Standard Project Fiche for the Transition Facility

1 BASIC INFORMATION

1.1 CRIS Number: 2004/16762.02.01
   Twinning ‘light’: MT04-IB-TR-01
   MT04-IB-TR-02

1.2 Title: Capacity Building at the Malta Maritime Authority

1.3 Sector: Transport

1.4 Location: Malta

2 OBJECTIVES

2.1 Overall Objective(s):
   To effectively implement and manage the maritime Transport Acquis.

2.2 Project purpose:
   To enhance the technical and administrative capabilities of the Malta Maritime Authority (MMA) in maritime administration, maritime safety, maritime security and environment protection measures.

2.3 Justification:

   According to the 2002 Country Report ‘Malta must pursue its efforts to further improve its safety standards, notably through adequate staffing and training of the Malta Maritime Authority’. This was further emphasised in the 2003 EU Peer Review of the Malta flag administration and the 2003 European Commission’s Comprehensive Monitoring Report on Malta’s preparations for membership, which states that:

   “In the field of maritime transport, framework legislation is in place and in line with the Acquis. However, the adoption of implementing legislation remains to be completed, in particular in relation to classification societies, Port State control, Vessel Traffic Management Information System, port reception facilities, system of mandatory surveys for the safe operation of regular ro-ro ferry and high-speed passenger craft services, marine equipment and fishing vessels. The relevant administrative structures in this area are in place, but staffing levels should be further strengthened. Malta should pursue its efforts to further improve safety standards. Delays have occurred in the implementation of the Maltese Action Plan. According to statistics for 2002 under the Paris Memorandum of Understanding, the percentage of Maltese flag vessels detained following Port State control was 7.4%. This compares with an average for EU-flagged vessels of 3.5% in 2002. The Maltese flag is still on the black list of the Paris Memorandum of Understanding. Efforts should be sustained to ensure that Malta would meet its objective of removing the Maltese flag from the Paris MoU black list.

   Malta must give urgent attention to adopt implementing legislation and further reinforce its administrative capacity to implement the acquis in the area of maritime transport. There are serious concerns as regards resources allocated to the fulfilment of flag state obligations in the field of maritime transport. The implementation of these tasks requires urgent improvements. Unless substantial efforts are made, Malta risks not to meet the requirements for membership in this area by accession.”
3 DESCRIPTION

3.1 Background and justification:

As part of Malta’s negotiations with the EU and the process of alignment with the transport Acquis the Government of Malta prepared a Maritime Transport Action Plan. This plan had a special focus on the maritime safety aspect of the Transport Acquis, aiming at ensuring that by accession Malta would be in a position to align itself with the relevant provisions and to effectively implement the Acquis at both a technical and operational level.

In order to build up its technical and operational competence, the MMA has increased its staffing level and provided training relevant to various aspects of the Acquis, such as those relating to safety and administration. These efforts however need to continue to be further augmented beyond the accession date through further recruitment and additional training as well as through strong networking with organisations similar or relevant to the MMA.

The Comprehensive Monitoring Report identified areas of serious concern with respect to capacity building and staffing levels to improve compliance both in terms of implementing legislation and regulatory control at an operational level. This project will mainly deal with the further implementation of this Maritime Transport Action Plan 2001-2002 and the various Maritime Transport directives and legislation dealing with Flag State Control and Port State Control (in terms of achieving the criteria as set out by the PAR MoU), VTMIS (including HAZMAT), Port Reception Facilities, as well as the relevant provisions of MARPOL, SOLAS and the ISPS Code. It will build upon the legislative preparation, projects and activities commenced during the pre-accession phase and progress further by reinforcing and augmenting the MMA’s administrative and technical capacity while at the same time addressing the requirements of new legislative developments that are coming into force.

The Twinning project between Malta and France (NP2002 - 2002/000-268 (MT2002NP), referred to in section 3.2, involved the preparatory work for the implementation of the VTMIS directive, i.e. VTMIS (including HAZMAT) and MARPOL legislation, drawing up of specifications for HAZMAT software and Vessel Traffic Systems (VTS) hardware. The preparatory work done in the Twinning now needs to be implemented. Therefore, this Transition Facility project is the logical next step in that it begins to addresses the implementation stage through the preparation of the necessary procedures while the tendering for the procurement of VTS equipment and training is ongoing. Further work will be carried out through the next Transition Facility programme.

With regards to security, the MMA has already embarked on a port security programme for the implementation of the IMO ISPS code and relevant future EU Directives. Transition Facility assistance is being sought for these areas of control. The security programme has involved the establishment of the security task force and a complete restructuring of the Security and Safety Department with resulting needs for training, new equipment, dedicated software and technical assistance.

Beyond the above, the MMA decided in 2003 to embark on a programme to lead the way for all interested stakeholders in Malta to become compliant with the IMO regulations and recommendations. The MMA has formulated an action plan for the Government of Malta to meet its obligation by the deadline of 1 July 2004. This plan also includes a long-term programme for Malta to become a leading player in international maritime security. This will require funding for training, equipment, bespoke software applications and technical assistance as outlined further on in this document.

The first part of the long-term programme will be to frame legislation that meets and embraces contingencies set by IMO / EU and other Maritime and National Concerns. It will also outline the roles and functions to be carried out in relation to Contracting Government, Security Committee, Designated Authority, Port Facilities, Security levels 1-2-3 and the reporting
structure for Port Facility Security Officer (PFSO) with regard to Port Facility Security Assessment. The programme will also cover relevant investments required to enhance and manage all maritime activities and general security thereof. Malta will be procuring and installing a CCTV security surveillance system within Ports during 2004/2005. This system will be partially funded through the EDRF.

The main aim of this security programme is the upgrading of general maritime security in this Euro-Mediterranean region. The programme would achieve the following objectives:

1. To aid full compliance with the IMO – ISPS (International Ship and Port Security Code), SOLAS and EU Maritime recommendations for national maritime security;

2. To provide an infrastructure covering a national general security project to enable a reduction in criminal activity and other risks in the Euro-Mediterranean region;

3. To provide continuous 365 day surveillance of major high-risk areas. To upgrade surveillance within the coastal regions and territorial waters and beyond and thus provide third parties with the necessary intelligence to aid and maximise general maritime security;

4. To foster the upgrading through training, equipment, dedicated software and technical assistance, thus aiding compliance with the general maritime security practices.

Bearing in mind the above, this project will involve the undertaking of a number of inter-related activities which will deliver the added technical and operational capabilities of Malta Maritime Authority staff, systems and infrastructure in the field of port and flag state control, maritime safety, security and environmental protection.

3.1.1 Training and development of human resources

Distinction must be made between training in general maritime affairs and specialised training. Both are essential for the proper build up of resources. The need to provide the general training is today reinforced by the fact that finding personnel with the right qualifications is becoming increasingly difficult and thus newly recruited personnel must be given general induction training. The demands on fleet, coastal waters and port management have today become increasingly demanding. Following a number of environmental disasters and terrorist attacks (e.g. 11 September 2001) the international shipping community has introduced tighter controls. This has put added pressure on authorities such as the MMA to ensure that they have the required capacity to administer their fleet, ports and coastal waters. This means that people are also required to take up specialised training (e.g. specialists in security operations, the various maritime disciplines, legislative development, specialists related to specific vessel types, handling of hazardous cargoes, environmental risks management, maritime communications) to manage very specific issues. Locally engaged staff must be given the required training abroad to develop the required specialisations.

In the current situation:

- MMA has not yet reached its full complement of staff, especially flag and port state control inspectors, despite an on-going recruitment drive;

- A large number of staff still lack sufficient formal training to have a comprehensive coverage of all the various disciplines connected with maritime safety management and control;

- Staff, even those with formal training qualifications, lack experience of working in counterpart administrations and hence have limited work background. There is little point in ‘reinventing the wheel’ and such personnel must obtain a background beyond theoretical training in order to be more effective and efficient. Therefore, hands-on
experience with more developed systems is essential to accelerate the necessary development and continued improvements in MMA’s internal systems and ultimately, performance indicators such as the detention levels of Maltese ships;

- With the local limitations on the number of qualified and well-experienced personnel available, theoretical, and more so practical, training continues to be required.

In view of the above, a programme of on-going training at different levels must be provided for MMA to be able to discharge its duties. This means:

- Sending MMA staff on long-term and short-term courses according to the various needs;
- Providing in-house training to a larger number of people over a shorter period of time. The courses, while on the one hand will follow standard curricula, will additionally cover special topics that are required to meet the specific needs of the MMA;
- Developing the capability to provide maritime training courses in Malta through the Maritime Institute. Apart from human resource development within the MMA, it is desirable to build up training provision within the Island. The institution responsible for the development and delivery of maritime training courses is the Maritime Institute. This institute provides IMO-recognised courses for professional seafarers as well as courses aimed at local commercial and yachting seafarers. The relationship between the Malta Maritime Authority and the Maritime Institute is governed by a Memorandum of Understanding, setting up a partnership between the two entities, which has been in force since July 2001. Initially, the provision of maritime courses would be developed through the assistance of foreign experts. Eventually Maltese experts who would have received the necessary training will take over this task. The feasibility of this activity will be assessed through this project. This will ensure continuity in skill transfer and should prove more cost effective in the long-term. This project will also assess the feasibility for the development of other courses based on ship simulator training, which would be applicable to a range of training needs including STCW, VTS and ship handling.
- Complimenting the training mentioned above will be the hands-on training gained through exchange of experiences with other maritime and port authorities in the EU in terms of fleet/maritime safety and security, fleet administration, flag and port state control.

The MMA is still on a learning curve in terms of complying with the Acquis and policy development. This learning period can be significantly shortened through experience sharing with other EU member states that have already implemented the Acquis. The MMA is therefore proposing that key personnel be seconded for short to medium term period assignments to counterpart authorities in the EU to gain practical experience both in technical matters as well as in policy legislative development. The need and usefulness of such attachments was also recently emphasised at the last Peer Review carried out by the Commission in July 2003.

\[3.1.2 \text{ Development of IT systems and equipment / facilities to enhance the flag and ports management capabilities of the Malta Maritime Authority}\]

The maritime safety and port control infrastructure is an important priority for the MMA and efforts are currently underway to enhance the infrastructure of the Fleet Registration and Technical Administration and the Harbour Master’s Office, which will enable MMA to upgrade the level of safety on the fleet and at ports. The upgrading envisaged under this Transition Facility project relates to:

a) technical assistance,
b) the development and implementation of management information systems required with respect to:

- ISPS Code;
- port security;
- maritime radio communications equipment licensing, certification and safety and;
- necessary ancillary IT equipment and off-the-shelf software licences (including any customisation) required for the development of the Marine Environment Risk Management System and above systems; and

c) specialised equipment required to carry out the enforcement (port state control and port security) measures.

Where customised software is required, the project envisages having design and build contracts. Furthermore, it is to be noted that proposed bespoke software related to security and radio communications has to form part of existing systems, as an additional module. Therefore, both from an IT technical perspective and cost effectiveness point of view it would be desirable that the planned small contracts for the additional modules are awarded to the existing software developers, most of which were selected through EU co-financed tendering procedures.

3.1.3 Port safety, environment protection and VTMIS

Following the completion of the NP2002 Twinning Project (MT2002/IB/TR-01), MMA will have the basic legislation drafted but expertise will still be required in order to help implement such legislation effectively. Therefore this project will provide assistance to shift the orientation from documentation conformity to improved operational and regulatory control, monitoring and enforcement. The main areas to be addressed are:

- Implementation of VTS, HAZMAT, waste reception and environmental matters;
- Establishment of control and enforcement measures within ports;
- Review and development of an environmental risk management system including the design, development and implementation of geographical information system software to assist in risk management and emergency response resources coordination
- Port safety and management
- Establishment of policies and procedures related to the above.

3.2 Linked activities:

- NP2000 - Project MT0001.01 (Technical Assistance) encompassing the training of technical/safety personnel within the Malta flag administration.
- NP2002 - 2002/000-268 (MT2002NP) Project 06 Maritime Safety Through the Implementation of the Transport Acquis comprising further training of human resources within the Malta flag administration, procurement of IT systems for management of fleet safety and technical matters, Twinning project MT2002/IB/TR-01 on the implementation of maritime safety legislation related to ports including the VTMIS directive and MARPOL convention; carrying out a significant wave-height study and the procurement of a HAZMAT IT system.
- NP2003 - 4573/07 Feasibility and Environmental Impact Studies for Transport Infrastructure Projects – (Phase Two). These studies mainly pertain to the maritime projects emanating from the TINA study and for parts of the future Trans European Network on Malta. Related to this are the Maltese projects accepted by the TEN-T Van Miert High Level Group, proposed to the EU Parliament in October 2003.
- NP2003 - 4573/06 Maritime Safety through the Implementation of the Transport Acquis. This project involves the implementation of VTMIS facilities for port approaches in line with the NP2002 Twinning Project.
• Projects being proposed under Structural Funds (2004-2006) for the extension of facilities for VTMIS monitoring and control of maritime traffic as well as improvement of port surveillance, safety and security. This also includes technical assistance for the development of specifications/terms of reference for the security digital infrastructure project under the Single Programming Document. Specifications for the VTMIS were drawn up under the 2002 Twinning project.

Related to the above, the MMA has upgraded the basic network infrastructure and is currently in the process of implementing the Fleet Management Information System for the merchant fleet, which will be followed by the implementation of the IT systems under the NP2002 project. In addition it is continuing with the recruitment of port and flag state control inspectors, co-financing the technical training and has set-up and is strengthening its EU unit, which coordinates the implementation of all EU projects.

3.3 Results:

The project is expected to deliver the following results:

i. MMA personnel trained in maritime administration, maritime safety & security, control/enforcement, maritime communications and environmental protection.

ii. Introductory course to be delivered locally for inspectors developed.

iii Improvement in achieving the goals of the Paris MoU through the continued reduction in the number of Maltese Flagged ships detained by European Port State Control.

iv. Specialised equipment necessary for more scientific and safe inspections of ships during port/flag state control and casualty investigations and for security scanning purposes procured.

v. New management information systems for port and ship security (ISPS), environment risk management, and ship radio licensing together with necessary computer hardware and off-the-shelf software licences (including any necessary customisation) designed and procured.

vi. Maritime safety and environmental protection procedures enhanced.

vii. Environmental risk management system manual of policies, procedures, plans and user friendly Geographical Information System database in place.

These results obtained by the envisaged project will contribute towards the global objective of the project as stated above.

3.4 Activities:

The project comprises five components:

i. Training (sending of MMA staff on standard training courses)

ii. Procurement of IT management information systems and IT equipment and off-the-shelf software licenses (including any necessary customisation)

iii. Procurement of equipment for port state control inspections and security

iv. Twinning ‘light’ (Technical Assistance and training by secondment) related to merchant shipping

v. Twinning ‘light’ (Technical Assistance) related to port administration

The activities derived from these five components would be the following:

3.4.1 Sending of MMA staff on training courses (mainly abroad)
The following is a non-exhaustive list of subjects in which MMA staff will be trained. The target population of the training provided are staff members working within various MMA sections, namely Malta flag and safety administration, flag/port state control, ports authority and safety administration, ports security and EU affairs. This training consists of ‘off the shelf’ short- and long-term courses offered by various maritime training institutions abroad and in the case of maritime law training, at IMLI in Malta. The total number of staff, for which the envisaged training will be provided, is 24. The duration of courses vary considerably ranging from 1 week for intensive courses dealing with a specific subject to 33 months for full-time degree courses. In some cases the courses will be done by correspondence.

- Maritime Business
- Flag State Implementation and Port State Control
- Maritime Engineering Science
- Ship Management
- International Maritime Law (including Nationality, Registration and Ownership of Ships; Maritime Labour; Maritime Safety; Maritime Collisions; EC Maritime & Shipping Law; Shipping Law; International Law of the Sea; Maritime Legislation Drafting)
- EU Studies
- Maritime Radio communications licensing matters
- Marine Surveying (theoretical)
- Ship Surveying (Practical experience with class societies for flag and port state control inspectors)
- Port Management
- Maritime Security
- Handling of Hazardous Cargoes
- Environmental Indicators
- Accident Investigation
- Port Operations and Management

The total cost of this activity to be funded through the Transition Facility is €194,000. This amount will be used for tuition fees and per diem allowances. MMA will bear the travel expenses of its officials attending the training courses.
3.4.2 **IT Systems Development**

The technical requirements for the software will be defined in detail by the supplier as part of the inception phase of the particular software development contract. Once that has been completed, a precise description of the software needs and expected costs can then be provided. In the absence of this study the following is an indicative list (with indicative costs) of the software that will need to be developed and / or procured:

<table>
<thead>
<tr>
<th>Description of item</th>
<th>Contract type</th>
<th>Indicative cost €</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security Management Information System (new system for managing security related information and improving security control and quick response within ports in line with ISPS code) – off-the-shelf software</td>
<td>Supply</td>
<td>40,000</td>
</tr>
<tr>
<td>Fleet Security Management Module (to add a new module to the fleet Technical Safety Management System pertaining to fleet security in terms of the ISPS Code) – bespoke software development</td>
<td>Service</td>
<td>75,000</td>
</tr>
<tr>
<td>Port Security Notification Module (to add a new module to the port management system pertaining to ship security in terms of the ISPS Code)</td>
<td>Service</td>
<td>75,000</td>
</tr>
<tr>
<td>Ship Radio Safety Management module (to add a new module to the Fleet Management System for the issuance of ship radio licenses and control of radio safety and ship communication facilities) – bespoke software development</td>
<td>Service</td>
<td>100,000</td>
</tr>
<tr>
<td>IT infrastructure, hardware and off-the-shelf software licences (including any necessary customisation) required for the above systems and the MERMS - to be financed out of Malta funds</td>
<td>Supply</td>
<td>50,000</td>
</tr>
</tbody>
</table>

The MMA acknowledges that such budget must remain within the boundaries defined above. Should the final cost surpass the amount indicated above then the additional expenditure will have borne out of national funds.
3.4.3  **Specialised Equipment Procurement**

The following is an indicative list of the necessary specialised equipment and off-the-shelf software to be used for Port State Control, Port Officers and Security personnel:

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
<th>Indicative Cost €</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard GHS software programme</td>
<td>1</td>
<td>31,000</td>
</tr>
<tr>
<td>Ultrasonic thickness measuring equipment</td>
<td>3</td>
<td>3,500</td>
</tr>
<tr>
<td>Digital video camera with PC interface</td>
<td>2</td>
<td>7,500</td>
</tr>
<tr>
<td>Digital camera with PC interface</td>
<td>1</td>
<td>1,000</td>
</tr>
<tr>
<td>Gas detectors</td>
<td>2</td>
<td>4,200</td>
</tr>
<tr>
<td>Data projector</td>
<td>1</td>
<td>2,100</td>
</tr>
<tr>
<td>Hand-held metal detectors</td>
<td>6</td>
<td>1,500</td>
</tr>
<tr>
<td>Personal protection apparel and equipment</td>
<td></td>
<td>10,000</td>
</tr>
<tr>
<td>Hand-held VHF sets (intrinsically safe)</td>
<td>5</td>
<td>3,500</td>
</tr>
<tr>
<td>IMDG Software database</td>
<td>2</td>
<td>4,700</td>
</tr>
<tr>
<td>Mobile radio system</td>
<td></td>
<td>4,000</td>
</tr>
<tr>
<td>Technical publications</td>
<td></td>
<td>2,400</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>75,400</strong></td>
</tr>
</tbody>
</table>

3.4.4  **Twinning ‘light’ related to merchant shipping**

Technical assistance will be required to execute the following activities related to each project component:

i. Needs assessment and provision of in-house training and provision of training to Maritime Institute trainers to obtain skill transfer and continuity. This will involve:
   - Assessment of current training levels and qualifications (Gap Analysis)
   - Strategy
   - Action Plan
   - Course Development
   - Delivery of training in-house
   - Development of courses to be provided by the Maritime Institute, including ‘train the trainer’ courses and course quality control procedures
   - Training of trainers
   - Monitoring and control

ii. Secondment of staff to similar organisations within Member States:
   - Identification of areas/functions where hands-on experience through secondment will be most beneficial
   - For each case, outline of secondment objectives, activities to be carried out and programme/schedule
   - Selection of member state organisations
   - Arrangements for supervision and assistance during secondment
   - Provision of work experience to selected MMA staff
   - Monitoring and control

The exact number of staff to be sent on secondment to other similar organisations will be determined once the identification exercise of where such secondments will be beneficial is carried out. In the absence of this assessment the indicative number of staff
to be sent on such secondments is 12 for an approximate total of 180 man-days. Should the identification exercise result in more staff secondments being required, the additional costs involved will be borne out of national funds.

iii. Further strengthening of maritime safety administration:

- Survey to produce a gap analysis
- Development of strategy and plans
- Assistance with the development of procedures
- Identification of requirements further development of MIS

This Twinning ‘light’ is planned to involve 405 expert days, 150 of which will be in Malta. It is planned that Maltese officials will spend 216 days in other administrations on practical training assignments.

The overall budget is approximately €197,000. The MMA will provide necessary office space and office equipment for the experts while in Malta.

3.4.5 Twinning ‘light’ related to ports administration

i. Review and development of safety operational, VTS and control/inspection and enforcement procedures. The output will be a set of manuals and procedures for port administration.

ii. The development of the Marine Environment Risk Management System into a proper tool needed to ensure that MMA is in a position to meet its obligations with respect to the protection of the marine environment:

- A survey/environmental impact study to determine existing status and to establish benchmarks and environmental indicators.
- To establish the human resources requirements in terms of capacity building.
- Required Training.
- A full revamp of the MERMS database, including IT specifications. This we need to consider whether MMA upgrades the existing system or acquires new software.
- A review of the existing MERMS Manual/procedure taking into account the relevant EU Environmental legislation applicable to ports
- Development of related policies and procedures including contingency plans in line with local legislation and the Acquis (Chapter 22)
- Development and implementation of Environment Management System database that covers:
  
  Port development  
  Dredging and disposal of dredged material  
  Soil contamination  
  Noise  
  Port waste management  
  Water quality and water quality management  
  Air quality and air quality management  
  Monitoring the port environment and reporting  
  Port preparedness and contingency plans  
  Ship waste management (this will be the procedure which implements the legal notice that transposes the MARPOL directive)  
  Cargo handling
Hazardous cargo (including the handling of HAZMAT in port areas)
Ship emissions

This activity is planned to involve 325 expert days of which 233 will be in Malta, for a total cost of approximately €247,000. The MMA will provide necessary office space and office equipment for the experts while in Malta.

3.5 Lessons learned:

Capacity building in terms of human resources has proved to be a challenge. Firstly, finding readily qualified and experienced personnel remains a difficult task due to the fact that such persons are in very short supply. People found lack sufficient training and experience. As a result an extensive programme of long-term and short-term training is required. However, sending personnel on such training has to be balanced against the growing operational needs that mean people on site to carry out the required work. Despite the training delivered to date, only a limited number of persons have been adequately trained. Very little practical training experience has been obtained but where this has been possible the experience has been positive in the sense that such practical experience can validate the theoretical training obtained and can facilitate the implementation of what was learned. In addition, it fosters useful networking relationships essential to the business. Two important outcomes of the 2003 Peer Review were that (1) more technical training is required both in general and in specialised fields (2) emphasis should also be given for training in legislative and research activities. These have all been taken into consideration in the design of this project.

Secondly, the procurement of IT systems has also proved to be challenging. On the one hand, the preparation of specifications and the approval of the tender documents have taken longer than expected, partly due to inexperience. It is hoped that from the lessons learned and with the help of more administrative resources, future procurement will be carried out quicker. On the other hand, the maritime industry is dynamic and requirements change or new ones are introduced frequently, thus necessitating appropriate response on the IT development side. As a result, software being developed based on plans made a few years ago will be found lacking in certain areas once implemented. Hence the need for more development.

The NP2002 Twinning Covenant has, through cooperation with France, brought a number of important and interesting proposals, some of which go beyond what was strictly mentioned in the covenant. This was partly due to the fact that the VTMIS Directive was not yet complete at the time the covenant was negotiated. However, more importantly, MMA realised more than ever that, besides basic compliance by 2004, full implementation on the same level, even technologically, as other EU Member States is a longer-term process, which may require more actions than was previously envisaged. In addition, operations to be developed to meet the obligations arising from this Directive have to dovetail with those stemming from the introduction of the ISPS code. Hence the need for further assistance, this time on the security side, as this also has a direct bearing on safety. Furthermore, the Twinning demonstrated that the cost of a full time PAA could far outweigh the benefit of having an expert available full time during the duration of the project. This is especially so when certain unforeseen events and constraints may disrupt the planned activities. The flexibility of having short-term experts and the fact that each short-term mission is focussed on completing a particular task is much more cost effective. This led to the decision to have 2 twinning ‘light’ contracts in this project instead of one larger twinning. Had we opted for the latter, the overall cost would have been significantly higher than the sum of the two twinning ‘lights’.

4 Institutional Framework

The principal beneficiary of the project will be the Malta Maritime Authority. The MMA has a distinct legal personality and is headed by a Chairperson and Board and has the overall
The Corporate office within the MMA, through its EU Affairs and Projects units will be the office responsible for coordination and management of the activities envisaged in this project and in this respect a technical committee will be set up. The EU Affairs unit is made up of 4 personnel and will be assisted by the staff within the Merchant Shipping and Ports Directorate of the Malta Maritime Authority. Another beneficiary of the project will be the Maritime Institute with whom the MMA has a contractual arrangement for the provision of maritime training.

The MMA personnel to be involved in this project include those with the EU Affairs department (4), Harbour Masters Office (4-5), the 24 persons to be sent on overseas training courses, Technical Department (4), the approximately 18 persons to be sent on overseas secondments and those inspectors to be trained locally training (10-15). Within the Maritime Institute, those involved will be the Director and Assistant Director plus senior lecturing staff.

The Merchant Shipping Directorate of the Malta Maritime Authority is responsible for the registration of ships under the Malta flag and the safety administration of these ships. Through this project, the administrative capacity of this directorate will be further strengthened through the activities described and are intended to build upon the projects initiated in the Pre-Accession phase. This will involve, as already described, the practical training of key personnel, creation of basic training courses in Malta and development of new IT systems. Similarly, the Harbour Master’s office within the Ports Directorate of the Malta Maritime Authority is generally responsible for safety within ports and territorial waters.

Regarding the activities related to security and VTMIS, the following are other beneficiaries (besides the MMA) of this project:

- Border and Crime Control - Police and Immigration Department
- Protection of Revenues - Customs Department
- Protection of Life and Property - Ports and Shipping Community
- Maritime Casualty Response - Civil Protection Department
- Ports Operations Enhancement - Ports and Shipping Community
- Occupational Health and Safety - Ports and Shipping Community and all Passengers
- Enforcement - Ports and Shipping Community and all Passengers
- Port related Pollution Control - Environmental Protection Department
- Other Member and non-Member States
- Other citizens
- Passengers (EU and other nationals)
- (EU and other countries)

The constraints being faced relate primarily to the number of staff available for training at any given time and the need to phase the various activities properly in order to avoid bottlenecks with respect to the availability of MMA technical personnel who need to participate in the project. No changes in the institutional set up are envisaged once the project is complete other than its strengthening due to the implementation of the six project components and the various activities.
5 Detailed Budget (EUROS)

<table>
<thead>
<tr>
<th>Transition Facility Support</th>
<th>Investment Support</th>
<th>Institution Building</th>
<th>Total TF (=I+IB)</th>
<th>National Co-financing*</th>
<th>IFI*</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>-</td>
<td>194,000</td>
<td>194,000</td>
<td>-</td>
<td>194,000</td>
<td></td>
</tr>
<tr>
<td>IT Systems Development</td>
<td>-</td>
<td>290,000</td>
<td>290,000</td>
<td>50,000</td>
<td>340,000</td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td>57,000</td>
<td>-</td>
<td>57,000</td>
<td>18,400</td>
<td>75,400</td>
<td></td>
</tr>
<tr>
<td>Twinning ‘light’ – Shipping</td>
<td>-</td>
<td>197,000</td>
<td>197,000</td>
<td>-</td>
<td>197,000</td>
<td></td>
</tr>
<tr>
<td>Twinning ‘light’ – Ports</td>
<td>-</td>
<td>247,000</td>
<td>247,000</td>
<td>-</td>
<td>247,000</td>
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<tr>
<td>Total</td>
<td>57,000</td>
<td>928,000</td>
<td>985,000</td>
<td>68,400</td>
<td>1,053,400</td>
<td></td>
</tr>
</tbody>
</table>

The amounts for co-financing indicated in the table correspond to cash co-financing. In addition, in-kind contributions from the Maltese administration for a good implementation of the Twinning ‘light’/Technical Assistance may be developed in the terms of reference/technical specifications.

The cost of air tickets of Maltese officials participating in study visits will be paid for out of the Travel vote of the beneficiary.

The co-financing expenses will be monitored by the beneficiary and the NAO. For the earmarked co-finance, a clear and verifiable set of costs will be provided. The beneficiary will define which budget lines are the source for co-finance.

The beneficiary together with the NAO commits to sound financial management and control.

For the Investment component, co-financing will be joint.

6 Implementation Arrangements

6.1 Implementing Authority:

Malta Maritime Authority (under the Ministry for Competitiveness and Communications)
Corporate Office
Marina Pinto
Valletta VLT01

Project leader:
Mr Christopher Farrugia
Tel: +356 21222203
Fax: +356 21250266
Email: chris.farrugia@mma.gov.mt

Contracting Authority:

Department of Contracts
Notre Dame Ravelin
Floriana CMR 02
Malta

Contact person:

Mr Dennis Attard, Assistant Director
Contact person at the Maritime Institute:

Captain Rueben Lafranco, Director
Maritime Institute
Villa Portelli
Kalkara
Malta
Tel : +356 99825347
Email: rueben.lanfranco@gov.mt

As previously mentioned the relationship between the Malta Maritime Authority and the Maritime Institute is governed by an MoU signed between the MMA and the Malta College of Arts, Science and Technology (MCAST) which is the body directly responsible for the Maritime Institute. Through the signed MoU the MMA and MCAST have agreed to designate the Maritime Institute as the body officially responsible for maritime education, training and research in Malta. The financing of the Institute is on a 50-50 basis between the MMA and the MCAST whilst officials from both bodies form part of the Board of Directors of the Institute. This ‘partnership agreement’ between the MMA and the MCAST was initiated in July of 2001 and runs for a period of 5 years.

Contact person for the IT investment contracts:

Mr Christopher Farrugia
Tel: +356 21222203
Fax: +356 21250266
Email: chris.farrugia@mma.gov.mt

6.2 Twinning

Contact person for the Twinning component:

Mr Christopher Farrugia
Tel: +356 21222203
Fax: +356 21250266
Email: chris.farrugia@mma.gov.mt

6.3 Non-standard aspects

Component 1: financial assistance / grant of €200,000 will be sought for the attendance of MMA staff on overseas courses. MMA will co-finance training courses under Component 1 and with respect to salaries of trainees to the amount of €138,400. The cost of each course is small and due to the need to have courses in the English language and the specialised nature of the courses, there is limited choice. Therefore, most ‘contracts’ will be entered into by directly between MMA and the respective university or training institution in Europe. Direct financial assistance is being sought as against using a Twinning or Twinning ‘light’ arrangement because given the variety of the courses involved there is no one EU Member State that provides the full range. Therefore entering into a Twinning arrangement would restrict the type and level of training that can be provided. This is a continuation along the same lines followed in all the 2000 and 2002 pre-accession programmes where a direct grant was given according to training needs.

6.4 Contracts
<table>
<thead>
<tr>
<th>Training</th>
<th>1 tender</th>
<th>Service</th>
<th>€194,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT Systems Development</td>
<td>1 tender</td>
<td>Service + supply</td>
<td>€340,000</td>
</tr>
<tr>
<td>Equipment</td>
<td>1 tender</td>
<td>Supply</td>
<td>€75,400</td>
</tr>
<tr>
<td>Twinning ‘light’ – Shipping</td>
<td>1 contract</td>
<td>IB</td>
<td>€197,000</td>
</tr>
<tr>
<td>Twinning ‘light’ – Ports</td>
<td>1 contract</td>
<td>IB</td>
<td>€247,000</td>
</tr>
</tbody>
</table>

Twinning ‘light’, supply and service contracts will be issued in accordance with the national procurement rules that will be in force at the time of implementation.

Two twinning ‘light’ contracts are planned. This will enable the MMA to focus on its two main areas of activity – fleet safety administration and ports administration. Each twinning ‘light’ is planned to be implemented over a 10-month period. During this period there will be time allowed for review of proposals and implementation by MMA. This is important to ensure manageability of the number of maritime safety projects that will be underway. In the case of the first twinning ‘light’ dealing with secondment of staff, it is important to have a long duration of the contract to allow for the phasing of overseas postings in order not to disrupt normal operations in Malta.

7. IMPLEMENTATION SCHEDULE

7.1 Start of tendering / call for proposals
September 2004

7.2 Start of Project activity
April 2005

7.3 Project completion
September 2006

8. SUSTAINABILITY

MMA will be incurring maintenance costs related to IT systems development and equipment maintenance in addition to the costs listed under the Detailed Budget above. These costs are estimated in the region of 15% per annum based on the cost of the IT systems.

In addition, MMA will be augmenting its IT support staff at a cost of approximately €75,000 per annum. Plans are in place and budgetary approval has already been given for the recruitment of the necessary staff.

The training envisaged within this project will be provided in a gradual and planned process thus minimising as much as possible disruptions to the day-to-day operation of the MMA. MMA will over the next two years also be recruiting additional staff to continue to reinforce its administrative capacity to implement the Acquis. All new engaged staff concerned with the implementation of the acquis will be also provided with general maritime training. The recruitment of such staff will also facilitate the sending of previously engaged MMA staff on specialised longer-term training. It should however be noted that the engagement of additional staff is however not crucial for the implementation of this specific project.

9. CONDITIONALITY AND SEQUENCING
A further evaluation of the necessary budget (up to the maximum foreseen in the fiche) for the Equipment component will be carried out on the basis of the results of a feasibility study when they are available.

A further evaluation of the necessary budget (up to the maximum foreseen in the fiche) for the IT Systems Development component will be carried out on the basis of the results the quotations received for the design and building of these systems. In case the final cost overpasses this amount, any additional expense will have to be borne on national co-financing. It may also be necessary to negotiate directly with existing software providers because the interfacing cost of having to introduce new software developers will prove to be problematic both from a technical point of view and from a cost point of view since existing software suppliers will not release proprietary information about their software to third parties.
ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format
2. Detailed implementation chart
3. Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period)
4. List of Equipment and Services to be procured
### Annex I: TF log frame template

#### LOGFRAME PLANNING MATRIX FOR

<table>
<thead>
<tr>
<th>Programme name and number</th>
<th>Contracting period expires:</th>
<th>Disbursement period expires:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity Building at the Malta Maritime Authority</td>
<td>15/12/2006</td>
<td>15/12/2007</td>
</tr>
<tr>
<td></td>
<td>Total budget: €1,053,400</td>
<td>TF budget: €985,000</td>
</tr>
</tbody>
</table>

#### Overall objective

- To effectively implement and manage the maritime Transport Acquis.
- Alignment and implementation of maritime transport legislation.

#### Sources of Verification

- Commission progress report
- Government Gazette
- MMA annual report

#### Project purpose

- To enhance the technical and administrative capabilities of Malta Maritime Authority (MMA) in maritime administration, maritime safety and environment protection measures.
- To enhance the technical and administrative capabilities of Malta Maritime Authority (MMA) in maritime administration, maritime safety and environment protection measures.
- 30 MMA staff who would have received training in maritime administration, maritime safety and environment protection measures.
- Installation of necessary equipment
- Increase by 50% the number of port state control checks carried out
- Use of specialised port state control equipment
- Implementation of IT systems

#### Objectively verifiable indicators

- MMA annual report
- International Shipping magazines
- EU website

#### Assumptions

- Identification of areas where additional personnel are required would have been carried out;
- MMA is given required budget to recruit additional personnel as required;
- MMA recruits the required additional personnel
- The Maritime Institute will offer the necessary support to develop local maritime training programmes.
<table>
<thead>
<tr>
<th>Results</th>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• MMA personnel trained in maritime administration, maritime safety, control / enforcement, maritime communications and environmental protection;</td>
<td>• 12 MMA staff to undertake exchange experiences with similar organisations in current and member states;</td>
<td>• MMA annual report;</td>
<td>• There will be an expression of interest from similar organisations within the EU to participate in the project offering the possibility of exchanges;</td>
</tr>
<tr>
<td>• Introductory course for inspectors developed to be delivered locally, if deemed to be feasible;</td>
<td>• Increase by 15% the number of inspections carried out;</td>
<td>• MMA shipping register</td>
<td></td>
</tr>
<tr>
<td>• MMA personnel seconded to work within maritime administration of other Member State;</td>
<td>• Number of vessels struck off shipping register</td>
<td>• International shipping magazines</td>
<td></td>
</tr>
<tr>
<td>• Reduction in the number of Maltese flagged ships detained by European Port State Control to match and preferably better the European average;</td>
<td>• Increased technical level of inspections, evidence gathering, ship safety evaluation</td>
<td>• EU website</td>
<td></td>
</tr>
<tr>
<td>• Specialised equipment procured for more scientific and safe inspections of ships during port / flag state control and casualty investigations;</td>
<td>• Improve by 25% response time in terms of accessing ships and submission of reports</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• New management information systems for maritime security / ISPS and maritime communications and maritime radio communications equipment licensing designed and procured;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Maritime safety and security procedures enhanced.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activities</td>
<td>Means</td>
<td>Assumptions</td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>--------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>• Training (sending of MMA staff on standard training courses)</td>
<td>• Transition facility</td>
<td>• MMA would have the necessary increase in budget to recruit additional staff;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Twinning 'light' contracts</td>
<td>• MMA would be able to cope with momentary 'deficiencies' created by sending of staff overseas;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Supply contract</td>
<td>• Maritime Institute possess the necessary / right human resources to receive the required training.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Service contracts</td>
<td>• Malta Maritime Authority will provide annual support maintenance for software</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• MMA own funds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Studies to determine requirements and carry out preliminary design</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>specifications for new IT systems and environmental risk management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Procurement of IT management information systems and IT equipment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Procurement of equipment for Port State Control inspections</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Twinning 'light' – Merchant shipping</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Twinning ‘light’ – Port administration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>The necessary legislation will be passed through Parliament prior to accession.</td>
<td></td>
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Preconditions
### Annex II: Implementation Time schedule

**Capacity Building at the Malta Maritime Authority**

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th></th>
<th></th>
<th></th>
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<th></th>
<th></th>
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<tbody>
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<td>M</td>
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<td>J</td>
<td>A</td>
<td>S</td>
<td>O</td>
<td>N</td>
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<td>F</td>
<td>M</td>
<td>A</td>
<td>M</td>
<td>J</td>
<td>A</td>
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<tr>
<td><strong>Twinnings ‘light’</strong></td>
<td>C</td>
<td>I</td>
<td>I</td>
<td>I</td>
<td>I</td>
<td>I</td>
<td>I</td>
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<td>I</td>
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<td>X</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Training</strong></td>
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<td>I</td>
<td>I</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>Equipment and IT Systems Development</strong></td>
<td>C</td>
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<td>C</td>
<td>I</td>
<td>I</td>
<td>I</td>
<td>I</td>
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</tbody>
</table>

D = Design  
C = Contracting  
I = Implementation  
X = Closure
Annex III: Contracting and Disbursement Schedule by Quarter

For twinning ‘light’ contracts

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th></th>
<th>2006</th>
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<tbody>
<tr>
<td></td>
<td>1st Q</td>
<td>2nd Q</td>
<td>3rd Q</td>
<td>4th Q</td>
</tr>
<tr>
<td>Contracted</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Disbursed</td>
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<table>
<thead>
<tr>
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<th></th>
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<td></td>
<td>1st Q</td>
<td>2nd Q</td>
<td>3rd Q</td>
<td>4th Q</td>
</tr>
<tr>
<td>Contracted</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disbursed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

For supply and service tenders

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th></th>
<th>2006</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1st Q</td>
<td>2nd Q</td>
<td>3rd Q</td>
<td>4th Q</td>
</tr>
<tr>
<td>Contracted</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disbursed</td>
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<table>
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<tr>
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<th>2006</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>1st Q</td>
<td>2nd Q</td>
<td>3rd Q</td>
<td>4th Q</td>
</tr>
<tr>
<td>Contracted</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disbursed</td>
<td></td>
<td></td>
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</tbody>
</table>

For training component

<table>
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<tr>
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<th>2005</th>
<th></th>
<th>2006</th>
<th></th>
</tr>
</thead>
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<td></td>
<td>1st Q</td>
<td>2nd Q</td>
<td>3rd Q</td>
<td>4th Q</td>
</tr>
<tr>
<td>Contracted</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Disbursed</td>
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<td></td>
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</tbody>
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<table>
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<tr>
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<th></th>
<th>2006</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1st Q</td>
<td>2nd Q</td>
<td>3rd Q</td>
<td>4th Q</td>
</tr>
<tr>
<td>Contracted</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disbursed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 3.4.2 IT Systems Development

<table>
<thead>
<tr>
<th>Description of item</th>
<th>Contract type</th>
<th>Indicative cost €</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security Management Information System (new system for managing security related information and improving security control and quick response within ports in line with ISPS code) – off-the-shelf software</td>
<td>Supply</td>
<td>40,000</td>
</tr>
<tr>
<td>Fleet Security Management Module (to add a new module to the fleet Technical Safety Management System pertaining to fleet security in terms of the ISPS Code) – bespoke software development</td>
<td>Service</td>
<td>75,000</td>
</tr>
<tr>
<td>Port Security Notification Module (to add a new module to the port management system pertaining to ship security in terms of the ISPS Code)</td>
<td>Service</td>
<td>75,000</td>
</tr>
<tr>
<td>Ship Radio Safety Management module (to add a new module to the Fleet Management System for the issuance of ship radio licenses and control of radio safety and ship communication facilities) – bespoke software development</td>
<td>Service</td>
<td>100,000</td>
</tr>
<tr>
<td>IT infrastructure, hardware and off-the-shelf software licences (including any necessary customisation) required for the above systems and the MERMS - to be financed out of Malta funds</td>
<td>Supply</td>
<td>50,000</td>
</tr>
</tbody>
</table>

### 3.4.3 Specialised Equipment

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
<th>Indicative cost €</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard GHS software programme</td>
<td>1</td>
<td>31,000</td>
</tr>
<tr>
<td>Ultrasonic thickness measuring equipment</td>
<td>3</td>
<td>3,500</td>
</tr>
<tr>
<td>Digital video camera with PC interface</td>
<td>2</td>
<td>7,500</td>
</tr>
<tr>
<td>Digital camera with PC interface</td>
<td>1</td>
<td>1,000</td>
</tr>
<tr>
<td>Gas detectors</td>
<td>2</td>
<td>4,200</td>
</tr>
<tr>
<td>Data projector</td>
<td>1</td>
<td>2,100</td>
</tr>
<tr>
<td>Hand-held metal detectors</td>
<td>6</td>
<td>1,500</td>
</tr>
<tr>
<td>Personal protection apparel and equipment</td>
<td></td>
<td>10,000</td>
</tr>
<tr>
<td>Hand-held VHF sets (intrinsically safe)</td>
<td>5</td>
<td>3,500</td>
</tr>
<tr>
<td>IMDG Software database</td>
<td>2</td>
<td>4,700</td>
</tr>
<tr>
<td>Mobile radio system</td>
<td></td>
<td>4,000</td>
</tr>
<tr>
<td>Technical publications</td>
<td></td>
<td>2,400</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>75,400</strong></td>
</tr>
</tbody>
</table>