



# EMSA 5-YEAR STRATEGY



**EMSA**  
**5-YEAR**  
**STRATEGY**



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## INTRODUCTION FROM

## THE EXECUTIVE DIRECTOR OF EMSA

### **OVERVIEW – TRANSPARENCY, EFFICIENCY, EFFECTIVENESS, AGILITY, VIGILANCE**

First, I want to say how delighted I am to have joined EMSA at such an important time. The Agency is now ten years old. Under the leadership of my predecessor, Willem de Ruiters, it has gained an international reputation in the field of maritime safety and environmental protection, with staff that have a wealth of knowledge, experience and expertise.

Ten years on from the Agency's creation, the world in which it operates is very different. The global economic downturn has affected shipping but also the way in which public services everywhere are delivered – and the Agency is no exception.

More than ever, EMSA has to demonstrate to all its stakeholders, both in member states and across the maritime industry, that it can make a difference to maritime safety and environmental protection.

I see my task now as building on the firm foundations laid during EMSA's first ten years to ensure that the organisation is well-placed to meet the challenging delivery tasks so clearly articulated in the revised founding regulation, within the resource constraints set out in the new multi-annual financial framework.

Of course, in all this, the role of the EMSA Administrative Board is paramount. I want to work closely with it to focus EMSA activities on our core tasks and those ancillary tasks that will maximise the added value that EMSA can provide and that will have the biggest impact on improving maritime safety, in all its aspects.

## WHAT DOES THIS MEAN IN PRACTICE?

From the point of view of EMSA's stakeholders, I want the Agency to become the pre-eminent maritime safety and operations platform in Europe - an innovative, effective and transparent organisation that really adds value to the (individual and collective) efforts of member states, other stakeholders and the European Commission in the maritime field.

I want the Agency to be able to continue contributing its expertise in maritime safety, operations and pollution prevention and response to the EU discussions on maritime safety and, where appropriate, on the EU maritime cluster. However, EMSA should also, through the European Commission, support member states in their discussions in international forums, such as the International Maritime Organisation. The role of the Agency has always been to support the implementation of EU maritime legislation, but I believe that the focus of the Agency's activities should also shift slightly, within the Agency's remit, from monitoring to enabling and facilitating best practice for the member states in fulfilling their obligations under EU maritime legislation. I want to see an Agency that can work even more proactively and co-operatively with its stakeholders as part of the EU family.

I also want to ensure that we obtain the best value for money from the Agency's assets (tangible and intangible) and that we refine our budgetary process further, so that we become adept at really targeting our expenditure on our identified priorities. This means that we will continue to look at how we can work with others in the EU family to make the best use of our joint resources. In the coming years EMSA will increase its collaboration with other EU agencies to reinforce synergies and cooperation to achieve desirable efficiency gains. The Agency will continue to avoid duplicating the work of any institution or member state services and use its personnel only to benefit our stakeholders. EMSA is continuously evaluating more efficient ways of conducting our work. For example using risk-based approach on inspections, minimising travel and maximising inspections on missions, working closely together with member states and the Commission services, improving and speeding up the reporting processes and finding more effective and cost efficient processes to integrate information in-house, both administrative and operational monitoring information.

Of course, all this relies on the continued efforts of EMSA's staff – the Agency's most important resource. With my Senior Management team, I want to ensure that their commitment to the Agency is matched by our commitment to them. I want to expand the opportunities available to staff for continuous professional development, whether through training, placements or internal mobility, so that everyone can maximise the benefits from the expertise that the Agency already possesses in-house. Flexibility and the best use of human resources are key, today more than ever.

EMSA's working philosophy is based on our core values and all EMSA staff must be results oriented and fulfil the criteria of excellence in expertise and quality of work. The Agency will encourage personnel to find innovative and effective solutions in their own working processes but also express innovations to the Agency's stakeholders and member states. EMSA will proactively use ICT-based solutions in its internal, external and administrative working processes.

Internally, EMSA will make use of modern technology, simplified working methods, renew and streamline organisational structures as applicable to enhance working processes. The goal is to be more agile, flexible and vigilant in the future.

The Agency will take into account quality management standards which will help management and personnel to further improve the quality and efficiency of their work and enhance value for stakeholders.

The Agency will implement the financial and human resource perspectives for 2014 – 2020. EMSA will prepare a roadmap for both financial and human resource evolution for the whole period to be able to follow and react as appropriate, to be reflected in the multi-annual staff policy plan.

Good corporate governance and a well-functioning organisation are key elements for the successful work of the Agency. I will focus on these issues at management level to guarantee the best possible direction for and management of the Agency. Good corporate governance enables the Agency to optimise goal setting and achievements, monitor and assess risks and optimise the performance of the Agency. The Agency will respect transparency and openness in decision making.

All this will be a huge challenge in this era of resource constraints that we all face, but I and my staff will do all that we can to deliver!





## STATEMENT FROM THE CHAIR OF THE EMSA ADMINISTRATIVE BOARD

One of the recommendations of the evaluation carried out back in 2008, which looked at the impact and relevance of the European Maritime Safety Agency in its first five years, indicated the need for a mid-term strategic vision for the running of the Agency. Further to that recommendation, a first 5-Year Strategy was published in 2010 and the requirement for a multi-annual strategy was formalised in the revised EMSA founding regulation that came into force at the beginning of March 2013.

Now, the Administrative Board has the pleasure to present an updated 5-Year Strategy covering the years 2014 to 2020, well before the period covered by the first 5-Year Strategy has elapsed. The changes to the Agency's mandate, following the revision of the founding regulation, such as the introduction of the concept of ancillary tasks alongside core tasks, together with the "zero growth" budgetary perspective for the coming years, made it necessary to revisit the mid-term strategy.

This subsequent 5-Year Strategy is structured around five somewhat higher level strategic themes that transpose the Agency's mission into more specific goals for each theme and concrete objectives for each of the activities clustered under any one of the themes. In this way, it offers both a solid framework for the actions that need to be undertaken in order to meet the goals and objectives and a clear reference for the assessment of the effectiveness of those actions *ex ante* as well as *ex post*.

I would like to thank the Executive Director, Markku Mylly, and all the EMSA staff members that were involved in preparing this multi-annual strategy for the Agency. The enriching contributions and guidance from the *ad hoc* Steering Group in the development of the 5-Year Strategy was very much appreciated and I would like to extend my sincere gratitude towards all its participants and in particular towards Achim Wehrmann who as Vice Chairman of the Administrative Board very willingly took it upon himself to preside over that group. The European Commission and the members of the Administrative Board very constructively participated in the discussion leading to the adoption of the revised strategy and I am most grateful for that also.

In conclusion, it is fair to state that this 5-Year Strategy provides the Agency's management and the Administrative Board with concrete, clear guidance for the further development of EMSA's activities. One has to also bear in mind though that it is to be used as a living document able to respond to change that from time to time may be necessary to accommodate EU policy developments that affect the work of the Agency.



## ABOUT EMSA

EMSA, as a body of the European Union, sits at the heart of the EU maritime safety network and fully recognises the importance of effective collaboration with many different interests and, in particular, between European and international institutions, member states' administrations and the maritime industry.

EMSA's activities can be broadly described as:

- Providing technical and scientific assistance to the member states and the European Commission in the proper development and implementation of EU legislation on maritime safety, security, prevention of pollution by ships and maritime transport administrative simplification
- Improving cooperation with, and between, member states in all key areas
- Providing operational assistance, including developing, managing and maintaining maritime services for ship monitoring
- Carrying out operational preparedness, detection and response tasks with respect to pollution caused by ships and marine pollution by oil and gas installations.

Equally, it is important to note that the Agency's working environment reflects the initiatives launched by the EU in all policy areas related to the seas in order to strengthen Europe's competitiveness and sustainable growth. In this respect, contributing to the success of the Growth and Jobs Strategy is considered of particular relevance, in terms of defining an attractive framework for quality shipping and quality operators in Europe.

## EMSA MISSION, VISION AND VALUES

### EMSA's mission statement:

"To ensure a high, uniform, and effective level of maritime safety, maritime security, prevention of, and response to, pollution caused by ships as well as response to marine pollution caused by oil and gas installations"

### EMSA's vision:

"To promote a safe, clean and economically viable maritime sector in the EU"

### EMSA's values:

Efficiency, effectiveness, transparency, flexibility, creating added value.



SETTING THE SCENE

**THE MARITIME**

**CLUSTER**

**IN THE EU**

## SETTING THE SCENE: THE MARITIME CLUSTER IN THE EU

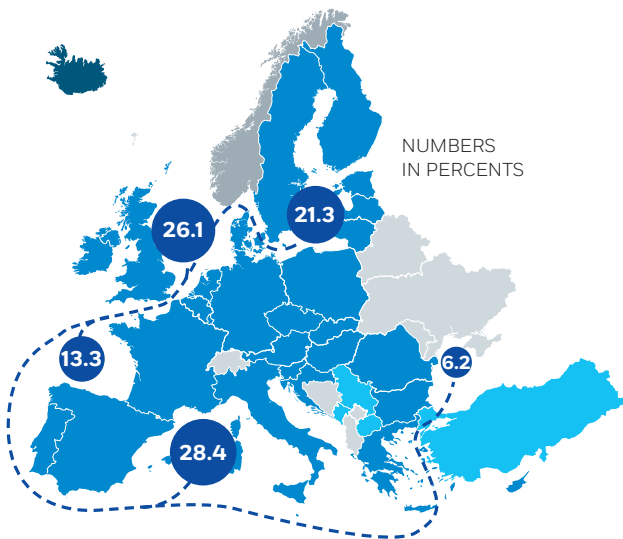
Europe's very identity is intertwined with both ocean and sea. Of 28 member states, 23 have a coastline. While the maritime sector has not been spared the effects of the challenging economic climate, the gross added value of this sector to EU is estimated at €500 billion including jobs for some five million people. The maritime sector is important for a number of policy areas including energy, transport, environment, fisheries and research. Europe will continue to assert itself as a leading player in the maritime world. The following infographic illustrates just some of the trends currently influencing the maritime sector in the EU.

### MARITIME TRANSPORT AS AN ENABLER OF TRADE

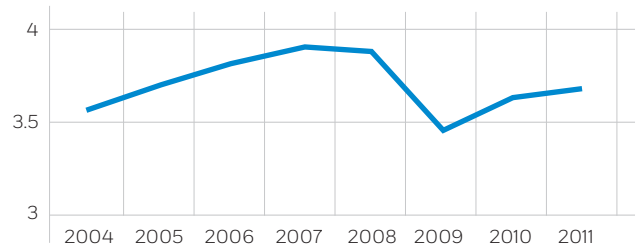
**37%** of the intra-EU exchange of goods goes through EU ports



**3.7bn** tonnes of goods were handled by EU ports in 2011, up 1.7% on 2010



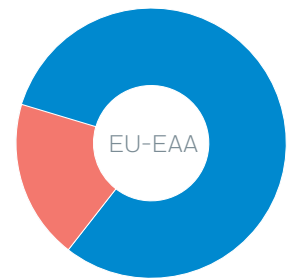
### WEIGHT OF SEABORNE GOODS HANDLED IN ALL 27 EU PORTS IN BILLION TONNES



Tonne-km = moving 1 000kg of cargo a distance of 1 km  
Data source: Eurostat

### EU-EEA SHARE OF THE WORLD FLEET

**>20%** More than one fifth of the world's commercial fleet has been owned by EU-EEA interests since 2005



**1<sup>st</sup>**

Oil tankers  
57,208,882

**21%**  
of world share (GT)  
275,785,390

**2<sup>nd</sup>**

Dry bulk & combo  
47,409,819

**12%**  
of world share (GT)  
387,502,833

**3<sup>rd</sup>**

Container ships  
46,266,522

**25%**  
of world share (GT)  
183,141,649



Ferries  
**53%**

of world share (GT)



Cruise ships  
**31%**

of world share (GT)



LNG & LPG ships  
**15%**

of world share (GT)



Offshore installations  
**12%**

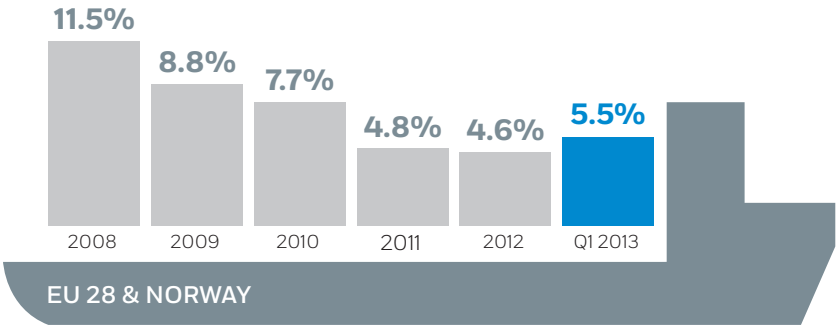
of world share (GT)

As at 1 June 2013 (100 GT and above). Data source: Lloyd's Register-Fairplay; Merchant Fleet – EEA Registered and world fleet development

### SHIPBUILDING IN EUROPE

GLOBAL MARKET SHARE OF SHIP COMPLETIONS  
(IN % OF COMPENSATED GROSS TONNES)

**5.5%** European shipyards have halved their production since 2008 due to the recent drop in demand



Data source: IHS Fairplay, June 2013

### BEYOND SHIPBUILDING TO MAINTAINING REPAIRING AND CONVERTING

**€3 bn** This segment of the industry has an estimated annual turnover of around €3 bn

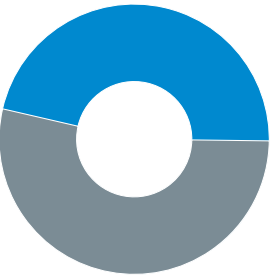
Data source: SMRC



The European shipbuilding industry also covers maintenance, repair and conversion yards

### SUPPLIERS OF MARINE EQUIPMENT

WORLD SHARE OF MARINE SUPPLY MARKET



**43%**

EU 28 & Norway

**57%**

Rest of the world

**€54.5 bn**

The marine supply industries of the EU and Norway combined production volume

**€125.5 bn**

The global production of marine equipment supplies per year



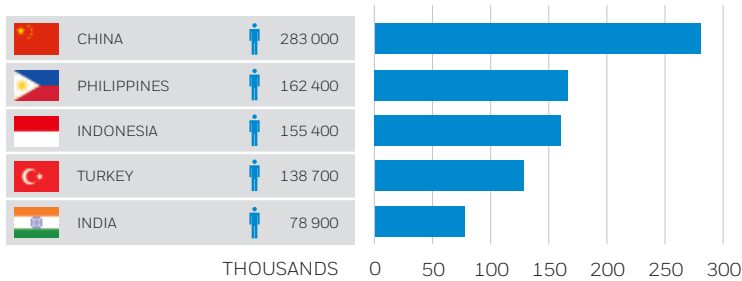
**>500 000**

European shipbuilding and maritime equipment industry employees

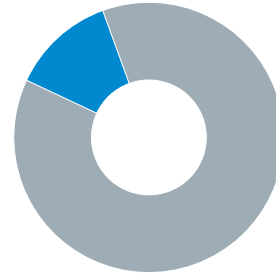
Data source: SEA Europe

## SEAFARER SUPPLY COUNTRIES IN FIGURES

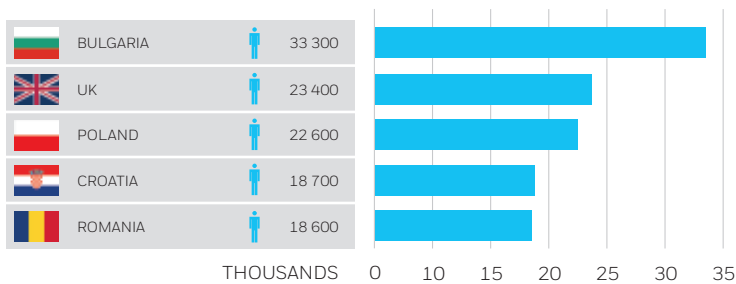
### TOP 5 SEAFARER SUPPLY COUNTRIES WORLDWIDE



### SHARE OF EU SEAFARER SUPPLY COUNTRIES IN THE TOP 20 WORLDWIDE

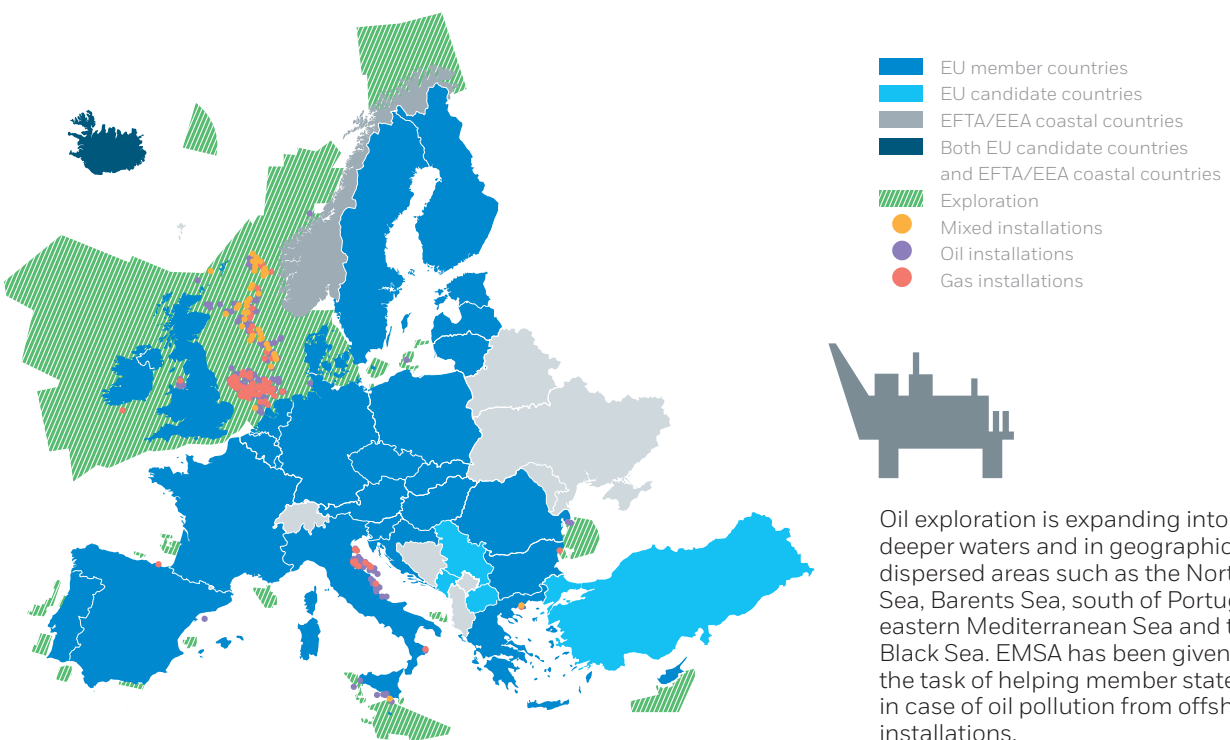


### TOP 5 SEAFARER SUPPLY COUNTRIES IN THE EU



Data source: BIMCO/ISF 2010 report

## OFFSHORE INSTALLATIONS IN EUROPEAN WATERS



## EMSA'S LEGAL FRAMEWORK

EMSA's role lies firmly within the EU regulatory framework that deals with maritime safety issues.

Regulation (EC) No 1406/2002, establishing EMSA, is the legal basis that defines the tasks of EMSA and is the framework for developing the EMSA strategy. The most recent amendment of this Regulation (EU) No 100/2013 entered into force on March 2013. This amendment broadened the range of activities undertaken by the Agency within the scope of existing “core tasks”, and introduced the potential for “ancillary tasks” to be assigned to the Agency under certain conditions in order to use its expertise and tools for other European Union activities related to the EU's maritime transport policy. As a result, a new set of activities categorised as “core tasks” shall be executed by the Agency. The principle impact of the revision of the founding regulation is the geographical extension of cooperation, response and monitoring tasks to different sets of third countries<sup>1</sup>; the extension of response tasks to marine pollution from oil and gas installations; and the possibility of using the Agency's recognised expertise and tools for ancillary tasks including support to the establishment of a European maritime transport space without barriers, thereby extending benefits to related policy areas.

Following the revision of the founding regulation, the main task-based fields covered by the Agency are:

- Assist the European Commission
- Work with member states
- Facilitate cooperation between the European Commission and the member states.

The regulatory context in which EMSA operates has also evolved since the last strategy. The third maritime safety package is now fully in place, following its adoption in 2009, and the Agency has a key role to play in monitoring and supporting its implementation. Efforts geared towards the implementation at EU level of international conventions such as the MLC (ILO Maritime Labour Convention) and the Manila amendments to the STCW Convention as well as the phasing in of international and European legislation on the reduction of emissions from shipping, have gathered pace. Further involvement to assist the Commission and the member states in these areas is expected.

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<sup>1</sup> For training and cooperation: states applying for accession to the EU, to European Neighbourhood Partner countries and to countries taking part in the Paris Memorandum of Understanding on Port State Control. For pollution response: countries sharing a regional seas basin with the EU.



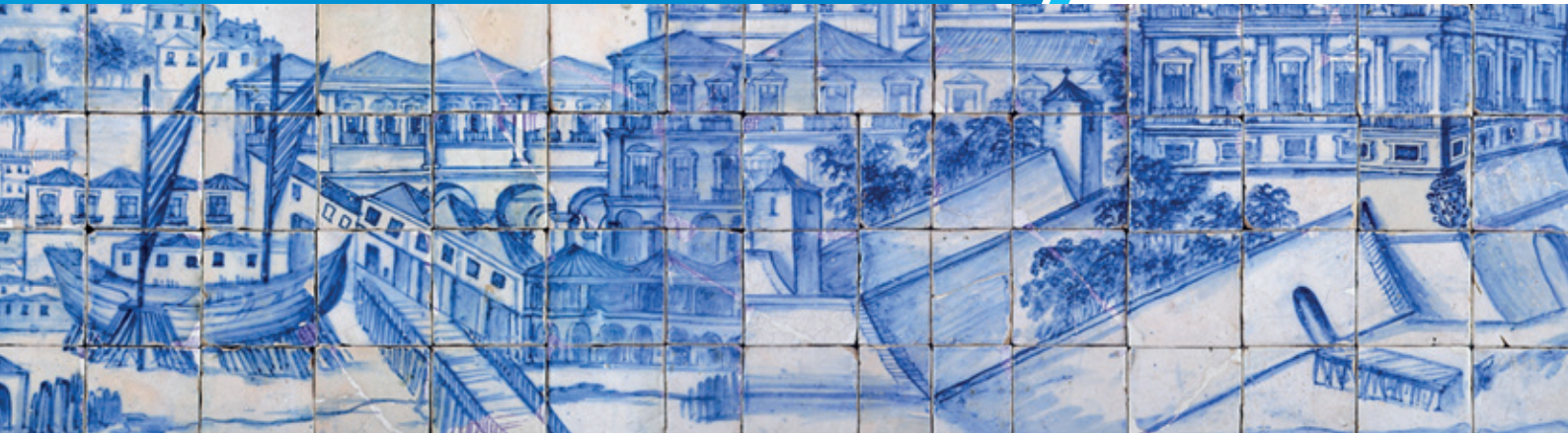
## **METHODOLOGY FOR THE DEVELOPMENT OF THE EMSA 5-YEAR STRATEGY**

The first EMSA 5-Year Strategy (published in 2010) was developed in line with the conclusions of the evaluation of the Agency's activities and subsequent recommendations issued by EMSA's Administrative Board in November 2009. However, given the recent revision of EMSA's founding regulation, the Administrative Board considered it appropriate to revise the strategy in the light of the changes to the Agency's mandate.

The requirement for a multi-annual strategy covering a period of five years is now enshrined in the Agency's founding regulation, which states in its Article 10.2.(ca) that the Administrative Board shall "examine and adopt a multi-annual strategy for the Agency covering a period of five years ahead taking the written opinion of the Commission into account"; and in its Article 15.2(a) that the Executive Director shall "prepare the multi-annual strategy of the Agency and submit it to the Administrative Board after consultation of the Commission at least 8 weeks before the relevant board meeting, taking into account views and suggestions made by members of the Administrative Board".

At the 34<sup>th</sup> meeting (November 2012) of the EMSA Administrative Board a steering committee was appointed to guide the revision of the strategy. The committee met three times and produced documents for review and comment by Administrative Board members at all three meetings during 2013.

The recent revision of the founding regulation is based on a thorough appraisal by the institutions involved of the value and the potential of the Agency, and in fact constitutes a strong signal from those institutions about the direction they wish the Agency to follow. This revision of the strategy is therefore a translation of that long-term vision into medium-term objectives.



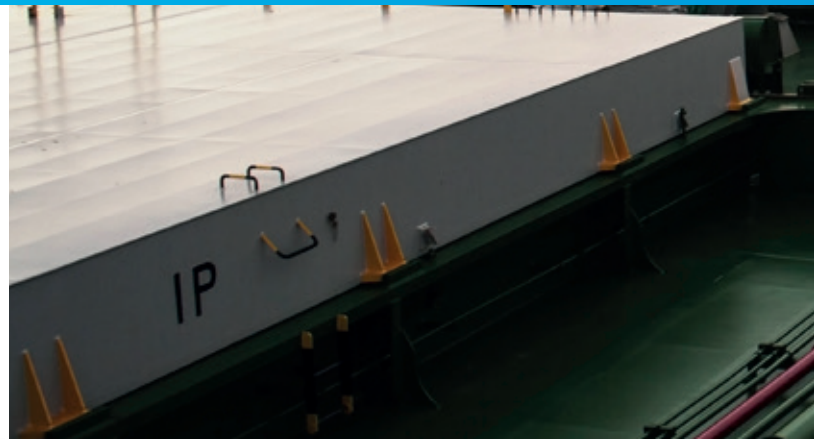
## **FRAMEWORK FOR THE 5-YEAR STRATEGY**

EMSA's revised founding regulation introduced a clear distinction between core and ancillary tasks to be performed by the Agency.

The multi-annual financial framework of the EU, covering the years 2014 to 2020, is an important backdrop against which the Agency will have to implement and, if necessary, adapt its strategy, exploiting synergies and prioritising activities.

The current financial perspective and its "zero growth" approach will make it challenging for the Agency to take on board new ancillary tasks, as well as to provide assistance to the Commission in performing extra tasks foreseen in any new legislative acts without appropriate resources.

It is also necessary to recognise that the 5-Year Strategy is a living document able to respond to change. Developments such as the evolution of budgetary priorities, a new Commission, as well as a new European Parliament election in 2014, may have an impact on the work of the Agency and the actions outlined in the 5-Year Strategy.

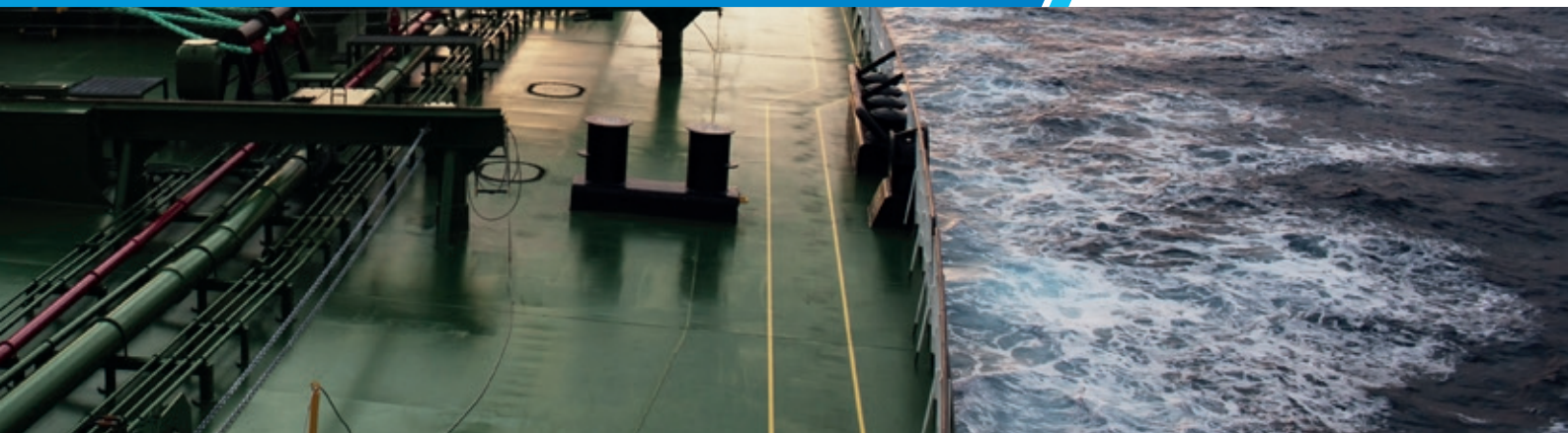


## STRATEGIC THEMES AND KEY OBJECTIVES

The definition of groupings of activities constituting the work of the Agency are organised according to a strategic theme. For each theme, one or more activities take place. The groupings of activities by strategic theme are as follows:

STRATEGIC THEME	ACTIVITIES
Standards, Rules and Implementation	Ship safety
	Adding value from visits and inspections
	Assistance in monitoring ROs
	Port State Control
	Accident Investigation
Monitoring, surveillance and information sharing	EMSA's monitoring systems for the maritime communities
	EMSA's monitoring systems, creating synergies and benefit for other communities
Environmental challenges and response	Air pollution
	Other types of ship source pollution
	Pollution preparedness and response activities
Information, knowledge and training	Technical and operational assistance to relevant third countries
	Process, analyse and distribute statistical information
	Platform for best practices and training provider
	EMSA's role in research

The identified strategic themes need to focus on activities that are categorised as “core” and that add-value to the member states, the Commission and the EU maritime cluster. Activities that following the adoption of the revised founding regulation are categorised as “ancillary” tasks are also covered as far as the requirements of Article 2a of the revised founding regulation appear to be fulfilled.



In defining EMSA's strategic objectives within each theme, the following underlying drivers have been taken into account:

- the improvement and development of maritime safety activities carried out as technical and operational assistance to the European Commission, the EU member states and, if so requested by the European Commission, third countries<sup>2</sup>, ensuring that EMSA's work adds value
- improving EMSA's maritime services for the benefit of member states and the Commission
- identifying implementation issues, by means of horizontal analysis, for the Commission and EU member states, in an efficient and timely manner
- focusing on the Agency's "core tasks".

In meeting these drivers, the Agency will:

- be transparent in what it does
- implement targeted, effective and efficient monitoring activities
- manage its financial and human resources to obtain the maximum value.

EMSA is engaged in a multiplicity of activities – visits to member states and inspections of EU-recognised Classification Societies and seafarer training and education systems in third countries, training for maritime administrations, providing technical reports on different topics, certain operational tasks in pollution response, etc. – that often contribute to more than one strategic theme.

In the past the Agency has been asked to deliver through a "project-based" approach whereby the Agency has received EU funds and – where appropriate – "project-financed" human resources, separated from its own traditional budget financed through the EU subsidy, on an ad hoc basis. The Administrative Board will be consulted should the Agency be requested to undertake new work on similar basis in the future.

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<sup>2</sup> Regulation (EC) No 1406/2002, Article 2.5

CHAPTER 1

**STANDARDS, RULES  
AND IMPLEMENTATION**



## **EMSA shall be a leading EU technical partner in cooperation with EU member states for the development and implementation of EU safety standards and regulations in the maritime sector.**

### **1.1 SHIP SAFETY**

Ship safety standards are at the core of EMSA's activities and the Agency will continue over time to follow the IMO's work in this field. The Agency assists the Commission and the member states with technical evaluation of IMO submissions and technical assistance in the preparation of submissions to IMO as appropriate.

Contributions to the Commission and the member states are provided on the follow-up of developments related to directives concerning safety standards for ship building and operation, such as:

- Marine equipment
- Passenger ship safety including:
  - Safety of ro-ro passenger ferries and high speed passenger craft in regular service
  - Specific stability requirements for ro-ro passenger ships
- Safe loading and unloading of a bulk carrier
- A safety regime for fishing vessels
- Developments in relation to offshore service vessels.

EMSA will offer technical support whenever revision or further development of EU safety standards and regulations is undertaken by the Commission, in particular with regard to any evidence to be gathered or assessments of different policy options in particular from a safety and environmental protection point of view.

#### **OBJECTIVE**

- a. To support the Commission and the member states in improving ship safety

## 1.2 ADDING VALUE FROM VISITS AND INSPECTIONS TO IMPROVE MARITIME SAFETY AND SECURITY LEGISLATION

Visits and inspections have been a task of the Agency since its establishment in 2002. Ten years after its start it is time to do a careful assessment. The Agency will work on the way methodologies are developed, including analysing the possible introduction of a risk-based approach to inspections; how statistics, information and data gathering could be better included; how reporting could be enhanced in terms of efficiency, harmonisation and synchronisation; how the results, both findings in relation to the relevant legislation and confirmation of functioning of legislation, could be maximised and made more transparent to add value and input for possible (improvement) actions; how such output can contribute to the improvement of maritime safety on the national, EU and international level; how to assist member states in their implementation of rules.

For example, the Agency will work towards developing a “risk-based” approach to inspections to ensure enhanced effectiveness and efficiency by targeting resources at problem areas without compromising security, safety or environmental protection.

Under the revised founding regulation, the Agency was given a new task and may now provide expertise in relation to all types of maritime security inspection carried out by the Commission under Regulation (EC) No 725/2004, including national administrations, port facilities, ships, shipping companies and Recognised Security Organisations.

The scope of the horizontal analysis process carried out at EMSA, should be widened, so as to take account of the whole range of available and relevant information supplementing the visits and inspection reports. It should contribute to an analysis of the overall picture on the functioning and impact of EU maritime policy and legislation, to support strategic and policy orientations in the future.

### OBJECTIVES

- a. To increase resource effectiveness and efficiency through the development of a “risk-based” approach to inspections
- b. To provide the Commission with objective, comparable audit information and generic findings based on analysis of completed inspection cycles and the whole range of related information available as well as with technical recommendations as appropriate
- c. To enhance an effective dissemination of relevant Horizontal Analysis results not only to the Commission but also to member states’ maritime administrations, including sharing best practices



EMSA verifies how EU maritime legislation is implemented in practice

### 1.3 ASSISTING THE COMMISSION AND MEMBER STATES IN MONITORING RECOGNISED ORGANISATIONS

Regulation (EC) No 391/2009 provides that only those organisations meeting certain criteria can be granted EU recognition that allows them to be authorised to carry out statutory tasks – as EU Recognised Organisations - on behalf of the EU member states.

The Agency will continue to support the Commission in all tasks entrusted to it by Regulation (EC) No 391/2009, including further development of a “risk-based” approach to the inspections of Classification Societies.

The same regulation requires EU Recognised Organisations to establish an independent quality assessment and certification entity (QACE) to *inter alia* assess and certify the quality management systems of the EU Recognised organisations. This entity shall be periodically assessed by the Commission, and EMSA will provide the necessary technical assistance for this purpose.

To increase the efficiency of the assessment of recognised organisations, the Agency shall implement sound and viable solutions for the effective sharing of information on inspections with the Commission services.

In addition, at the request of a member state – which as flag state remains fully responsible for monitoring the recognised organisations that carry out survey and certification tasks on its behalf – the Agency will provide, after consultation with the Commission, appropriate information resulting from the inspections of the EU recognised organisations carried out on behalf of the Commission.

#### OBJECTIVES

- a. To increase efficiency of the Commission’s assessments of recognised organisations, in particular through a risk-based approach to inspections
- b. To develop ideas for more effective sharing of information on inspections
- c. To assist the Commission in verifying the correct implementation by the EU recognised organisations of the quality assessment and certification entity (QACE)



## 1.4 PORT STATE CONTROL

The Agency has engaged since its creation with various aspects of Port State Control (PSC) work which included:

- Supporting the Commission in its participation in all the structures of the Paris MoU
- Becoming the prime provider of harmonised training tools, ranging from a full training scheme to e-learning possibilities and off-line supporting database
- Developing, running and maintaining the Paris MoU information system (THETIS).

THETIS is the information system at the centre of the daily work of each Port State Control officer around the EU and throughout the Paris MoU region and as such its capacity to interact with other EU and national systems should be explored. Its potential to cater for more functionality is evident and future challenges are expected to be:

- The incorporation of information concerning new ILO Conventions that came or will soon come into force (namely the Maritime Labour Convention 2006)
- New PSC functions stemming from the enforcement of other directives (e.g. Directive 2009/20/EC on insurance of shipowners and Regulation (EC) No 392/2009).

The Agency has gained a lot of experience from the development, operation and implementation of the THETIS system. This means that the Agency is well placed to explore further how this concept can assist with the implementation of other pieces of EU maritime legislation.

### OBJECTIVE

- a. To maximise its support role for an efficient and expanded scope of the PSC regime



## 1.5 ACCIDENT INVESTIGATION

The Accident Investigation Directive 2009/18/EC, which came into force in June 2011, provided the framework for the development and consolidation of a comprehensive marine accident investigation practice in Europe.

EMSA supports member states in the implementation of this directive by providing, for example, training for marine accident investigators. The aim is to facilitate the introduction of a more uniform standard of accident investigator training and qualifications across the EU.

Under the terms of the revised founding regulation, member states have the possibility to request EMSA's operational support for accident investigations. However, EMSA's capacity to provide this assistance is dependent on the presence of expertise at Agency level and no conflict of interest arises.

The revised founding regulation enhances the role of the Agency in the field of accident investigation. It has been formally entrusted with the analysis of accident investigation reports, with a view to identifying added value at EU level in terms of any relevant lessons to be drawn. This could include an assessment of the impact of the human element.

### OBJECTIVE

- a. To develop practical solutions for providing operational support to member states – at their request – concerning investigations related to serious and very serious maritime accidents
- b. To support the Commission and EU member states to enhance maritime safety through the analysis of accident investigation reports and by producing maritime casualty statistics and analysing trends

CHAPTER 2

**MONITORING, SURVEILLANCE**

**AND INFORMATION SHARING**

Offering the possibility of selecting, combining and integrating information for multiple purposes



**EMSA shall aim to become a major provider of reliable and efficient information services for the benefit of the EU maritime cluster and, where appropriate, for the use of other communities.**

## 2.1 EMSA'S MONITORING SYSTEMS FOR THE MARITIME COMMUNITIES

EMSA's systems are increasingly evolving in such a way that information can be selected, combined and integrated. The ongoing dialogue with the maritime authorities in member states and with the Commission aims to support enhanced operational use of the information and a more customised distribution of data services.

Further changes in geographical scope are to be expected in coming years, as offshore explorations around Europe expand, trade routes may shift or intensify, and monitoring capabilities are extended by incorporating emerging technologies such as satellite Automatic Identification System (SAT-AIS) among others.

EMSA developed and maintains SafeSeaNet, a collective European platform for maritime data exchange, linking together maritime authorities across Europe. This platform is continuously evolving to mirror the dynamic development of maritime traffic in EU waters and the needs of maritime authorities.

An evolving environment requires rapidly adapting systems, this will certainly apply to the Agency. In the medium term, the Agency shall:

- Support member states by offering enhanced maritime systems and new functionalities
- Provide individual member states with a fully configurable and adaptable platform (Integrated Maritime Data Environment or IMDatE) capable of integrating data streams for each member state
- Explore, at a reasonable cost, viable and sustainable new capabilities of its systems, including all of the latest possibilities offered by new technologies, with a view to extending the Community vessel traffic monitoring and information system and update it in order to meet the goal of becoming the central system and platform for all maritime traffic monitoring and information.

The Integrated Maritime Data Environment as a fully functioning flexible platform offering user-driven sustainable services on a longer-term basis to member states will be further enhanced based on operational feedback from member states. New capabilities will principally benefit the vessel traffic monitoring community.

The Agency will explore the possibility of using a wider variety of sensors using different platforms, feeding into its maritime information applications, offering better monitoring and surveillance services to member states. These developments may contribute to the achievement of the Common Information Sharing Environment (CISE) for the surveillance of the EU maritime domain.

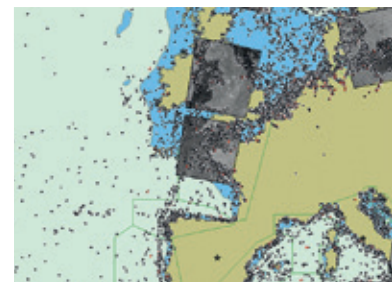


The growing interest for the Arctic region, both from the international and EU perspective, will prompt new challenges and opportunities for maritime transport. Opening EMSA's maritime integrated data services to cover this region would represent a viable solution to these growing challenges. Combined traffic monitoring services to track tonnage on route, exploiting the potential use of the CleanSeaNet system, not only for pollution detection but also in spotting and detecting icebergs in a cost effective way in this region, taking advantage of LRIT and SAT-AIS system for Search and Rescue operations, are just a few of the possibilities offered by EMSA's systems for the benefit of the Commission and the EU member states.

The provision of SAT-AIS is widely seen as a way of bridging the gaps in current maritime information provision, both by extending the reach of AIS, and by optimising other maritime information sources, for example by correlating and/or fusing SAT-AIS data with terrestrial AIS and LRIT data. Based on this experience and on the existing systems, EMSA may coordinate the maritime surveillance service within the earth observation Copernicus programme.

## OBJECTIVES

- a. To increase the effectiveness and efficiency of EMSA's integrated maritime information services to its full potential based on existing applications such as SafeSeaNet
- b. To explore, at reasonable cost, in a sustainable and viable way, new capabilities offered by technology in the field of maritime surveillance for the benefit of the European Commission and the EU member states with added value for maritime safety and security



Combined information sources help users to get a clear overview of what is happening at sea



## 2.2 EMSA'S MONITORING

### AND INFORMATION SHARING SYSTEMS

#### **CREATING SYNERGIES AND BENEFIT FOR OTHER COMMUNITIES – TOWARDS AN EU MARITIME TRAFFIC MONITORING AND INFORMATION SYSTEM**

The role of the Agency in supporting users has been extended by the revision of the founding regulation, which has given the Agency new core tasks and subsequently new user communities. EMSA has over time developed a unique capacity to fuse different maritime data sets and distribute them according to existing access rights. This capacity has triggered the interest of other communities to exploit the potential of these systems for their individual needs.

Over recent years, there has been dramatic growth in the demand for efficient processes to facilitate maritime transport logistics in Europe and to support the internal market. Under the revised founding regulation, EMSA is mandated to “contribute to the overall efficiency of maritime traffic and maritime transport [...] so as to facilitate the establishment of a European maritime transport space without barriers.” EMSA, through the Agency’s existing maritime information systems, and by developing dedicated services to the relevant communities, can play a key role in supporting developments in this area.

#### **2.2.1 REPORTING FORMALITIES DIRECTIVE**

The Agency supports the work of the European Commission in defining business rules for the fulfilment of the Reporting Formalities Directive’s (Directive 2010/65/EU) requirements. The directive requires using SafeSeaNet as the main means for data exchange between national authorities and member states. It will be followed by developing technical specifications and services for electronic data exchange as well as supporting member states in developing their National Single Windows by 2015. As the type of information exchanged goes beyond the current scope of SafeSeaNet, the Agency will have to engage with member states and the Commission in order to ensure that the electronic systems being developed in each domain are technically interoperable and that they are delivering tangible benefits to the shipping industry.

## 2.2.2 MEASURES AGAINST PIRACY AND INTENTIONAL UNLAWFUL ACTS

The principal maritime applications and services that are provided by the Agency to member states' maritime safety administrations may also provide added value to actors in other maritime sectors such as fisheries, customs, law enforcement, border control and defence. The revision of the founding regulation mandated EMSA to facilitate cooperation between the member states and the Commission by providing, upon request, relevant data to competent national authorities and EU bodies to 'facilitate measures against threats of piracy and of intentional unlawful acts'. Examples of this cooperation are the current projects implemented with EFCA, Frontex and EUNAVFOR.

## 2.2.3 BLUE BELT (ANCILLARY TASK)

The objective of Blue Belt is to reduce administrative formalities imposed to the shipping industry by providing national authorities with vessel notification reports (containing information on current and previous voyages, expected or actual arrival and departure times, previous and next port of call, and other pertinent information). The Blue Belt concept was initiated in 2010 and tested during an EMSA pilot project in 2011–2012.

Subject to the final decision of the Commission and the European Union, and based on the package of legislative and non-legislative measures presented in 2013 and on developments in the context of the Reporting Formalities Directive 2010/65/EU, the Agency will be ready to work on setting up and running a permanent Blue Belt service.

### OBJECTIVES

- a. Work to further develop the EU maritime traffic monitoring and information system
- b. Subject to the provision of financial and human resources, the Agency shall engage in supporting other communities and enhance its role as central EU data provider of maritime-related information as defined by its founding regulation

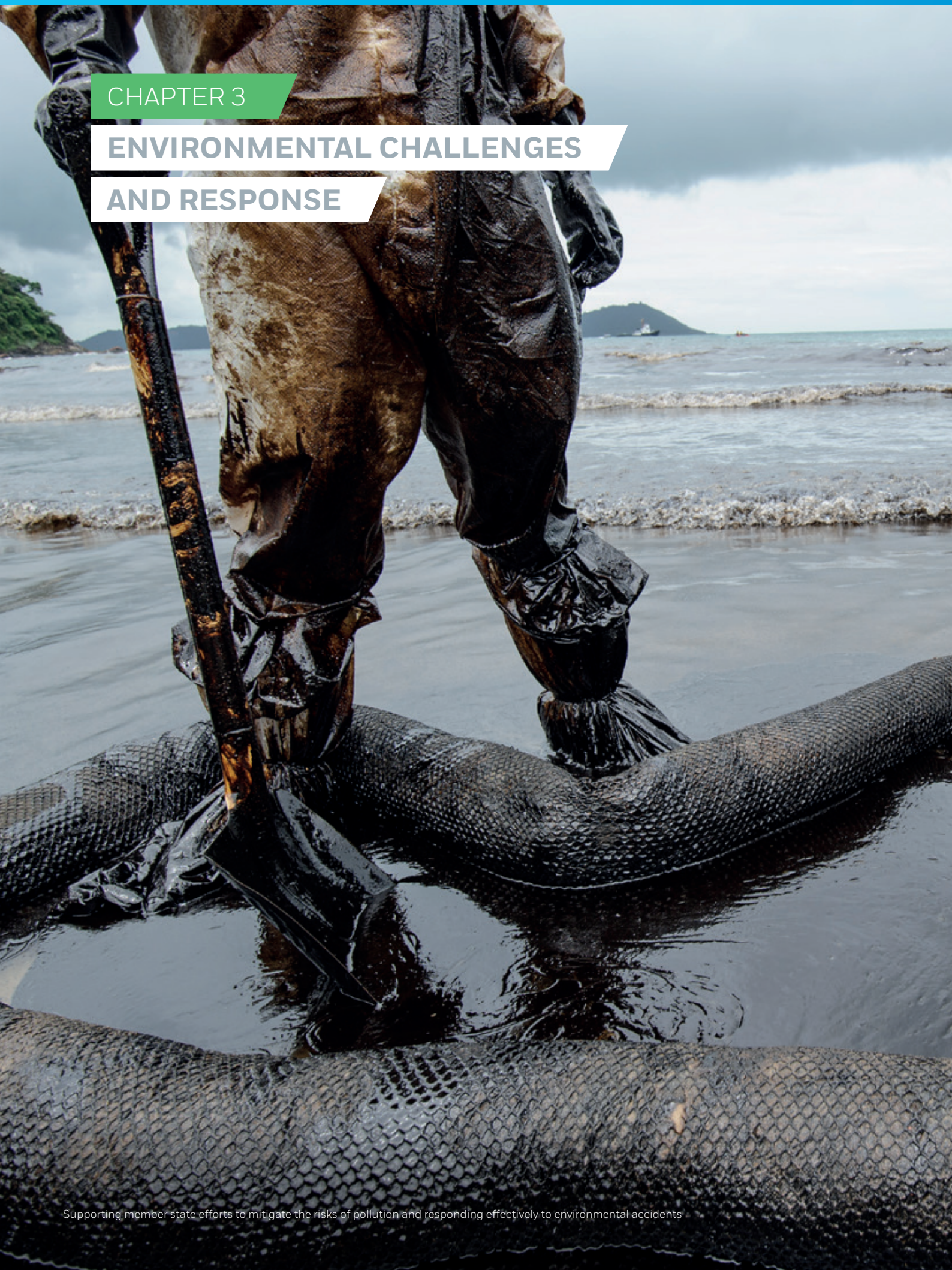


EMSA supports EUNAVFOR's anti-piracy activities by correlating and integrating vessel reporting data with intelligence led data such as merchant vessel piracy risk profiles. This is then used to create a customised maritime picture.

CHAPTER 3

ENVIRONMENTAL CHALLENGES

AND RESPONSE



**EMSA shall aim to become the main EU resource to support member states' efforts for mitigating shipping-related environmental risks and responding to environmental accidents in the maritime and offshore sector.**

### 3.1 AIR POLLUTION

#### 3.1.1 SULPHUR EMISSION AND ALTERNATIVE FUELS

Air pollution caused by shipping is high on the global as well as the European agenda. More stringent measures have been adopted by the IMO in relation to sulphur oxides (SO<sub>x</sub>), particulate matter (PM) and nitrogen oxides (NO<sub>x</sub>).

At EU level, the Commission's Communication on a "Strategy to reduce atmospheric emissions from seagoing ships" and the "Thematic Strategy on Air Pollution" underline the importance of the reduction of emissions of SO<sub>x</sub>, PM and NO<sub>x</sub> from ships for the improvement of health and the environment. The Commission Strategy aims at significantly reducing premature deaths caused by air pollution by 2020 while simultaneously resolving environmental impacts such as acidification and eutrophication and associated losses in biodiversity. In this context, measures have been included in the Directive 2012/33/EU as amending Council Directive 1999/32/EC as regards the sulphur content of marine fuels. EMSA should play a key role in the development of enforcement mechanisms to support the implementation and uniform enforcement of the air emission regulations in all member states to ensure a level playing field for the industry. Such enforcement mechanisms should introduce instruments that are both technologically innovative and fit for purpose to ensure resource effectiveness and efficiency. They could for example include dissemination of technical solutions to the member states or facilitation of joint projects between member states to exchange ideas and best practices regarding the effective enforcement mechanisms.

The Commission Staff Working Paper on the Sustainable Waterborne Transport Toolbox (September 2011) and the alternative emission abatement methods, notably in relation to LNG as shipping fuel and operational and safety aspects of exhaust-gas cleaning systems usage (e.g. scrubbers and selective catalytic reduction) also gave rise to other tasks for EMSA such as commissioning a study on EU standards and rules for the bunkering of gas-fuelled ships and providing the secretariat to expert groups on matters relating to alternative fuels and scrubbers.

#### OBJECTIVES

- a. To assist the Commission, member states and the maritime industry, where appropriate, in meeting, implementing and monitoring international and European legislation and initiatives on the reduction of SO<sub>x</sub> and NO<sub>x</sub> emissions
- b. To assist the Commission, member states and the industry in the technical development related to alternative fuels for ships

## 3.1.2 GREENHOUSE GASES (ANCILLARY TASK)

A package of technical and operational measures has been put forward to address greenhouse gas (GHG) emissions from international shipping. The key instruments in this package are the Energy Efficiency Design Index (EEDI), the Energy Efficiency Operational Indicator (EEOI) and the Ship Energy Efficiency Management Plan (SEEMP). More recently, amendments to MARPOL Annex VI were adopted in 2011 by IMO Resolution MEPC.203(62), including specific regulations on energy efficiency for ships, i.e. making the EEDI and SEEMP mandatory requirements. Guidelines to the EEDI, SEEMP and EEOI have also been finalised. In May 2013, the IMO adopted a Resolution on the Promotion of Technical Cooperation and Transfer of Technology relating to the improvement of the energy efficiency of ships, with the aim of providing technical support to developing countries. A new discussion track was opened on data collection and monitoring, reporting & verification (MRV) of emissions as well as on efficiency standards also covering existing ships and operational measures.

In June 2013, the Commission made a legislative proposal for monitoring, reporting & verification (MRV) of CO<sub>2</sub> emissions from maritime transport. This proposal requires implementation activities to set up the necessary reporting systems. Furthermore, the EU Transport White Paper 2011 states that EU emissions from maritime transport should be cut by 40% by 2050 compared to 2005 levels.

### OBJECTIVE

- a. To support if necessary the Commission in setting up a Monitoring, Reporting and Verification system for emissions in line with future policy developments in this area

## 3.2 OTHER TYPES OF SHIP-RELATED POLLUTION

Ensuring the availability of adequate port reception facilities is a key factor for success in maintaining EU waters clean. The number, type and quantity of waste that a modern ship can produce has diversified over years and one of the challenges is to make sure that any type of waste produced on board can be delivered and handled in EU ports. The future main activity in this area is expected to be related with the revision of the current Directive 2000/59/EC on port reception facilities for ship-generated waste and cargo residues.

The IMO Convention for Control and Management of Ships' Ballast Water and Sediments, expected to enter into force in the near future will offer the opportunity for EMSA to continue to coordinate and update the action programme developed in conjunction with the request from the Commission and the member states.

The issue of ship recycling has been on the international agenda for many years. The EU has adopted a regulation on ship recycling aimed at transposing the Hong Kong Convention text into EU legislation.

### OBJECTIVES

- a. To contribute to the protection of the marine environment in the EU
- b. To assist Member States in the implementation of the new rules in the field of ship related pollution

### 3.3 POLLUTION PREPAREDNESS AND RESPONSE ACTIVITIES

The activities of the Agency in the field of marine pollution preparedness and response are focused on providing operational assistance and information to member states.

The main service pillars are:

- The network of Stand-by Oil Spill Response Vessels distributed along the European coastline
- CleanSeaNet, the satellite-based oil spill and vessel detection and monitoring service covering European waters
- The MAR-ICE (Marine-Intervention in Chemical Emergencies) Information Service in case of a chemical spill at sea
- Cooperation and coordination with the European Commission, EU member states, EFTA/EEA coastal countries, candidate and potential candidate countries, regional agreements and other relevant international organisations such as the IMO.

Requests for activating the network of Stand-by Oil Spill Response Vessels are channelled through the newly established Emergency Response Centre of the European Commission which has recently replaced the Monitoring and Information Centre.

The revised EMSA founding regulation has extended the Agency's mandate to pollution response to spills originating not only from ships, but also from oil and gas installations.

This will mean that the Agency will have to reconsider the geographical distribution of the network of Stand-by Oil Spill Response Vessels. This update, will happen gradually, in line with the existing expiring timetable of current contracts, where and when necessary.

The new service to be provided will require modifications and adaptations to the existing pollution response capacity, in order to ensure the best possible use of resources at EU level. The Agency may phase in new tasks related to the response to spills from offshore installations by setting up a dispersant capability to complement existing arrangements and other improvements to the current capabilities. The use of modern oil dispersants may be offered as a response option to member states upon request in case of well blow-outs or accidents with offshore installations.

The execution of the new task will have an impact both on the financial resources to be devoted to the anti-pollution measures and on the workload of the Agency. A separate action plan will be developed and presented to EMSA's Administrative Board.

#### OBJECTIVES

- a. To maintain pollution preparedness and response capability to assist member states to effectively respond to marine pollutions from ships
- b. Subject to financial and human resources availability, the Agency shall extend its scope of activities to include marine pollutions from oil and gas installations

CHAPTER 4

INFORMATION, KNOWLEDGE

AND TRAINING



**EMSA shall aim to become one of the foremost knowledge providers within the maritime cluster.**

#### 4.1 TECHNICAL ASSISTANCE TO EU

#### NEIGHBOURHOOD POLICY COUNTRIES

### EXTENDING EMSA'S POLLUTION-RELATED SERVICES TO THIRD COUNTRIES SHARING A REGIONAL SEA WITH THE EUROPEAN UNION

The EU has developed a technical assistance portfolio for these countries which includes, among others:

- Support to the so-called twinning projects, where a member state twins with a beneficiary country
- Provision of regional projects such as SAFEMED (for Mediterranean countries) or TRACECA (for Black Sea countries).

Upon the request of the Commission, and subject to the availability of relevant earmarked funds, the Agency may be tasked to provide relevant technical assistance also to European Neighbourhood Policy (ENP) countries and countries taking part in the Paris Memorandum of Understanding of Port State Control. This complements the current setting whereby EMSA is already active with the Instrument for Pre-Accession (IPA) countries on a project-based approach.

In line with this new amendment, the Commission entrusted the management of the SAFEMED III project to EMSA in 2013. This project contributes to the establishment of an overall well-functioning transport system in the Mediterranean, and guarantees the continuation of regional cooperation on maritime safety established under the previous EuroMed Transport SAFEMED I and II projects.

Another new core task stemming from the revision of the founding regulation is the possibility for the Agency to provide assistance in the case of pollution caused by ships as well as marine pollution caused by oil and gas installations affecting those third countries sharing a regional sea basin with the EU under the same conditions as applied to member states.

With regard to the TRACECA II project for the Black Sea, EMSA will continue to have only an advisory role in assisting the Commission and in the provision of limited training assistance. The same approach applies for IPA countries where the Agency applies every two to three years for specific project funding to carry out similar initiatives for these countries.

It should be noted that this type of cooperation will depend upon the resources made available to the Agency under dedicated EU programmes. The SAFEMED III project focusing on maritime safety security and pollution prevention in the Mediterranean, and the ENPI programmes for the prevention, preparedness and response to natural and man-made disasters are two clear examples.

## OBJECTIVES

- a. To support EU strategies on regional sea basins
- b. To become the implementing body of maritime safety-related projects for IPA and ENP countries
- c. To prepare IPA and ENP countries for association to EMSA's traffic monitoring services and for use of EMSA's pollution response services

## 4.2 PROCESS, ANALYSE AND STATISTICAL INFORMATION

Maritime information reaches EMSA from different sources and for different reasons:

- Member states provide their data streams and reports (SafeSeaNet, STCW-IS, EMCIP, Thetis, etc.)
- EMSA coordinates the acquisition of data for member states (LRIT, CSN, etc.)
- EMSA acquires specific data sets otherwise not available at Agency level (Marinfo).

Access rights are being assessed for each of the above mentioned systems.

The Agency produces regular statistics, ad hoc analyses and studies on specific topics for its stakeholders. For example, statistical information can be provided to support the Commission's implementation tasks and where possible contribute to the analysis of impacts for future legislative and political initiatives.

## OBJECTIVE

- a. To become a reliable source of information and statistics for the EU on maritime matters

## 4.3 PLATFORM FOR BEST PRACTICES AND TRAINING PROVIDER

109 visits and inspections, 31 training courses for 795 trainees, 50 workshops attended by 1166 participants (figures for 2012)

These numbers clearly demonstrate the central role that EMSA is playing today when it comes to EU maritime safety, security and pollution prevention.



Getting an overview of the EU's maritime environment legislation

The knowledge and experience acquired by the Agency staff in this continued interaction with maritime administrations visited, classification societies inspected, national staff trained and industry representatives discussing on a daily basis the broad horizon of maritime related issues, is a precious asset that the Agency offers primarily to the Commission and the member states.

For this reason, the Agency shall continue to build on its experience in carrying out horizontal analysis, to enhance its role as facilitator in the exchange of best practices in the EU arena.

The portfolio of training material is continuously improved and revised in order to be rapidly available to different beneficiaries and the content is quickly adaptable by EMSA's trainers.

## OBJECTIVES

- a. To continue developing its role as forum for discussion of best practices
- b. To consolidate its role as training provider including the use of modern techniques

## 4.4 EMSA'S ROLE IN RESEARCH

Factors such as new technologies, wider geographical spread of beneficiaries and cost-saving issues are increasingly taken into account by the Agency in adapting its training programmes to provide maximum benefit for the EU member states.

The revised founding regulation enhances the role of the Agency in relation to research and establishes that the Agency shall assist the Commission in the analysis of ongoing and completed research projects relevant to the objectives of the Agency, with the inclusion of identifying possible follow-up measures resulting from specific research projects.


This task, which is not to conduct research, will be carried out by the Agency only in relation to core and ancillary tasks and should complement the horizontal analysis work. In particular, the Agency intends to focus on the analysis and the results of relevant research in the field of passenger ship safety and stability, and in the field of greenhouse gas emissions and alternative fuels.

## OBJECTIVE

- a. To use available technical knowledge to analyse research projects with a maritime safety or environmental protection interest, where appropriate

CHAPTER 5

ANCILLARY TASKS

The background of the page is a photograph showing the silhouettes of several large port cranes against a sky transitioning from a bright yellow-orange at the horizon to a deep blue at the top. The cranes are complex structures with long jibs and multiple pulleys. In the lower right, a tall, thin chimney stack is visible. The overall scene is industrial and atmospheric.

EMSA's expertise and tools may be used for other activities related to the EU's maritime transport policy

The revised founding regulation provides for additional ancillary tasks that could be requested by the Commission or by the Commission and the member states, subject to the approval of EMSA's Administrative Board. The Agency has established expertise and tools that are recognised as valuable and potentially relevant for other EU activities related to the EU's maritime transport policy.

Ancillary tasks will require approval from the Administrative Board in the context of the Agency's annual work programme, and must fulfil the following criteria:

- Create substantiated added value
- Avoid duplication of efforts
- Be in the interest of the EU's maritime transport policy
- Not be detrimental to the Agency's core tasks
- Not infringe upon member states' rights and obligations, in particular as flag states, port states and coastal states.



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## ABOUT THE EUROPEAN MARITIME SAFETY AGENCY

The European Maritime Safety Agency is one of the European Union's decentralised agencies. Based in Lisbon, the Agency provides technical assistance and support to the European Commission and Member States in the development and implementation of EU legislation on maritime safety, pollution by ships and maritime security. It has also been given operational tasks in the field of oil pollution response, vessel monitoring and in long-range identification and tracking of vessels.



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