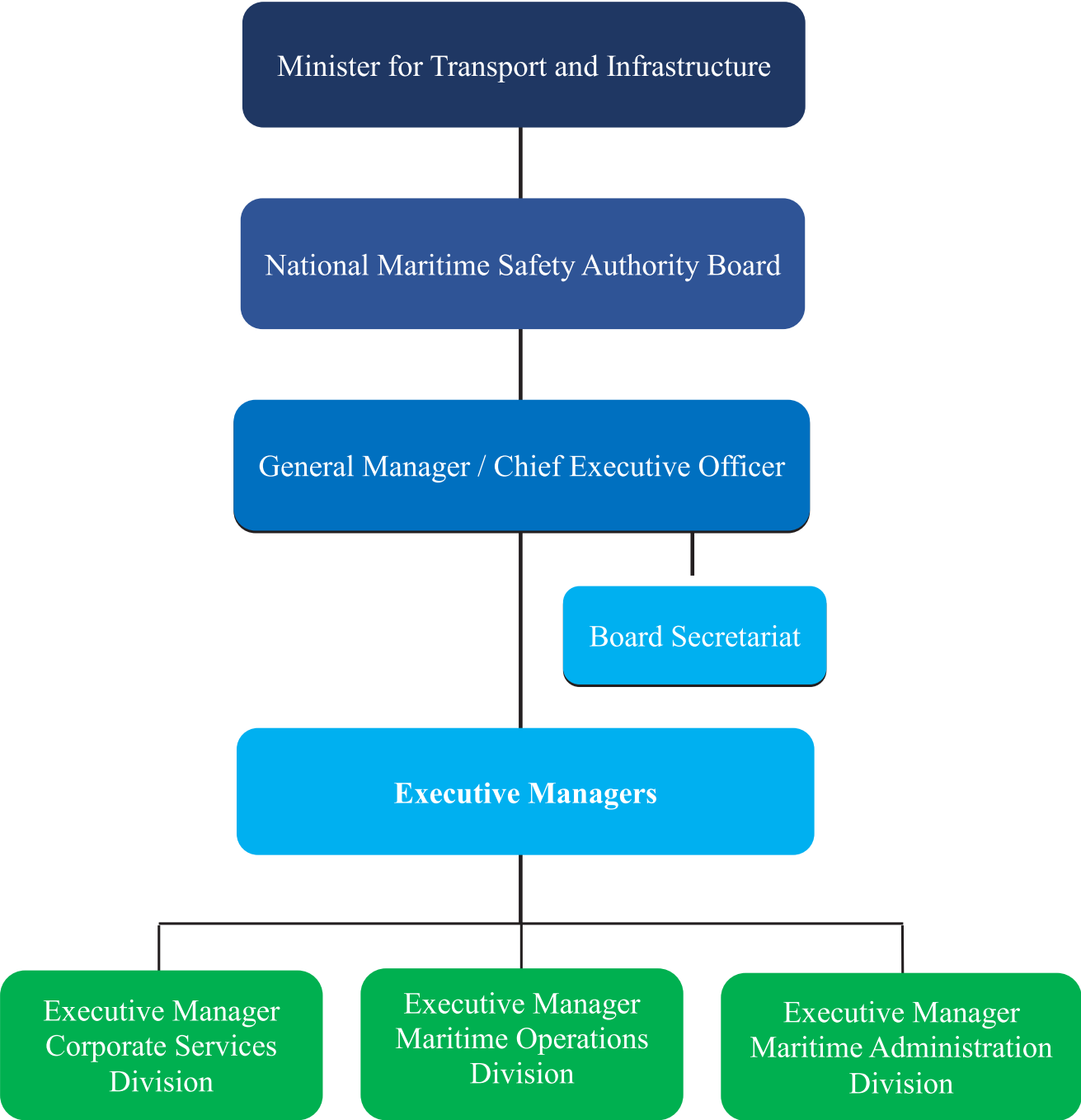




Management structure

The National Maritime Safety Authority is an evolving government statutory authority, which is currently undergoing organisational structure reforms and realignment exercises. A new organisational structure and related capacity building plan will provide the means for NMSA to deliver its strategic goals successfully.

The figure below shows the management structure of the National Maritime Safety Authority.



Financial sources

This Corporate Plan is developed with the intent of implementing all of the strategic actions. Each financial resources milestone was assessed to ascertain if it requires capacity that is over and above what is currently available to the NMSA through its budget. The Plan takes revenue growth and new opportunities of generating revenue as one of the key aspects to ensuring that this Plan is implementable and achievable. The financial intent of the Plan is also to determine if the current institutional financial arrangements are aligned to relevant financial regimes, sectoral strategies, plans and the national government development policies and plans.

The NMSA is a financial autonomous statutory authority that raises its own revenues and spends according to the NMSA Act and the PNG Public Finances Management Act. The NMSA's finances are derived from fees and levies which are used to meet its mandate. Some of the factors that guide and impact financial allocation and expenditures are:

- The fees and levies are used for operational purposes, whereas the capital expenditure is to be funded through GoPNG, donor agencies and other funding sources
- The strategic activities can only be successfully completed by buying equipment, expert advice or materials from outside Papua New Guinea
- The skillset is not able to be sourced internally from within the NMSA and needed external support to achieve the strategic goals.
- Aggressive training for young graduates is needed to meet the lacking skillset.

This Plan encompasses new revenue requirements to generate income to ensure that the Plan is successful and sustainable. As a government statutory entity, the NMSA implements prudent financial guidelines and practices to comply with applicable financial management legislation and regulations. The NMSA's revenue target aims to increase fees and levies collections and improve compliance and demonstrate a realistic and achievable approach. The revenue growth is being supported by improved compliance to the PNG legislation to the existing fee structures, collection efforts and growth in the maritime industry. The NMSA will regularly review its financial position and make amendments to its fees and levies as and when necessary.

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Operating Environment

What we seek to achieve

MARITIME SAFETY

CLEANER MARINE ENVIRONMENT
SEARCH & RESCUE COORDINATION



What we seek to achieve

Safer maritime transport, cleaner marine environment and effective maritime search and rescue coordination is our ultimate goal. Therefore, we seek to:

- Ensuring safe shipping in PNG waters
- Protecting marine environment from ship source pollutants
- Undertaking maritime search and rescue coordination

We are committed to building our human resource, updating and introducing new maritime legislations, digitalization of our delivery systems, improving small craft safety through implementation of the Small Craft Act, decentralizing our functions to bring NMSA services closer to the provinces and realigning to government policies and exploring new areas.

Our strategic approach

We apply a strategic approach to how we do business. This sets the long range direction to ensure that all our impacted business units work together to deliver on our mandate. Our strategic approach is structured through:

- ❑ Vision and Mission which identify and position us with our relevant interfacing national agencies, stakeholders and international maritime organisations and partners.
- ❑ Proactive Approach which enables us to identify our strengths, weaknesses, opportunities and threats.
- ❑ Risk Analysis which we use the results to formulate our strategies, actions, set performance benchmarks and prioritize our actions to implement our Plan.
- ❑ Strategic Action Plans which were developed to implement the strategic actions.
- ❑ Monitoring and Evaluation Review, monitoring and evaluation controls are crafted into this corporate plan to ensure we achieve the milestones through periodic reviews (quarterly and annually) to ensure proper alignment to our mandate and propose.

Our strategic planning methodology

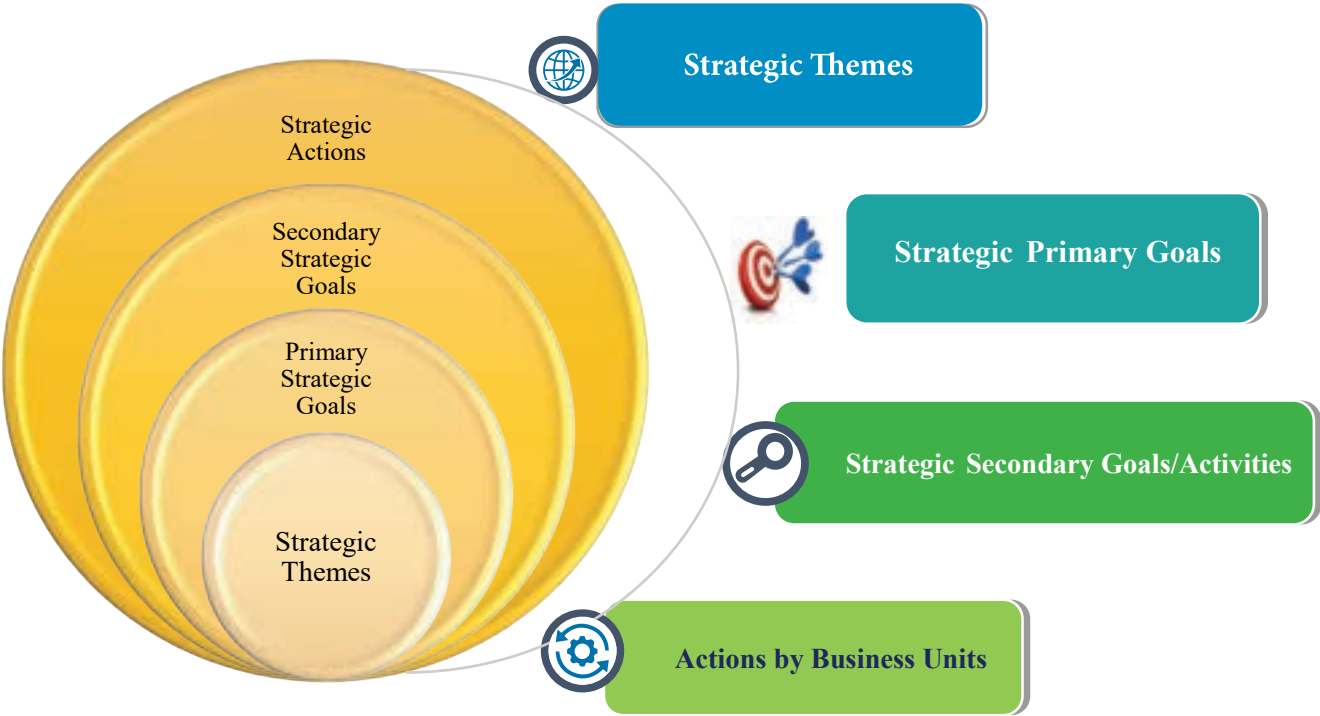
We apply strategic planning to define what we do, determine how we allocate our resources, how we identify - our inputs, our outputs, our activities, how we deliver our outcomes, and how we set our priorities to achieve our vision and mission.



Summary of strategies

Through our planning methodology, we develop our strategies to mitigate any potential risks. Potential risks are strategically assessed through a risk assessment process and eliminated through the vigorous planning process. Through this Plan, we are challenged to do things smartly and strategically so that we are able to achieve what our mandate requires us to deliver. Our challenges are unlimited, ranging from lack of expertise, meeting timelines, learning to blend with digital tools and evangelizing a “change mindset” and so forth.

The Corporate Plan outlines strategic themes, primary strategic goals, secondary strategic goals, strategic actions and the means or tactics of what we intend to do and how we intend to implement our activities. Each strategic action will enable NMSA to reach its primary strategic goals in order to carry out its mandate effectively.



Strategic themes and strategic primary goals

The strategic themes laid down the structural supports which ensure that we as an organisation are squared up to our vision and mission to achieve our goals. These strategic themes are drawn from our core functions under the National Maritime Safety Authority Act of 2003. Each theme is operationalized through the primary and secondary goals and supported by strategic actions and defining objectives under each of our business units.

There are three (3) strategic themes and six (6) strategic primary goals. The strategic actions and activities are set out in the second part of the Plan called the Strategic Implementation Plan (Activity Plan). This will be reviewed annually through our budgetary and annual activity planning process. Each strategic themes are linked to the strategic primary goals, while the secondary goals are linked to the strategic actions.

Strategic themes

1	Implement and enforce PNG maritime legislations and international maritime conventions.
2	Promote and implement good corporate governance and strengthen systems for agility and transparency.
3	Review and develop institutional policy and regulatory frameworks aligned to national strategies and IMO guidelines and obligations.

Strategic primary goals

1.1	Regulate and administer safety of domestic and international maritime vessels in PNG.
1.2	Strengthen pollution prevention functions and enforce marine environment protection measures in PNG.
1.3	Strengthen search and rescue functions and collect data and information on maritime safety in PNG.
1.4	Implement measures and enhance compliance to PNG maritime legislations and international maritime conventions.
2.5	Strengthen good corporate governance and enhance organisational capacity, skillset, financial management systems and ICT functionalities.
3.6	Develop appropriate policies, strategies and guidelines that conform to national standards and fulfill international maritime organisation obligations.



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Strategies and Strategic Goals

Our strategies and strategic goals consist of the strategic themes, strategic primary goals, strategic secondary goals. The primary goals and the secondary goals are mapped into strategic actions and set out in the respective business unit annual work plans. The details of these strategic actions constitute our activities which are set out in a separate Strategic Implementation Plan (Activity Plan).

There are three (3) strategic themes and six (6) strategic primary goals. The theme 1–has four (4) strategic primary goals and four (4) strategic secondary goals which relate to the NMSA’s primary mandate of maritime safety, marine environment protection and search and rescue coordination. The theme 2 advocates on promoting and implementing good corporate governance and strengthening internal systems, while the third theme calls for the review

and development of institutional policy and regulatory frameworks and alignment to national and global good practice standard requirements.

The two primary goals fall under the second and third themes respectively. Each strategic primary goal is linked to the strategic themes, while the strategic secondary goals under each strategic primary goal set the foundation for the mapped out strategic actions which guide annual activity planning and annual budget. Essentially, the secondary goals drive how we set our priorities, allocate of resources and decide on our capability requirements. This helps us to plan better.

The strategic actions and activities are identified through this Corporate Plan for all business units to enable successful implementation throughout the reporting period.

Strategic primary goals and strategic secondary goals

Strategic Primary Goal 1.1	Regulate and administer the safety of domestic and international maritime vessels in PNG.
•Secondary Goal 1.1.1	Administer PNG Flag State Obligations.
Strategic Primary Goal 1.2	Strengthen ship source pollution prevention functions and enforce marine environment protection measures.
•Secondary Goal 1.2.1	Administer PNG Port State Obligations.
Strategic Primary Goal 1.3	Strengthen search and rescue functions and collect data and information on maritime safety in PNG.
•Secondary Goal 1.3.1	Administer PNG Coastal State Obligations.
Strategic Primary Goal 1.4	Implement measures and enhance compliance to domestic maritime legislations and international maritime conventions.
•Secondary Goal 1.4.1	Implement Compliance to flag state, port state and coastal state obligations.
Strategic Primary Goal 2.5	Strengthen good corporate governance and enhance organisational capacity, skillset, financial management systems and ICT functionalities.
•Secondary Goal 2.5.1	A robust and sustainable workforce focused on performance and safety.
•Secondary Goal 2.5.2	Strengthen financial capacity and effective management and reporting methodologies.
•Secondary Goal 2.5.3	Enhance internal audit for impact and influence.
Strategic Primary Goal 3.6	Develop appropriate policies, strategies and guidelines that conforms to national standards and fulfill international maritime organisation obligations.
•Secondary Goal 3.6.1	Strengthen governance and management reporting systems for agility and transparency.
•Secondary Goal 3.6.2	Enhance ICT functions for robustness and effective automation and digitalisation.
•Secondary Goal 3.6.3	Strengthen business processes for agility and collaboration and ensure effective alignment.
•Secondary Goal 3.6.4	Strengthen and streamline administration functions and streamline administrative procedures.
•Secondary Goal 3.6.5	Enhance quality management systems to strengthen standards and policy realignment.
•Secondary Goal 3.6.6	Strengthen legal imperatives and ensure effective policy realignment.
•Secondary Goal 3.6.7	Develop and adopt a national maritime transport policy aligned to national policies and IMO guidelines.



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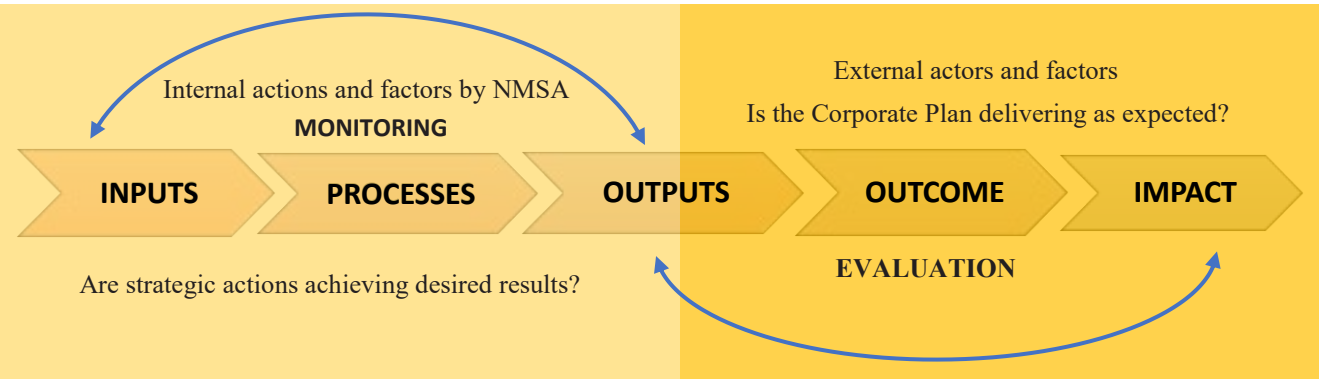
Review, Monitoring and Evaluation

As a national regulatory agency, we will continue to deliver measurable outcomes against our primary goals. These highlights of our achievements for each reporting period will be presented in our annual reports starting in 2021.

This Corporate Plan will be reviewed annually through the annual budgetary and the annual activity planning process and the managers’ quarterly review. Our performance against the key milestones will be presented to the management and the Board by way of deliverable outcomes, while a mid-term review of this Corporate Plan will be conducted in the third year of the implementation.

As part of the review process, we will apply the monitoring and evaluation methodology in assessing the effectiveness of inputs and processes. A monitoring and evaluation framework will be developed to facilitate the monitoring and evaluation process.

This Plan will carefully take stock and keep track of the major challenges in this Plan and the strategic actions/activities set out in this Plan.



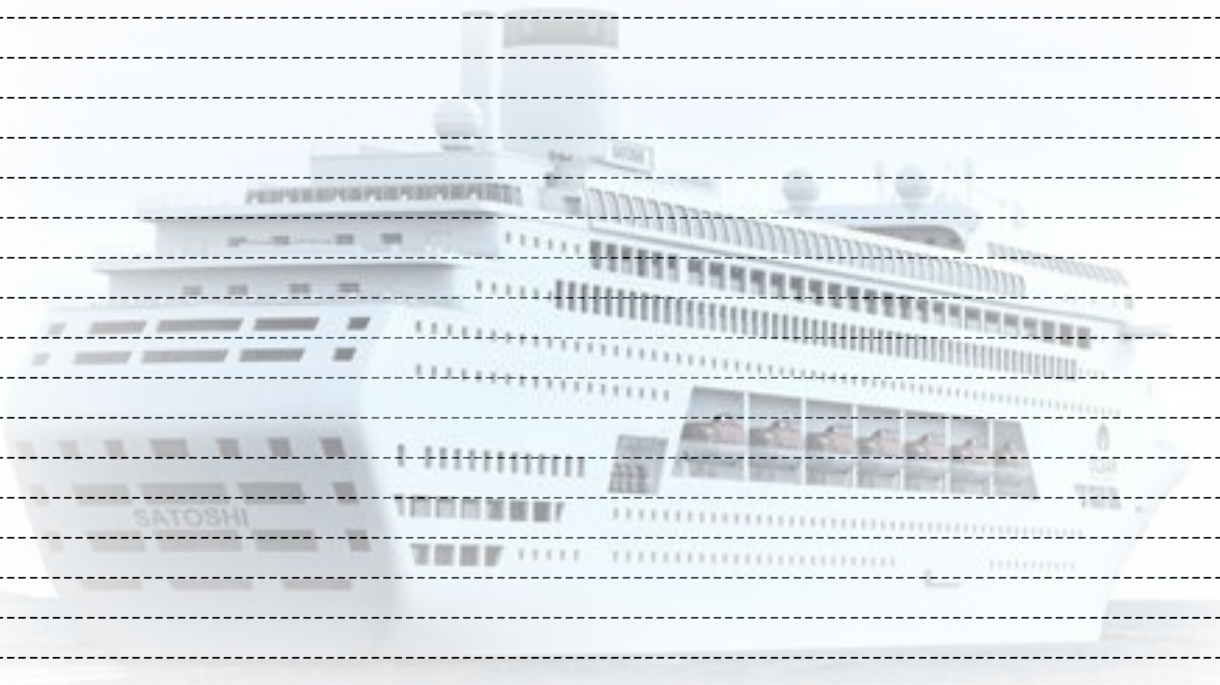
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Marine Environment Protection Act, 2015
Small Craft Act, 2015
PNG Marine Regulations
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PNG Development Strategic Plan, 2010-2030
Medium Term Development Plan III, 2018-2022
National Transport Strategy, 2015 - 2019
Medium Term Transport Plan II, 2019 – 2022
NMSA Corporate Plan 2015-2019
PNG IMSAS Report, 2016
TheIMO Convention, 1959
IMO Convention on Safety of Life at Sea (SOLAS) Convention, 1974
International Hydrography Organisation (IHO)
International Association of Lighthouses Authorities (IALA)
Maritime Transport Review,UNCTAD, 2019
United Nations Convention on the Law of Sea (UNCLOS), 1994
United Nations Sustainable Development Goals (UNSDG)



NOTES

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