SECRETARIAT OF THE PACIFIC COMMUNITY

Regional Maritime Programme

Strategic Plan

2006-2010

CONTENTS

ACRONYMS

AMETIAP	Association of Maritime Education and Training Institutions in Asia Pacific
ANMET	Australasian Network of Maritime Education and Training
APHMSA	Asia Pacific Heads of Maritime Safety Agencies
APP	Association of Pacific Ports
AusAID	Australian Agency for International Development
GNP	Gross national product
ILO	International Labour Organisation
IMO	International Maritime Organisation
ISPS	International Ship and Port Facility Security Code
MTI	Maritime Training Institution
NZAID	New Zealand Agency for International Development
PacMA	Pacific Islands Maritime Association
PacWIMA	Pacific Women in Maritime Association
PICTs	Pacific Island countries and territories
PIMLA	Pacific International Maritime Law Association
RMP	Regional Maritime Programme
SPC	Secretariat of the Pacific Community
STCW-95	International Convention on Standards of Training, Certification and Watchkeeping for Seafarers, 1978, as amended 1995
STI	Sexually Transmitted Infection

1 Introduction to the Regional Maritime Programme and its strategic plan

This Strategic Plan for the Regional Maritime Programme (RMP) of the Secretariat of the Pacific Community (SPC) follows on from RMP's *Three year strategic plan 2003 to 2005*. It builds on achievements of the previous plan period and sets out the direction of the Programme over the next five years (2006 to 2010).

SPC's governing bodies, the Conference of the Pacific Community and the Committee of Representatives of Governments and Administrations (CRGA), provide the key directions for the programme. The Pacific Islands Maritime Association (PacMA) and its subcommittees play an important role in confirming these directions and identifying emerging challenges.

RMP is based in Suva, Fiji Islands. It is part of the Marine Resources Division, which also includes the Coastal Fisheries Programme and the Oceanic Fisheries Programme, both based in Noumea, New Caledonia. The main components of the Programme are:

- the provision of advice on maritime issues;
- technical capacity supplementation;
- training for maritime administrations, training institutions, ports, ship owners and seafarers throughout the region to ensure their operations conform to international treaties, codes and conventions, and accepted best practice.

2 Pacific context and challenges

The sea is the most significant geographical feature of the Pacific region. Most international trade and commerce are conducted by sea and most goods reach regional and national markets by sea transport. Ships and seafaring are fundamental Pacific traditions. Most Pacific Island countries and territories (PICTs) rely on the sea for sustenance (fisheries), coastal transportation and employment in shipping or on fishing vessels.

Economic context
The maritime sector in the Pacific has an important role in addressing poverty in the region. Many Pacific Island people rely on the sea for employment. Regular remittances from seafarers working on vessels that trade internationally comprise more than 25 per cent of gross national product (GNP) in some countries. These remittances tend to provide a more regular and reliable source of cash than small-scale agriculture and fisheries, which are more vulnerable to external factors such as climate and market price. This income allows many families of seafarers to remain in their villages rather than seek employment in urban centres, thereby reducing migration pressure on urban areas.

The wage levels of seafarers on foreign vessels, however, vary considerably among PICTs. For example, I-Kiribati seafarers can earn as much as US$1,000 per month, a substantial wage by regional standards; much lower wages are reported for ni-Vanuatu seafarers (approximately US$250 per month). Such significant differences can be attributed largely to regulatory frameworks (or their absence), rather than to factors such as qualifications.

Among the region's significant achievements over the previous plan period was gaining of "White List" status (i.e. recognition by the International Maritime Organisation that full and complete effect had been given to STCW-95 — the International Convention on Standards of Training, Certification and Watchkeeping for Seafarers). According to the 2003 external review of the RMP, this helped save

about 4,000 jobs and foreign exchange earnings of USD 16 million. New jobs were created in niche markets such as cruise ship catering, and the Pacific maritime sector now has a network of human resource expertise that operates to and implements regional standards. Also, there is potential for a significant expansion of Pacific Islander employment on international ships due to the relative slowness of other countries to comply with new international maritime regulations.

Governance and security
Since the 1960s, international bodies such as the International Maritime Organisation (IMO) have sought to regulate international shipping through the development of international treaties, conventions and codes intended to promote a commercial level playing-field and provide for uniform application and enforcement of ship and port safety standards, security requirements, management practices and pollution prevention regulations.

Flag States (i.e. countries where ships are registered) are under increasing pressure to fulfil their obligations under the United Nations Convention on the Law of the Sea 1982 and other international maritime conventions and codes. The IMO mandates that all seafarers wishing to be employed on vessels that trade internationally must gain certification from a recognised training provider under STCW-95. Growing international concern about terrorist attacks such as September 11 and the Bali bombings has resulted in the introduction of many new legal requirements, e.g. the International Ship and Port Facility Security (ISPS) Code. The speed with which new rules are planned, proposed and expected to be implemented is a challenge for regional maritime administrations, whose staff numbers range from two to eleven and whose budgets are often strained by increasing compliance costs.

While PICTs' development may be driven by larger players, non-compliance with international regulations and standards such as STCW-95 and the ISPS Code is not an option for the Pacific. Aided by assistance from external donor partners channelled largely through and coordinated by the RMP, PICTs have coped remarkably well with the demands of compliance, considering that staff levels in maritime institutions range from two or three people in smaller PICTs to around 10 or 11 in the larger ones, compared with 200 staff in Australia, for example. But this success is no reason for complacency. The pressure continues with the prospect of new, even more stringent international regulations and the need to demonstrate at regular intervals that countries and individual seafarers meet existing protocols such as the STCW. All maritime administrations and maritime training institutes are now due for a full STCW-95 audit before the end of 2007 in order to maintain compliance with international requirements. RMP/PacMA audit teams will continue to undertake these audits.

Capacity issues
After initially focusing on building the capacity of Pacific island countries and territories (PICTs) to meet international safety and training standards, the RMP has expanded its services over the past two years to help PICTs meet new international security standards in both the shipping and port sectors. The programme has also given priority to securing employment opportunities for Pacific seafarers and to raising their awareness of important social issues such as domestic violence and sexually transmitted infections (STI).

Many Pacific Island countries continue to require assistance to comply with the new international obligations. Without adequate training and capacity building to meet these obligations, countries risk losing their "White List" status and also their ISPS Code compliance status. This would have a devastating impact on trade, economic development and local employment opportunities.

Loss of ISPS Code certification as well as non-compliance with other security related requirements would mean that any vessel trading internationally that calls at a non-compliant PICT port may subsequently be denied access to ports in other countries, while ships registered in non-compliant PICTs may face trading restrictions. To ensure that countries are able to maintain ISPS compliance, the training and certification of Ship Security Officers, Port Facility Security Officers and Maritime Security Auditors is also essential.

Loss of "White List" status would mean that seafarers would not be able to obtain employment on regional or international ships. For PICTs to meet their international obligations and maintain their "White List" status, their maritime administrations and ports must have verifiable systems in place and their maritime training institutions (MTIs) must be accredited as recognised training providers. Currently, 12 MTIs in member countries and territories of SPC provide training for seafarers to various levels. Continuing to strengthen their capacity to deliver internationally recognised levels of training is vital.

Over the 2003-2005 period, RMP provided training to 277 seafarers, 163 MTI staff, 73 legal personnel, 153 ship owners, port and cargo operators, 233 maritime administration staff and 101 senior management personnel from PICTs. These personnel were all informed of the requirements of the new security regime, and 438 participants were also trained on the ISPS code. RMP began a series of compliance audits on Pacific island countries in early 2005 to assess the effectiveness of a country's maritime management system (e.g. in relation to safety, security, quality and the environment) and compliance with maritime regulations, standards and conventions. Application of the standards by PICTs enables the achievement of uniformity across a range of audits and the development of a management system that is externally auditable. Importantly, this also provides Pacific countries with the ability to monitor their own compliance not only with STCW and the ISPS code but also with other international conventions.

Social context
Despite the positive impact of remittances on seafaring communities, the introduction of substantial amounts of cash to rural communities has also been linked with an increase in consumption of alcohol among seafarers and subsequent violence against women and children. Other significant social issues arise because seafarers employed on foreign vessels are away from their families for extended periods; officers typically spend five to six months at a time on ship, while ratings are often at sea for nine to twelve months. In their absence, seafarers' wives, and to a lesser extent other family members shoulder all responsibilities for family matters, leading to a heavier workload and thus greater stress and possibly poorer health.

The risk of contracting HIV/AIDS and other sexually transmitted infections (STIs) is higher for seafarers than for many other community groups as a result of patterns of sexual behaviour common among seafarers. When these seafarers return home, their wives and other sexual partners are at high risk of also contracting STIs. Furthermore in many PICTs there is still a stigma attached to those infected with STIs, and some Pacific cultures regard it as "bad magic" outside their control.

With the assistance of the RMP and other SPC programmes, national institutions have gained better understanding of social issues and have responded to these challenges by providing seafarers with training in social responsibility and STI prevention as well as by updating training curricula.

3   SPC's response

Given the importance of shipping and seafaring for both transportation and employment in the Pacific region, it is vital that PICTs have the legal and administrative elements in place to ensure that management and oversight of shipping including fishing vessels are appropriate for the new international security regimes, safety of life and property at sea, and preservation of the marine environment. It is also important that PICTs are able to support their maritime transport sector by providing training that covers both the technical aspects and social impacts of seafaring. Therefore, RMP will focus on assisting PICTs to establish effective national policy and regulatory frameworks and strong maritime institutions, strengthen human resource capacity, establish strong professional networks in the Pacific maritime sector, and gain national, regional and international recognition of Pacific maritime needs and priorities.

Effective frameworks and strong maritime institutions
Most PICT maritime administrations and port authorities have insufficient resources to handle the many complex legal matters associated with both international and domestic shipping. RMP will work to strengthen the administration of the maritime sector through the development of model maritime legislation and the provision of advice to those responsible for adopting and implementing the legislation.

In order to maintain compliance with the rapidly changing international regulatory regime, maritime auditing is being promoted internationally as a means of ensuring countries comply with these obligations. The Pacific now has a regional audit standard based on ISO 9000 which is being used to monitor compliance with international conventions and codes such as STCW-95 and the ISPS Code. The audit-based system already in place in the region can be widened to encompass all activities in the Pacific Islands maritime sector, including safe ship operations, port operations, safety of seafarers including fishermen, and maritime administration best operating practices, to name a few. Audits in these other areas could use a model based on business excellence criteria. There is a great deal of support for this within the maritime sector in the Pacific Islands region.

To be accredited as recognised training providers, the MTIs must demonstrate that they have curricula and facilities that meet STCW-95 criteria. RMP will assist in the development of curricula and provide advice on mobilising resources to acquire the training equipment stipulated under ISPS, STCW-95 and other new international requirements.

Human resource development
Maritime departments are usually staffed by experienced former mariners who would benefit from training to assist them in taking on management or administrative roles ashore. RMP will provide training for staff involved in maritime administration in areas such as law, planning, management and business development.

To ensure MTIs can provide appropriate, accredited training to seafarers, and to strengthen the institutions' capacity to respond to changes in the maritime sector, RMP will conduct skills training for heads of schools and tutors. As an interim measure, until the MTIs can provide the requisite level of training to the region's seafarers, RMP will also provide STCW-95 and ISPS training to seafarers currently employed in the sector.

RMP will also explore means to address the social issues inherent in the maritime sector. It will examine how to lessen the impact of seafarers' long absences on communities, as well as ways to help prevent the spread of STIs such as HIV/AIDS. RMP will collaborate with other programmes within

SPC that relate directly to these areas (such as the Pacific Women's Bureau and the Public Health Programme) and with appropriate government and non-government programmes across the region. RMP will also include "social responsibility" modules in the curricula it develops with the various MTIs.

Strong professional networks
Given the limited resources available for both administrations and training institutes in the maritime sector of many PICTs, there is a need for a long-term regional approach to ensure the sector's sustainability and good management. The Pacific Islands Maritime Association (PacMA – formerly the Association of Pacific Islands Maritime Training Institutions and Maritime Authorities), whose members now include industry representatives, plays a vital role as a forum for member countries to discuss and harmonise education and training for seafarers. The Association of Pacific Ports (APP) is currently working with RMP on the movement of the APP Secretariat to RMP. RMP also provides secretariat services to the Pacific International Maritime Law Association (PIMLA) and the Pacific Women in Maritime Association (PacWIMA). RMP will work with these associations to strengthen linkages between them and explore their potential roles of providing support and services to the maritime sector that are currently provided through RMP. RMP will also continue to support the innovative self-help structures it has established of people skilled in auditing, lecturing, examining, surveying and port management who are willing to provide advice and assistance to the maritime transport sector throughout the region. RMP envisages that these networks will grow, strengthening the expertise and capacity of Pacific Islanders to manage, administer, regulate, control and work in the maritime transport sector in a socially responsible manner.

One of the obstacles to efficient management of the maritime transport sector is a lack of accurate data for the region about the number of seafarers and their current levels of qualification. This deficiency has hampered the planning of training courses and curricula for both RMP and MTIs. RMP has established and will continue to manage and update a regional database for registering qualified seafarers, thus providing an information resource for sectoral planners and potential employers in the industry.

Given the general difficulty of accessing information about issues affecting the maritime sector, RMP will also provide information services in the form of newsletters, bulletins, advisories and an enhanced website. The website is intended to eventually become a "one-stop-shop" for information on the maritime sector and could be one of the resources that PacMA eventually co-ordinates.

Recognition of maritime issues
Many Pacific Island countries have small populations but government ministries have large portfolios to manage. To facilitate decision-making, RMP will seek to bring major issues to the attention of Ministers, Permanent Secretaries and other high level officials by means of seminars, publications and advice. Biennial Ministers' meetings will also ensure that senior levels of government are made aware of national and regional issues and potential solutions. RMP also advocates Pacific Island maritime issues at regional and international fora.

The international maritime security regime will require ongoing support for the region's ports, maritime administrations and shipping companies to ensure they remain abreast of the latest developments in this area. Rapid change coupled with a small number of players with limited resources will require an innovative and flexible approach to develop best practice models for use in the Pacific. However, improved regional collaboration combined with RMP technical support should lead to evolution of a full compliance mode.

Fishing vessel security is an emerging issue in the region, and RMP has commenced an in-depth study of this issue. Funding will be needed to implement recommended options and to encourage stakeholders to further collaborate to eliminate the perceived threats.

There is strong support for RMP to broaden its services to include harbour and port operations. Often the boundary between the maritime and port sectors is blurred and a significant number of personnel can legitimately claim involvement in both sectors. This was recognised by RMP and partially addressed during the 2003-2005 period by many port staff undertaking RMP supported training. The operational efficiency and safety of the maritime and port sectors impact significantly on each other, and increasing the scope of RMP to include port operations would be consistent with the safety and economic component of the Programme's mission.

4   Priorities

The priorities for RMP over the next planning period will be to:
- assist countries on the "White List" to retain their status and help those wishing to gain accreditation to do so;
- help the region comply with the new international security regime, and any other new and relevant regulatory requirements;
- further develop the region's professional peer networks

5   Goal and objectives

The RMP's goal is: *Safe and secure shipping, clean seas, and improved social and economic well-being of seafaring communities within the Pacific Islands region.*

RMP has four objectives for the period 2006 to 2010:
- **Objective 1:** Effective national policy and regulatory frameworks and strong maritime institutions;
- **Objective 2:** Human resource capacity strengthened;
- **Objective 3:** Strong professional networks in the Pacific maritime sector;
- **Objective 4:** National, regional and international recognition of Pacific maritime needs and priorities.

6   Outputs, activities and key performance indicators

Objective 1: Effective national policy and regulatory frameworks and strong maritime institutions

Key performance indicators: Pacific Island countries have national policies, laws and regulations in place, they continue to meet international requirements including the ISPS Code, and those on the "White List" maintain their status.

Output 1.1: Model maritime policies and legislation reviewed

Many Pacific Island countries lack comprehensive maritime and shipping policies and legislative frameworks. To provide the necessary policy and legislation in the maritime sector, RMP will assist countries to develop and update policy and legislative frameworks that are appropriate in both national and regional contexts. For the purposes of this output, it is assumed that Pacific Island territories will

be governed by the legislation of their respective federal/metropolitan governments, i.e. France, UK and USA.

The main **activities** required to achieve this output are to:
• draft and maintain up-to-date model maritime and shipping policies and legislation;
• provide advice to PICTs on adapting model policies and legislation to fit their national context.

The **key performance indicator** to measure successful achievement of this output is:
• PIMLAR (Pacific Island Maritime Legislation and Regulations) compendium updated.

Output 1.2: Regulatory compliance, maintenance and monitoring programme implemented
All Flag States are required to comply with specific international security and safety codes and conventions to enable their ships and seafarers to trade internationally. Through the provision of model legislation and advice, RMP will assist countries to maintain compliance with the STCW-95 ("White List") and ISPS Code requirements as well as to maintain their own Flag and Port State control measures.

The main **activities** are to:
• establish a monitoring programme to assist Pacific Island countries to maintain compliance with international standards;
• assist Pacific Island countries to adapt the model to suit their respective local policy environments.

The **key performance indicators** are:
• twelve audits (initial and close-out) per year completed in accordance with regional and international standards;
• twenty compliance assistance visits undertaken per year.

Output 1.3: Advice on other institutional needs provided
To ensure a sustainable, cost-effective Pacific maritime sector, it is essential that the region's MTIs are capable of providing the necessary training to keep seafarers and other shipping industry participants abreast of new international requirements. To gain employment on vessels trading internationally, Pacific Islands seafarers must update their qualifications every five years to meet STCW-95 requirements. The new international security regime requires all industry participants, including seafarers and port operators, to be trained in the new security measures. RMP will assist MTIs throughout the region to upgrade their maritime courses by developing STCW-95 and ISPS courses and curricula that meet international quality standards.

The main **activities** are to:
• develop STCW-95, ISPS and other short-course curricula as required;
• update the regional training syllabus to ensure all new international requirements are included;
• advise and assist MTIs in adopting the curricula.

The **key performance indicators** are:
• curricula of 11 MTIs meet international standards;
• MTIs continue to meet industry expectations.

Objective 2: Human resource capacity strengthened

Key performance indicator: Pacific maritime workforce trained to regional and international standards

Output 2.1: Key target groups trained

Given the large portfolios that most PICT Ministers and Permanent Secretaries for Transport must manage, it is difficult for them to remain abreast of the complex issues that affect the maritime sector. RMP will assist these key decision-makers through the provision of easily accessible information on the rights and responsibilities of Flag States.

MITs must not only develop training curricula to meet the STCW-95 and ISPS codes; it is also a requirement of accreditation that MTI staff have the appropriate skills to deliver the new courses. Given that many MTI staff have no formal qualifications in teaching, RMP will provide training to principals, heads of schools and teaching staff, focusing not only on technical issues but also on curriculum development and planning. In addition, because some seafarers currently serving on vessels that trade internationally need to upgrade their qualifications to STCW-95 and ISPS code standards, RMP will provide the appropriate short-course training until MTIs in the region gain accreditation.

To improve the management, policy-making and operational efficiency of maritime-related ministries, government bodies and private enterprises, key personnel need to develop a better understanding of issues facing the sector and develop skills to address them. RMP will provide short-course and on-the-job training to senior and general staff of transport departments and ministries, maritime training institutions, public and private sector ship owners and operators, and users of shipping services.

To ensure greater safety and security of personnel and property, particularly at the ship-to-shore interface, key cargo and port operations personnel need to be equipped with the necessary knowledge and systems. RMP will provide training and advice specific to groups such as port security officers, port inspectors, surveyors, pilots and ships' crew. This training and advice will also cover broad topics such as management, monitoring and record-keeping, freight forwarding and marine insurance.

The **main activity** is to:
- provide appropriate training to the target groups identified above.

The **key performance indicators** are:
- annual RMP training programmes successfully delivered;
- participants meet regionally and internationally recognised standards.

Objective 3: Strong professional networks in the Pacific maritime sector

Key performance indicators:
- *PacMA, APP, PIMLA and PacWIMA operating effectively;*
- *regional experts complement RMP services;*
- *information function of RMP is effective.*

Output 3.1: Networks of regional experts utilised for audits, training activities and professional advice

As a first step in the development of a more formal maritime advisory body in the Pacific, RMP will work with key stakeholders in PacMA to explore ways in which this body can provide a sustainable

advisory service to the regional maritime sector. This work will include setting quality standards to ensure accurate and up-to-date advice is provided. RMP will assist in establishing a network of skilled maritime personnel throughout the region who will act as a resource for organisations and individuals seeking advice in relation to maritime issues.

The main **activities** are to:
- seek agreement among PacMA members and other key stakeholders for PacMA to become the key advisory body for the region;
- provide assistance to PacMA Subcommittees on Auditing, Examining and Lecturing, and Surveying and Port State Control;
- ensure that the list of people in the network is kept up to date;
- provide direction to the network as a "first port of call" for those seeking advice through RMP.

The **key performance indicator** is:
- extent of involvement of regional experts in RMP coordinated activities and direct country-to-country assistance initiatives.

Output 3.2: Information dissemination within the sector is improved

RMP will continue to disseminate information to the Pacific maritime sector in a variety of ways. The seafarers' database is especially important as it provides a log of qualified seafarers throughout the region (based on input from national databases), enabling employers to access potential ships' crew.

The main **activities** are to:
- publish articles in relevant journals;
- produce a range of information publications; and
- maintain an up-to-date regional maritime database and website.

The **key performance indicators** are:
- RMP database operational;
- RMP website maintained and improved;
- Publications such as newsletters, information bulletins, safety and security notices, as well as technical, legal and port advisories produced and disseminated.

Objective 4: National, regional and international recognition of Pacific maritime needs and priorities

Key performance indicator: Acknowledgement of Pacific maritime sector needs at national, regional and international levels

Output 4.1 Support for Pacific Maritime needs and priorities recognised and supported

The **main activities** are to:
- convene biennial ministers' meetings to facilitate decision-making;
- maintain close cooperation with the IMO and International Labour Organisation (ILO);
- ensure on-going collaboration with other international or regional associations and agencies.

The **key performance indicators** are:
- Improved PIC Transport Ministers' understanding of sector challenges;
- IMO and ILO memoranda of understanding with SPC maintained;
- Australian Maritime Safety Authority, Maritime New Zealand, United States Coast Guard, and other organisations such as the Australasian Network of Maritime Education and Training

(ANMET) and the Asia Pacific Heads of Maritime Safety Agencies (APHMSA) continue to support the sector through attendance at various regional forums.

7   Reporting, monitoring and evaluation

Annual progress reports and work plans are provided to SPC Executive and donors, where applicable, with a six-monthly update. This is in addition to specific project reports and any exceptional reporting. Heads of agencies and technical meetings have the opportunity to examine and comment on the Programme's work and the Programme is monitored annually by Conference or CRGA. Independent reviewers evaluate the Programme every few years as part of SPC's programme of regular reviews. These evaluations focus on results at the goal and objective levels. Internal and external auditing of RMP's operational procedures will also be performed according to its quality management system as measured against international models of business excellence.

8   Partnerships and resources

RMP collaborates with a number of other regional organisations, including the Pacific Islands Forum Secretariat, Secretariat of the Pacific Regional Environmental Programme, Forum Fisheries Agency and the South Pacific Applied Geoscience Commission.

The Programme also works closely with a number of international organisations and associations, including the IMO, ILO, Australasian Network of Maritime Educators and Trainers (ANMET) and Association of Maritime Education and Training Institutions in Asia Pacific (AMETIAP). RMP maintains close linkages with the Australian Maritime Safety Authority, United States Coast Guard and Maritime New Zealand on current professional and industry matters.

RMP also works in collaboration with other SPC programmes including the Coastal Fisheries Programme on training and safety issues as well as with the Pacific Health Programme and other Social Resources Division programmes on social issues.

RMP personnel include seven full-time staff. The Regional Maritime Programme Co-ordinator is funded from SPC core funds. The Regional Maritime Legal Officer and Programme Administrator are funded by the New Zealand Agency for International Development (NZAID); and the Maritime Training Officer and Maritime Information Officer are funded by the Australian Agency for International Development (AusAID). The Ports Security Office and Technical Security Officer are funded from the New Zealand Pacific Security Fund.

The uncertainty of long-term funding impacts RMP's work activities and staffing levels and makes it difficult to effectively plan future interventions. Long-term funding support would assist with planning for emerging security issues and enable the Programme's response to be delivered in a timely manner. Currently, much of the security related work is funded through short-term projects, but on-going general capacity development and supplementation requires longer-term funding arrangements.

9 Matrix summary

Goal, Objectives, Outputs and Key Performance Indicators	Means of Verification
GOAL Safer shipping, cleaner seas, improved social and economic well-being of seafaring communities within the Pacific region • Countries comply with the requirements of STCW-95 and the ISPS code and any new relevant regulations • Contribution of sector to national economies (where measurable)	• IMO "White List" status • ISPS audits • Official statistics and research reports (where available)
Objective 1: Effective national policy and regulatory frameworks and strong maritime institutions • PICTs have national policies, laws and regulations in place • Ten PICs maintain IMO "White List" compliance • PICTs maintain compliance with other international conventions including the ISPS Code	• Status reports by PIMLA members • Reviews by RMP • Audits and country reports
Output 1.1: Model maritime policies and legislation reviewed • PIMLAR (Pacific Island Maritime Legislation and Regulations) Compendium updated	• RMP reports and external review
Output 1.2: Regulatory compliance maintenance and monitoring programme implemented • Twelve audits (initial and close-out) per year completed in accordance with regional and international standards • Twenty compliance assistance visits	• Audit reports
Output 1.3: Advice on other institutional needs provided • Curricula of 11 MTIs meet international standards • MTIs continue to meet industry expectations	• PICT reports to PacMA, audit reports, country visits • Feedback from industry
Objective 2: Human resource capacity strengthened • Pacific maritime workforce trained to regional and international standards	• Programme and country reports
Output 2.1: Key target groups trained • Annual RMP training programmes successfully implemented with participants meeting regionally and internationally recognised standards	• Programme reports including test results • Feedback from participants (evaluations)
Objective 3: Strong professional networks in the Pacific maritime sector • PacMA, APP, PIMLA and PacWIMA operating effectively • Regional experts complement RMP services • Information function of RMP effective	• Meeting reports and stakeholder feedback
Output 3.1: Networks of regional experts utilised for audits, training activities and professional advice • Extent of involvement of regional experts in RMP coordinated activities and direct country-to-country assistance initiatives	• Programme reports
Output 3.2: Information dissemination within sector improved • RMP database operational • RMP website maintained and improved • Newsletters, information bulletins, safety and security notices, legal and technical advisories published and disseminated	• Programme reports • Website hits

Goal, Objectives, Outputs and Key Performance Indicators	Means of Verification
Objective 4: National, regional and international recognition of Pacific maritime needs and priorities • Acknowledgement of Pacific maritime needs at national, regional and international level	• Programme and country reports • Website hits
Output 4.1: Support for Pacific Maritime needs and priorities recognised and supported • Improved PIC Transport Ministers' understanding of sector challenges • IMO and ILO memoranda of understanding with SPC maintained • Australian Maritime Safety Authority, Maritime New Zealand, United States Coast Guard, and other organisations such as ANMET and APHMSA continue to support the sector through attendance at various regional forums	• Programme reports