



2013 ANNUAL REPORT





Comments and inquiries should be directed to:

The CEO
Mr. Neale J Slack

Maritime Safety Authority of Fiji
P.O. Box 326, Suva, Fiji Islands
414 Victoria Parade,
Level 4, Kadavu House, Suva,
Fiji Islands.

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Captain (Navy) Timoci L Natuva
Minister of Works, Transport, Public Utilities
and Public Enterprise, Communications
87 Ratu Mara Road
Samabula
SUVA FIJ

Mr Aiyaz Sayed Khaiyum
Attorney General, Minister for Justice and
Civil Aviation and Tourism
Level 7 Suvavou House
SUVA FIJ

Dear Honorable Ministers

It is with pleasure that I present the Maritime Safety Authority of Fiji (MSAF) Annual Report for the year 2013.

With the establishment of MSAF as a Commercial Statutory Authority came significant change, and numerous, substantial, challenges for Fiji's burgeoning maritime industry. The Authority was tasked with responsibility for maritime safety and security and the protection of the marine environment. I am pleased to report that during the year under review MSAF's board, management and staff, along with industry stakeholders, came together in the spirit of cooperation to develop plans for long-term strategies, and short-term actions, for betterment of the maritime industry.

Moving forward MSAF continues to work to its corporate vision 'to be a dynamic, internationally respected regulator, provider and promoter of maritime safety, security and protection of the marine environment', and remains steadfastly committed to delivering on its obligations, both locally and in the international arena, and meeting, or exceeding, the expectations of its many and varied stakeholders.

Yours Sincerely



Mr. Nigel Skeggs
Chairperson

CHAIRMAN'S REPORT



As Chairman of the Maritime Safety Authority of Fiji it is my great pleasure to introduce MSAF's Annual Report for 2013.

2013 has seen a continuation of MSAF's strategy of reforming into a Commercial Statutory Authority with particular focus on the needs of our stakeholders and our local and international obligations.

2013 was a year of significant internal change and restructuring for MSAF and under the guidance of our CEO the underlying culture of MSAF has developed into being more customer focused. This change has required significant strategic planning and reallocation of resources with the goal of being a customer centric organisation with decentralised presence and support, processes and authority. This process is well underway but as an organisation we are still not in a position that the board would like to see. We must continue to work hard on our commitment to the industry and develop the culture of being a facilitator of compliance. We must partner with our stakeholders and work closely with them to achieve mutually acceptable goals.

2013 has been a year of strengthening old and the development of new relationships with our international partners and I can't stress enough our sincere gratitude for their support by way of knowledge and financial assistance for participation and training of MSAF senior staff. It is important that we continue to develop and leverage against this extensive knowledge and experience and use international best practice to ensure the safety of our seas and those that sail on them. We must also work hard to change the mind set of the general public to ensure the protection of our unique marine environment; an environment

that is fundamental to the sustainability of the livelihoods of the people of Fiji and one of the key selling points for our Tourism Industry. With new emerging mining industries in Fiji we must also ensure that new shipping is safe and the impact of such industries on the marine environment is minimised.

We continue to stress to stakeholders that we are a partner – not just a regulator but also a facilitator of marine safety and guardians of our unique marine environment. It is this partnership that we will build on moving forward.

I would like to take this opportunity to thank all staff at MSAF for coming into 2013 with an open mind and for embracing the new corporate culture that has been developed over the last two years. Without the support of all staff this would not have been possible. In 2014 we will all work smarter and harder with a strong emphasis on individual, departmental and organisational goals with constant assessment and constructive feedback mechanisms. 2014 will be a challenge but I remain confident that our staff will achieve the high level of performance expected of them and I can comfortably commit that in doing so they will have the full support of the board.

I would like to thank the huge efforts made by the board of MSAF in 2013. The board are committed to the advancement of MSAF both internally and externally and are a dedicated team who are a pleasure to work with. Finally, I would also like to thank the ongoing support of Government during our transition, in particular the Honourable Minister for Works, Transport and Public Utilities Mr. Timoci Natuva and the Honourable Minister for Public Enterprises, Mr Aiyaz Sayed-Khaiyum, and their respective departmental staff.

2014 will see another challenging year for MSAF and we look forward to the full support of Government, staff and all stakeholders as we continue along the road of reform and decentralisation.

Achievement of Board Key Performance Indicators

The MSAF Board developed 16 Key Performance Indicators (KPIs) for 2013 to enable the Government to measure the performance of the MSAF Board. The actual achievement of

the KPIs is detailed below:

MSAF Board KPIs	Comments
1. Gazettal of MTD and SRD	Gazetted by Cabinet July 2013, with commencement date of 5th March 2014.
2. ISO Certification of business processes	Signed agreement with FNU with drafting of MSAF procedures commenced.
3. Decentralization of MSAF	Plan commenced but rollout delayed due to availability of office space. Resolved in 2013 with new offices to be completed Q1 2014.
4. Transfer of Assets	Documentation completed and signed by Minister for Works, Transport and Public Utilities. Submitted to Ministry of Public Enterprise in preparation for Cabinet endorsement.
5. Mariner Certification Software	Installed TARDIS Mariner Certification software.
6. Ships Registration Software	Tenders received reviewed, however increased scope for tender required to meet MSAF's short and long term needs. Retender in 2014.
7. Lighthouse Construction	Construction of 8 lighthouses completed in 2013.
8. International Training of Staff	With financial assistance of international organizations staff participated in the following courses in 2013: ILO Maritime Labour Convention Training – Italy ILO Maritime Labour Convention Training – Train the Trainer - Italy Asia Pacific Heads of Maritime Safety Agencies Meeting – Australia IMO General Assembly – UK International Maritime Dangerous Goods Training – Fiji Port State Control Training – Fiji
9. Build MSAF Vessels	Project delayed due to lack of operational budget and development of clear and defined strategic planning for deployment.
10. STCW 5-year Audit	Completed audit of MSAF and FNU in preparation for full audit in 2014.
11. IMO 'mock' Audit	Completed 'mock' audit in preparation for full audit in 2014.
12. Develop National Spill Contingency Plan	Completed and submitted to Solicitor General's Office for vetting.
13. Deploy Mobile Awareness Teams	Three teams trained, resourced – one team deployed in 2013, and 2 teams in 2014.
14. Staff Job Evaluation and Salary Review	Completed and ratified by the board.
15. Assist stakeholders to become compliant	Deployed mobile awareness team, regular news items, school education, reduction in cost of compliance, and preparation for source and supply of vessel safety equipment.



Nigel Skeggs

Chairman

Maritime Safety Authority of Fiji

Date: 26 February 2014

This MSAF 2013 Annual Report was adopted by the Maritime Safety Authority of Fiji Board in April 2014.

For further information contact: nslack@msaf.com.fj

CEO'S REPORT



Continuous planned change, and reform, of the Authority, and the maritime industry, has been evidenced throughout 2013. In terms of the Authority, this change has been both of an external and internal nature, and is ongoing.

Critical activities undertaken throughout 2013 that underpin this necessary change and reform include the gazettal of the Maritime Transport Decree (MTD) and Ship Registration Decree (SRD) with a deferred commencement date of 5 March 2014; European Maritime Safety Agency (EMSA) STCW (Standards of Training, Certification and Watchkeeping for Seafarers) audit of MSAF/Fiji; 'mock' audit by the International Maritime Organisation (IMO) of MSAF/Fiji; independent 5-year STCW (Standards of Training, Certification and Watchkeeping for Seafarers) audit of MSAF/Fiji, and preparation for ISO certification.

A number of requests identified in our 2012/13 public and stakeholder consultations, have been actioned. These include the waiving by the Fiji Government of the 32% import duty on imported foam (utilized in the manufacture of life jackets), thereby lowering the cost of local manufactured life jackets; deferral of the commencement date of the MTD and SRD by six months to enable public and stakeholder compliance; and, reduction in the fees (from 1 October 2013 to 5 March 2014), by approximately 70%, for a small craft survey, registration, and Coasting Trading License, to encourage registration and survey of small craft. MSAF has also decentralized staff, equipment and services throughout 2013, in our drive to deliver remote, mobile, in situ, real-time services.

MSAF established rapport through direct engagement

with a number of international organisations including the International Maritime Organisation (IMO), International Labour Organisation (ILO), Tokyo MOU, and the International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA) that has resulted in direct benefits to MSAF and Fiji. MSAF also have engaged with a number of maritime authorities in the Pacific Region in pursuit of technical cooperation.

The actions taken throughout 2013 lay the platform for enhanced maritime safety, security and protection of the marine environment for Fiji.

Neale J Slack

Chief Executive Officer
Maritime Safety Authority of Fiji
Date: 19 February 2014

CRITICAL ACTIVITIES UNDERTAKEN IN 2013



Listed below is a list of critical activities undertaken by the Authority, by month, in 2013.

January

- Submitted National Spill Contingency Plan (NATPLAN) to Solicitor General's Office for vetting before securing Ministerial approval to implement

April

- Inaugural external Job Evaluation Exercise, Competency Assessment and associated Salary Review of all MSAF roles
- Signed agreement with FNU National Training & Productivity Centre (NTPC) for ISO Certification of MSAF and commenced preparation for ISO Certification

June

- European Maritime Safety Agency STCW (Standards of Training, Certification and Watchkeeping for Seafarers) audit of MSAF and FNU SMS
- Assets transfer document signed by Ministry for Works, Transport & Public Utilities, and submitted to Ministry of Public Enterprises, to prepare Cabinet paper and de-

clare MSAF as a fully fledged reformed Commercial Statutory Authority (CSA)

- United Arab Emirates (UAE) & MSAF Agreement – negotiation
- International Labour Organisation (ILO) Maritime Labour Convention, 2006 (MLC, 2006) funded training of MSAF Officers in Turin, Italy
- TARDIS Mariner Certification system installation

July

- Gazettal of the Maritime Transport Decree (MTD) and Ship Registration Decree (SRD) with commencement date of 5 March 2014
- MSAF attendance at Asia Pacific Heads of Maritime Safety Agencies (APHOMSA) meeting in Cairns, Australia

August

- Port State Control training of MSAF Officers in Suva by Maritime and Ports Authority of Singapore (MPA) Officers
- International Labour Organisation (ILO) Maritime Labour Convention, 2006 (MLC, 2006) Train-the-Trainer funded training of MSAF Officer in Turin, Italy

September

- Mock audit by International Maritime Organisation (IMO) of MSAF and FNU SMS
- Independent 5-year STCW (Standards of Training, Certification and Watchkeeping for Seafarers) audit of MSAF and FNU SMS
- World Maritime Day Celebrations

October

- International Ship and Port Facility Security (ISPS) Code mission from IMO to Fiji
- Recruitment and training of three mobile awareness and survey teams for deployment to more remote rural areas
- Draft Marine (Registration) (Amendment) Regulations 2013, the draft Marine (Coasting-Trade) (Amendment) Regulations 2013, and the draft Marine (Survey Fees) (Amendment) Regulations 2013 endorsed by Cabinet 1 October '13 – fee reductions applicable until 5 March '14

November

- MSAF presentation at Ministry Works, Transport & Public Utilities National Transport and Consultation Forum
- Established contract for hosting of MSAF IT infrastructure
- MSAF Strategic Planning 2-day Workshop (2014-2016)
- Bunker Convention and the Intervention Protocol public and stakeholder consultation and feedback sought

December

- Decentralization of MSAF services and staff commenced
- MSAF participation at the International Maritime Organisation (IMO) General Assembly meeting in London
- Revised Human Resources Policy and Finance Policy
- MSAF projects for construction of lighthouses in 2013 completed
- International Maritime Dangerous Goods (IMDG) training workshop at MSAF

January-December

- Drafting revised marine regulations; public and stakeholder consultation; vetting by Solicitor General's Office



ABOUT THE MARITIME SAFETY AUTHORITY OF FIJI



MSAF'S Services

The establishment of the Maritime Safety Authority of Fiji (MSAF), as a Commercial Statutory Authority (CSA), as the result of the gazettal of the Maritime Safety Authority of Fiji Decree 2009 (Decree no. 2 of 2010) on 9th November 2011, was an essential part of the reform within the Fiji maritime industry.

MSAF is Fiji's national safety agency with a primary role in maritime safety, security, and protection of the marine environment, and is largely government funded. Supplemental revenue is derived through service fees and levies on the shipping industry.

MSAF'S Role

MSAF's role is to enhance maritime safety, security and protection of the marine environment through:

- Participating in the development, implementation and maintenance of national and international maritime safety, security and environment protection standards.
- Monitoring compliance with operational standards for ships in Fiji waters to promote their seaworthiness, safety and pollution prevention.
- Vessel registration and mariner certification.
- Administering training standards and competency of seafarers and coastal pilots.
- Administering compliance of ship builders, providers of life saving appliance, and the like.
- Providing and maintaining the national network of marine Aids to Navigation (AtoN) and navigation systems.
- In consultation with the Marine Spill Pollution Advisory Committee prepare and review the National Marine Spill Response Strategy; fixing of oil pollution levies imposed under the Maritime Transport Decree 2013; use of the National Oil Pollution Pool; and any other matters related to marine oil spills that the Minister for Transport may from time to time specify by notice in writing to the Committee - to avoid, reduce, or remedy pollution, or a significant risk of pollution, by a harmful substance that is causing, will cause, or will likely cause serious harmful consequences to the marine environment or marine interests.
- Delivering related services including:

- o Exercising occupational health and safety inspectorate functions.
- o Conducting maritime safety and pollution prevention public awareness and education campaigns.
- o Providing public access to ship safety and environment protection standards and policies.

MSAF'S Stakeholders

- Maritime industry.
- Fiji Government.
- Fiji community.



OUR VISION, MISSION, VALUES AND WHAT WE SEEK TO ACHIEVE



The Maritime Safety Authority of Fiji (MSAF) deemed it appropriate to create a relevant Vision Statement and Mission Statement that clearly and concisely conveyed the direction to be taken by MSAF. By crafting a clear vision statement and mission statement, MSAF powerfully communicates our intentions, and motivates our team to realize an inspiring common vision of the future.

Likewise, MSAF has created a set of corporate values. Our corporate vision and mission will be accomplished by living according to our values that speak to the economic, social, and environmental responsibilities of MSAF and society.

Vision

To be a dynamic, internationally respected regulator, provider and promoter of maritime safety, security and protection marine environment.

Mission

Guided by relentless focus on our core imperatives, we will constantly strive to implement the critical initiatives required to achieve our Vision. In doing this, we will deliver operational excellence in every aspect of the organisation and meet or exceed our commitments to the many stakeholders we serve. All of our long-term strategies and short-term tactical actions will be moulded by a set of core values that are shared by each and every employee.

What we value

We value a safe, caring, respectful, rewarding, diverse and environmentally responsible work environment and we are committed to:

- Aspiring to excellence in work performance;
- Demonstrating committed and responsive service delivery to all stakeholders;
- Creating and maintaining an enabling environment for legislative compliance;
- Collaborating effectively to achieve results;
- Demonstrating innovation and creativity; and
- Showing leadership to the highest standard.

What we seek to achieve

We seek to achieve our statutory and other obligations as well as address the needs of our stakeholders by focusing on five key achievement areas:

1. Maritime regulatory measures.
2. Monitoring of maritime compliance.
3. Response to marine pollution risks.
4. Systems aiding safe marine navigation.
5. Our people.



CORPORATE GOVERNANCE

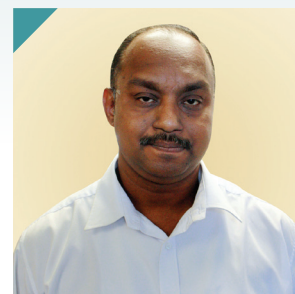
Board

The Authority's senior management team, directors and advisors represent industry specialists in wide ranging disciplines that are critical to our success - maritime safety, security and protection of the marine environment; merchant mariners; Navy; ship building; finance; maritime and business education; maritime law; revenue, customs and ports; and business strategy and operations.

Management Team



Neale James Slack
CEO



Kumar Anand
Manager Human Resources



Nigel Skeggs
Chairman



Commander Francis Kean
Director



Navin Kamlesh
Manager Finance



John Tunidau
Manager Standards & Compliance



David Philp
Director



Biu S. Lavaki
Director



Pauliasi Vakaloloma
Manager Qualification & Licensing



Philip Hill
Manager Port Regulatory & Emergency Response



Jalal Ud Dean
Director



Mavis Joseph
Legal Risks and Audit Officer



Jone Bilitaki
Manager Regional, Enforcement and Compliance

Overview

The Maritime Safety Authority of Fiji Decree 2009 (Decree No. 2 of 2010) [legal notice 121] was gazetted on 9th November 2011, with a retrospective commencement date of 1st January 2011, heralding in the commencement of the Maritime Safety Authority of Fiji ("MSAF").

The Maritime Safety Authority of Fiji is committed in upholding the principles of good corporate governance to ensure that the Authority is directed and controlled in a responsible, professional and transparent manner with the purpose of safeguarding its day-to-day operations.

Role of the Board

The Board is responsible for charting the Authority's strategic direction, objective setting, policy guidelines, goals for management, and monitoring the achievement of these matters. The Board also reviews the Business Plan, Corporate Plan and Statement of Corporate Intent, and Industrial Relations Plan; and, approves Operating and Capital Budgets each year. The Board also reviews matters of a major or unusual nature, which are not in the ordinary course of business.

Composition of the Board

The Board is comprised of the Chairman; Deputy Chairman; Permanent Secretary for Works, Transport & Public Utilities; and two other members.

As the Authority is a nominated government entity undergoing re-organisation / the structural reform process, and in accordance with the Public Enterprise Act 1996, the Minister for Public Enterprises, after consulting the relevant line Minister, appoints the board members.

Directors Code of Conduct

The establishment of a Corporate Code of Conduct and Ethics is designed to promote honest and ethical conduct, including ethical handling of conflicts of interest; full, fair, accurate, timely and understandable disclosure in the Company's periodic reports, and compliance with applicable governmental rules and regulations. The Board periodically reviews and assesses the adequacy of the Code of Ethics and implements any modifications as necessary.

Duties of Directors

The Role of the Directors is defined in sections 32 and 57 of the Public Enterprise Act 1996. A key responsibility of the Directors is to achieve the principal objective of the Government Commercial Company (GCC) as stated in section 43 of the Public Enterprise Act 1996. Section 43 states that:

- The principal objective of every GCC is to operate as a successful business and, to this end, to be as profitable and efficient as comparable businesses that are not owned by the state.
- The principal objective of every GCC is to be achieved through the application of the key principles of public enterprise reform and their elements.



The Articles of the Company, and the individual terms of their respective contract letters also bind the Board.

Fiduciary Duties of the Board

In addition to the above, the Board of Directors of MSAF collectively and individually has agreed on the fulfilment of the following the fiduciary duties towards the Company:

- Exercise the care and diligence of a reasonable person;
- Exercise their power and discharge their duties in good faith and for a proper purpose;
- Avoid conflicts of interest;
- Refrain from improper use of position for personal gain; and
- Refrain from making use of inside information for personal gain.

Board Meetings

The Board held 7 regular meetings during the financial year ended 31 December 2011.

The regular business of the Board during its meetings covered corporate governance, financial performance and risk management, business investments and strategic matters.

Board Sub-Committees

The Board SUB-Committees are responsible for deliberating detailed issues and making suitable recommendations to the Board.

The Sub-Committees of the Board meet as and when required.

The Board Sub-Committees are as follows:

Finance & Audit Sub-Committee

The key role of the sub-committee is to oversee the performance of the Internal Audit function, thus providing assurance on the effectiveness of the Authority's internal control processes and oversee the financial reporting as well as discuss risk management practices.

The sub-committee met once during the year.

Human Resources Sub-Committee

The Committee's responsibilities include, but are not limited to:

- Providing recommendations relating to salaries and agreements;
- Reviewing reports and overseeing the implementation of recommendations arising from audits and reviews of systems and processes;
- Providing strategic direction for human resource management, training, planning and development; and
- Making recommendations to the Board on remuneration issues.

The sub-committee met 4 times during the year.

Policy Based Corporate Governance

The Authority has also adopted a corporate governance policy based approach - to ensure that all employees are committed to the principles of corporate governance standard, consistent with best practice.

Director	Number of Board Meetings Attended	Status
Nigel Skeggs	7	Chairman: 29th June 2013 - 29th June 2015
Sunia Lavaki	7	Deputy Chairman: 12th May 2013 - 12th May 2015
Francis Kean	3	Member: 12th May 2013 - 12th May 2015
David Philp	6	Member: 12th May 2013 - 12th May 2015
Jalal Ud Dean	7	Member: 29th June 2013 - 29th June 2015

MSAF HISTORY

Background

In April 1998, the Marine Department was declared a Reorganization Entity under the Public Enterprise Act 1996 [PE Act 1996], and on 21st December of the same year Cabinet approved its Reorganization Charter that saw the formation of a Shipping Corporation Fiji Limited [SCFL]. SCFL was later wound up in 1999 due to change in Government policy for the Marine Department to be internally restructured.

With the internal restructuring policy, the Marine Fleet became a separate department from the Marine Department. The Marine Fleet Section was renamed the Government Shipping Services, whilst the Marine Department was changed to the Fiji Islands Maritime Safety Administration (FIMSA). Despite the change in name, minimal had been achieved in terms of structural and organizational reforms necessary to improve the regulatory services provided by FIMSA.

The Marine Department reorganization was also carried out simultaneously with the Ports Reorganization in 1998, as their functions were interrelated. The reorganization of Ports [Ports Terminal Ltd. and Maritime Ports Authority of Fiji] saw the formation of Fiji Ports Corporation Limited in July 2005, and transfer of all regulatory functions to FIMSA making it the sole regulator of Maritime and Sea Transport Industry.

FIMSA Reorganization

FIMSA was declared a Reorganization Entity under the PE Act 1996 on 14th March 2006, in line with Cabinet decision [No. 119] and subsequent gazette notice [No. 16/2006] by the Minister of Public Service, Public Enterprises and Public Sector Reforms.

In line with the Cabinet Decision, a detailed review and assessment of the status of FIMSA was carried out to identify the gaps and problems, and appropriate strategies to be implemented in the FIMSA Reorganization.

The reorganization was intended to help establish a solid foundation for FIMSA to strengthen and enhance its operational efficiency thus achieve the principal objective of reorganization to provide an efficient regulatory framework that

meets the IMO Conventions and agreements to which Fiji is a signatory.

The reorganization was also intended to enable the New Entity to adopt a customer focused and business oriented structure and a change of philosophy on work organization, conditions, patterns, attitudes and ethics. The process also intended to facilitate proper maritime training of local officers, and seafarers in foreign-going shipping companies.

Reorganization Charter

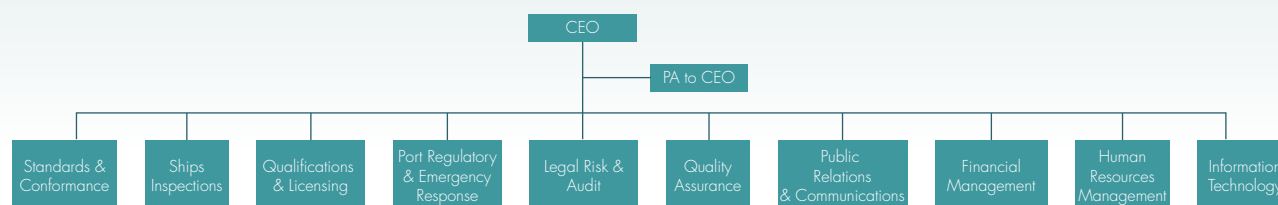
Cabinet approved the FIMSA Reorganisation Charter at its meeting on 20th November 2007. The Charter served as a road map for effective implementation and monitoring of the restructure process by the Ministry of Public Service, Public Enterprises and Public Sector Reforms in coordination with the Ministry of Transport.

Commencement Notice of MSAF

The Maritime Safety Authority of Fiji Decree 2009 (Decree No. 2 of 2010) [legal notice 121] was promulgated on 11th November 2011, with a commencement date of 1st January 2011, heralding in the commencement of The Maritime Safety Authority of Fiji ("MSAF").



FUNCTIONAL AREAS OF RESPONSIBILITY



Standards & Conformance – Ensure conformance of MSAF/ Fiji to the requirements of all international maritime obligations Fiji is party to, and local maritime legislation reflects such obligations; and, MSAF continuously meets these international obligations and local legislation, as they regulate Fiji's maritime industry. Establish rapport with international maritime entities and maritime authorities, and secure support for Fiji/MSAF, to meet their core maritime safety responsibilities.

Ships Inspection - To ensure strict compliance with Maritime Safety Regulation and Marine Protection Regulations with respect to the flag state inspection, port state control inspection, marine investigation and maritime audits.

Qualifications and Licensing - Provide timely and efficient registration of seafarers and vessels.

Port Regulatory & Emergency Response - Regulate the operations of Fiji's international and domestic ports; ensure the provision of reliable aids to navigation; ensure the protection of the marine environment; and assist in marine emergencies.

Regional Enforcement & Compliance - Ensure all ships are checked and are compliant with all maritime safety standards and procedures.

Legal Risk & Audit – To provide legal support services, implement risk management programs, and manage marine investigations processes, to ensure full compliance with statutory requirements.

Quality Assurance – ensure a desired level of quality in

the development, production, and delivery of products and services.

Public Relations & Communications - deliberate, planned and sustained effort to establish and maintain mutual understanding between our organisation and the public, and between our organisation and its staff.

Financial Management - Ensures the Authority's fiscal resources are utilized in a manner consistent with the intentions of the Authority's Board and management.

Human Resources Management - management that links people-related activities to the strategy, business goals and objectives of the organisation.

Information Technology - provision of information systems, which will support decision-making and delivery of services, in terms of efficiency and effectiveness.



RELEVANT LEGISLATION

The following legislation relates to and enables MSAF's operations.

Acts/ Decrees

- Marine Act 1986
- Marine (Amendment) Decree 2009
- Marine (Amendment) Decree 2010
- Marine (Amendment) Decree 2012
- Maritime Safety Authority Decree 2009 (Appendix A)
- Public Enterprise Act 1996
- Employment Relations Promulgation 2007
- Companies Act (Cap 247)

Regulations

- Marine (Coasting –Trade) Regulations 1990
- Marine (Survey Reports) Regulations 1990
- Marine Applications of Marine Act Provision to Fishing Vessels (L/N 74/91)
- Marine (Pilotage) Regulations 1990
- Marine (Pilotage Fees) Regulations 1990
- Declaration of Pilotage Areas
- Marine (Light Dues) Regulations 1990
- Marine (Survey Fees) Regulations 1990
- Marine (Preliminary Investigation Procedures) Regulations 1990
- Marine (Registration) Regulations 1990
- Marine (Fiji Small Craft Code) Regulations 1990
- Marine (Masters and Seamen) Regulations 1990
- Marine (Fiji Maritime Code) Regulations 1990
- Marine (STCW Convention) Regulations 2001

Amendments

- Marine (Light Dues) (Amendment) Regulations 2006
- Marine (Coasting – Trade) (Amendment) Regulations 2006

- Marine (STCW Convention) (Amendment) Regulation 2006
- Marine (Masters and Seamen) (Amendment) Regulations 2006
- Marine (Pilotage Fees) (Amendment) Regulations 2006
- Marine (Survey Fees) (Amendment) Regulations 2006
- Marine (Registration) (Amendment) Regulations 2006
- Marine (Coasting – Trade) (Amendment) Regulations 2009
- Marine (STCW Convention) (Amendment) Regulations 2010
- Declaration of Pilotage Areas (Amendment) Order
- Marine (Survey Fees) (Amendment) Regulations 2013
- Marine (Coasting-Trade) (Amendment) Regulations 2013
- Marine (Registration) (Amendment) Regulations 2013



THE CONSTITUTION OF THE REPUBLIC OF FIJI

On 06th September 2013, the President of Fiji formally assented to a new constitution – the Constitution of the Republic of Fiji 2013, which came into effect immediately.

Some of the major features of the Constitution include:

- A common and equal citizenry.
- A voting system of equal votes of equal value.
- A secular state and religious liberty.
- An independent and impartial judiciary and equal access to the law.
- The right to legal aid assistance.
- Specific protection of the ownership of i'Taukei and Rotuman lands and recognition of their unique culture, customs, traditions and language.
- The protection of the rights of leaseholders.
- Specific recognition of the culture and language of Indo-Fijians, other Pacific islanders and other immigrants and settlers.
- A Bill of Rights containing specific provisions guaranteeing a range of civil and political rights and, for the first time, social and economic rights. These include the right to education, economic participation, a just minimum wage, transport, housing, food and water, health and social security.
- A free media and freedom of speech, expression, movement and association.
- The safeguarding of the environment.
- The compulsory teaching of the i'Taukei and Fiji Hindi languages at primary school level, along with English as the common language.
- The right to multiple citizenship but a provision that only

- Fijian citizens be entitled to stand for Parliament
- The right to fair employment practices.
 - The right to join, form or campaign for a political party.
 - The right to privacy.
 - An Accountability and Transparency Commission which, for the first time, will hold all public office holders accountable.
 - A Code of Conduct for public office holders.
 - A provision requiring public office holders such as civil servants, members of the disciplined forces and trade unionists to resign before contesting a seat in Parliament.

Of interest is Chapter 12, Section 163 of the Constitution, which deems MSAF as a public office by virtue of its establishment as a statutory authority under the MSAF Decree 2009. Essentially, this obligates MSAF to abide by the code of conduct prescribed in Chapter 6 Part A.

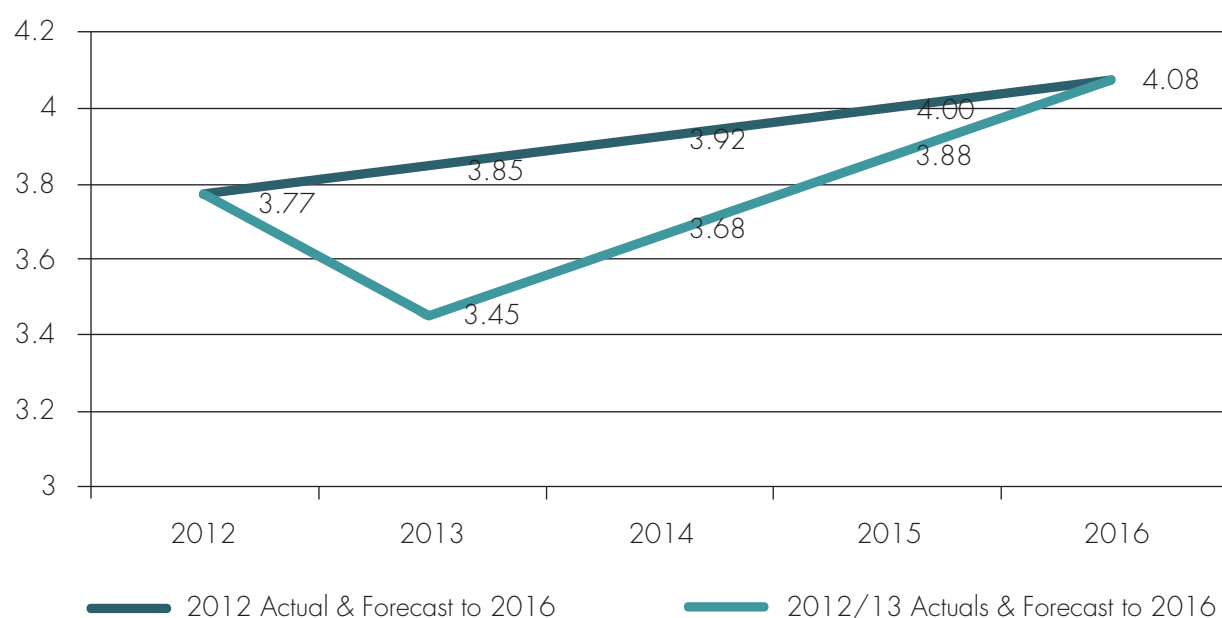
Furthermore, Chapter 2 Bill of Rights Section 6 binds every person performing the functions of a public office. This means that every Employee of MSAF performing its functions must respect, protect, promote and fulfill the rights and freedoms recognized in this Chapter. For example, Section 25 stipulates that every person has the right to access information held by the public office (MSAF) with the proviso that a law may limit and regulate the procedure under which information held by the public office (MSAF) may be made available.

Whilst the MSAF Decree 2009 establishes MSAF, MSAF is mindful of its obligations under the Constitution of the Republic of Fiji – the supreme law of the State.

HUMAN RESOURCES MANAGEMENT

Organisational 'Health' Index (Employee Climate)

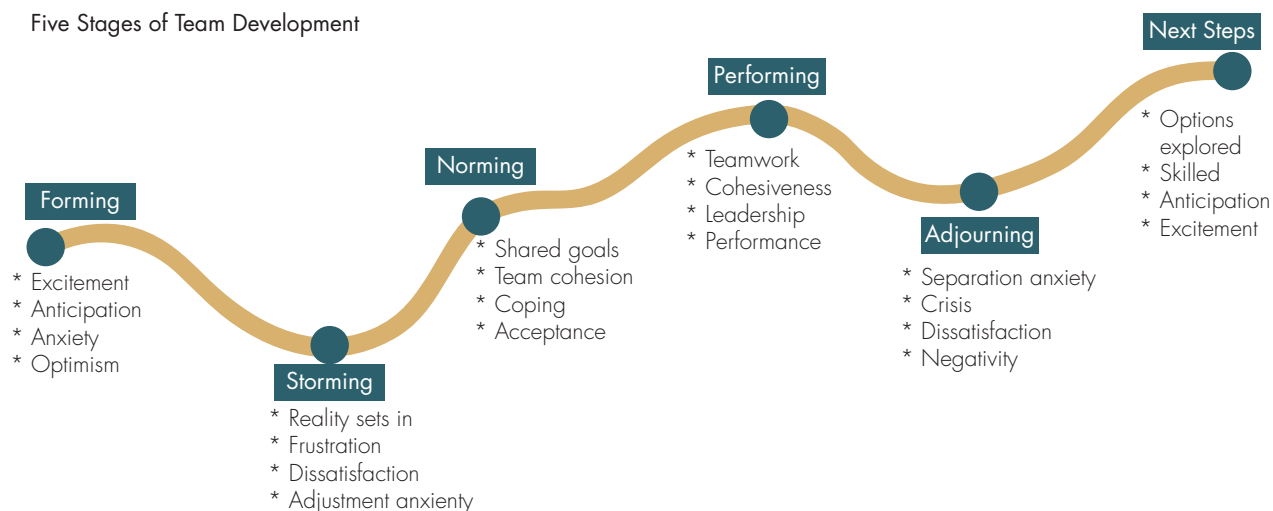
The main purpose of the 2013 survey was to highlight trends and emerging issues, and compare to the 2012 benchmark and with the Fiji benchmark for best practice. The results portray a picture of how MSAF was progressing, and reflect the perceptions of the employee respondents. Perceptions and attitudes about MSAF impact on and influence behaviour, motivation and performance.



The result of MSAF's 2013 Organisational 'Health' Index measurement indicated a rating of 3.45, being an overall decrease of .32 (8%), as opposed to the predicted increase of 0.08 (2%). Whilst this result differed from the predicted result, the actual result can be logically explained. Considering MSAF is undergoing massive reform in its transition from a government department (FIMSA) to a commercial statutory authority (MSAF) most aspects of the organisation have changed and are continuing to change. Likewise, MSAF

employee demographics have changed and continue to change dramatically – ongoing reduction in the number of FIMSA staff that transferred across to MSAF, increased introduction of new highly qualified staff with commercial backgrounds and experience, and increased percentages of women and Indo-Fijian staff, to name but a few. MSAF in effect has been building a 'new' employee team. To explain MSAF's 2013 Organisational 'Health' Index result we refer to the graph below – 5 stages of group development.

Five Stages of Team Development



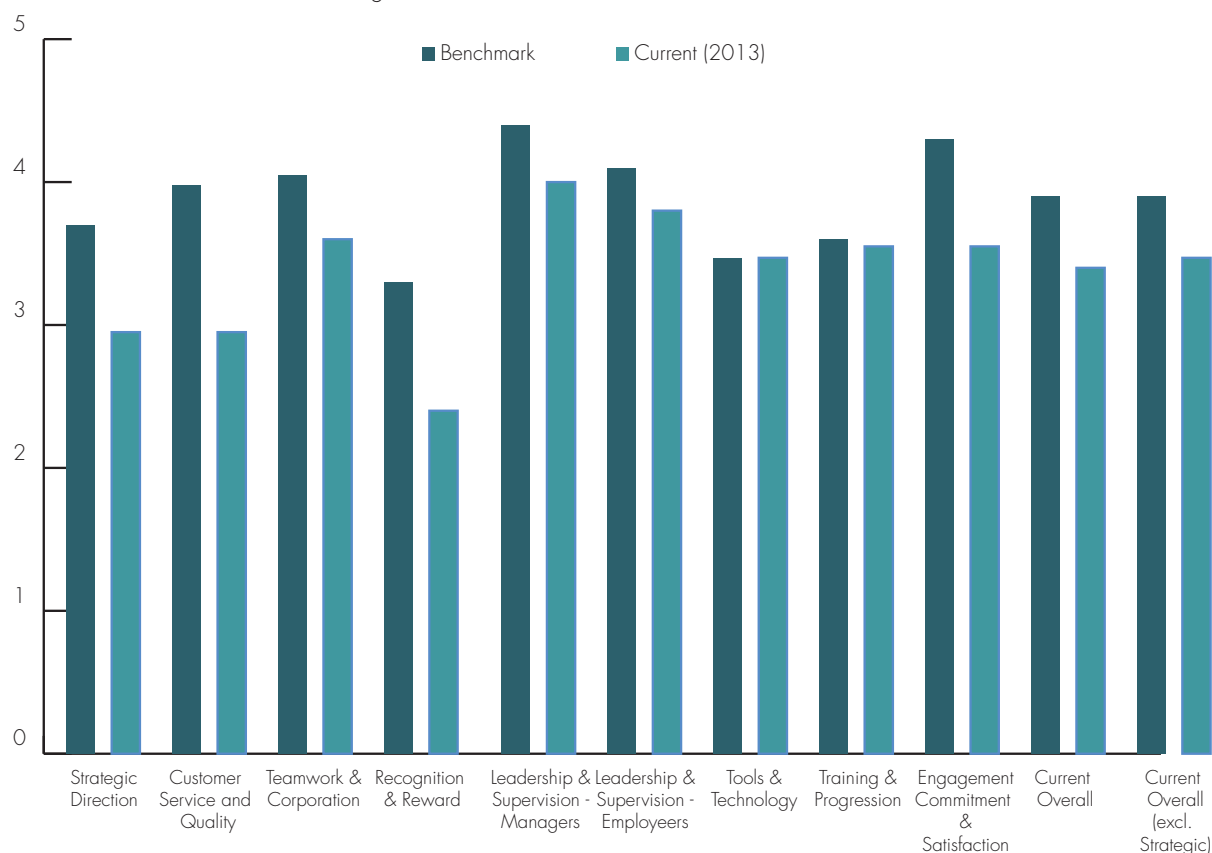
With the establishment of MSAF in November 2011, employees moved into the forming stage of organisation group development – excitement, anticipation, anxiety, and optimism. As MSAF moved into 2012 and 2013 employees moved into the storming stage – reality set in, frustration, dissatisfaction, and adjustment anxiety. This explains why the Employee ‘Health’ Index for 2013 decreased by .32 (8%), when compared to 2012.

It is the opinion of the MSAF Board and management that during the year 2014 employees will move into the norming

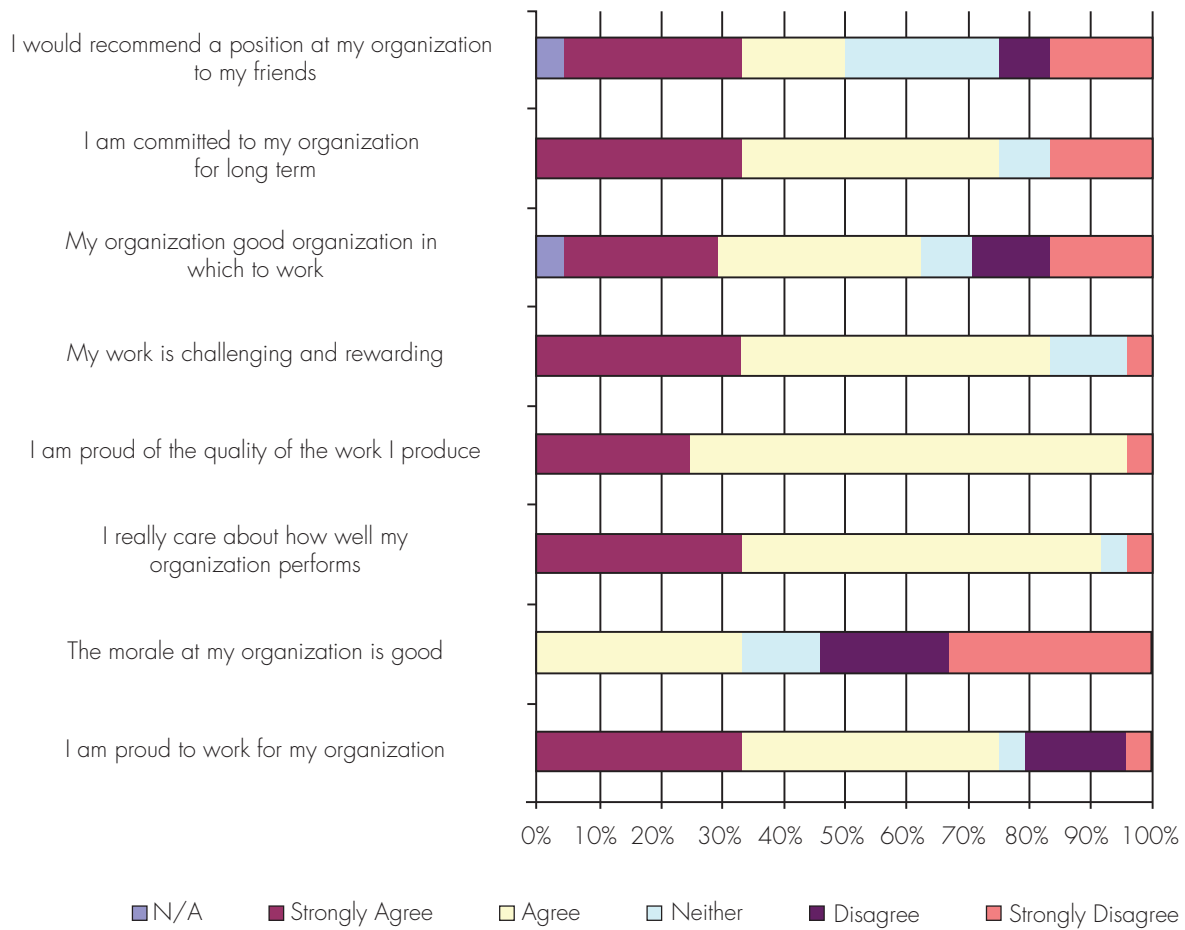
stage – shared goals, team cohesion, coping, and acceptance, resulting in a marked increase in the Employee ‘Health’ Index for 2014 of 0.23 (7%). The reason for such a prediction is that evidence is already available - symptoms of the norming stage are evident across MSAF employees.

Further analysis of MSAF’s 2013 Organisational ‘Health’ Index was carried out, and compared against Fiji benchmarks. In addition, Employee Commitment & Satisfaction, and Employee Recognition analysis confirmed the storming stage MSAF has moved through.

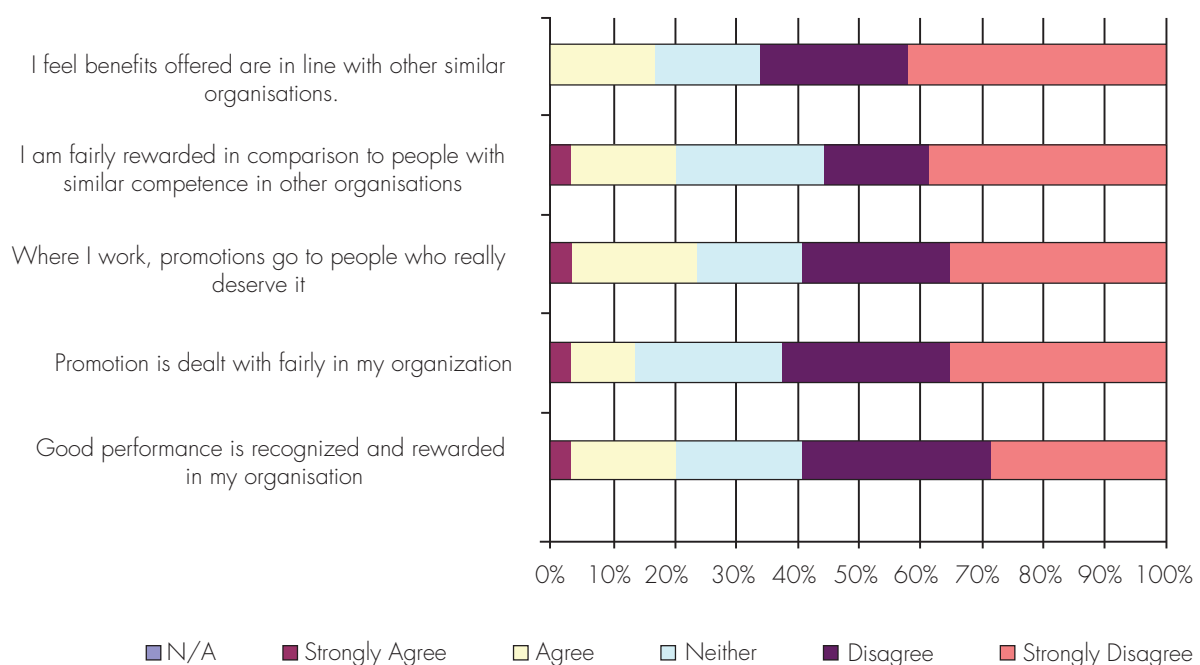
Organisational Health Index - Benchmark Vs. Current



Employee Commitment and Satisfaction



Employee Recognition



The results of MSAF's 2013 Organisational Health Index (Current vs Benchmark), Employee Commitment and Satisfaction, and Employee Recognition, highlighted various areas that MSAF focused on to positively impact employee behaviour, motivation and performance:

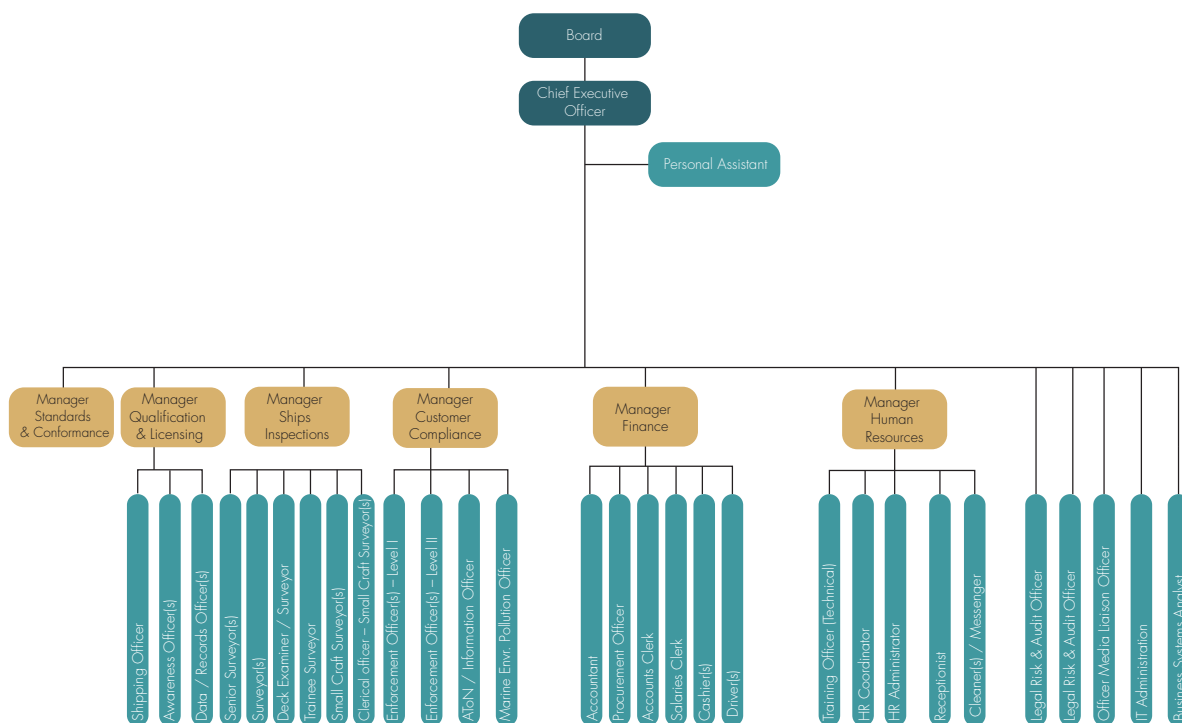
- Implemented strategies to increase communications.
- Developed succession planning.
- Assisted users to better utilize technology.
- Ensured MSAF's Strategic Plan, Corporate Plan & Statement of Corporate Intent were in place and communicated to staff.
- Identified training needs of staff and developed an appropriate plan to address the most critical areas.

Organisational Chart

Ongoing review and structural change was required of MSAF's organisational structure:

- to meet the State's and MSAF's ever increasing international maritime obligations;
- to meet the ever changing industry demands;
- to meet government's expectations of MSAF as a commercial statutory authority under reform;
- as MSAF undergoes reform;
- as support from government is withdrawn from MSAF – Government ITC, Solicitor General's Office, Line Ministry Media Liaison Officer, and so forth;
- to meet MSAF's internal requirements, to cope with the aforementioned changing operating environment; and
- to continue to flatten MSAF's organisational structure, to improve communications.

The following organisation chart details the Board-approved 2013 MSAF organisational structure, which exhibits structural recommendations of the 2013 External Job Evaluation Exercise.



Total MSAF budgeted approved manning for 2013 was 101, Board-approved manning was 85, actual manning was 80, and vacancies were 5.

Operations Management

Identified Objectives

The main purpose of the 2013 survey was to highlight trends and emerging issues, and compare to the 2012 benchmark and with the Fiji benchmark for best practice. The results portray a picture of how MSAF was progressing, and reflect the perceptions of the employee respondents. Perceptions and attitudes about MSAF impact on and influence behaviour, motivation and performance.

The major objectives and obligations of MSAF in 2013 were to ensure –

- Compliance with the guidelines as specified in the Re-organisation Charter of the Fiji Islands Maritime Safety Administration (FIMSA) leading to the establishment of a commercial statutory authority known as the Maritime Safety Authority of Fiji (MSAF).
- MSAF's overall strategic priorities [Outputs/Key Result Areas (KRA's)] were linked to the overall strategic priorities of the Government, namely the People's Charter for Change, Peace and Progress, which forms the guiding principles for the Roadmap for Democracy and Sustainable Socio-Economic Development 2010-2014; and, the Ministry for Works, Transport and Public Utilities (MSAF's line Ministry) objectives.
- MSAF supports the Government's vision to implement reforms in terms of Re-Organisation and Corporatisation of Government Entities Public Enterprise Act 1996), by ensuring:
 - o Guiding principles of the reform were adhered to:
 - Clarity of objectives
 - Management autonomy and authority
 - Strict accountability of performance, including non-commercial and community obligations
 - Operations based on principles of a level playing field
 - o Purposes of reorganisation were met - become more efficient and productive; more accountable; better organized; and make a good return on investment.
- MSAF's national and international obligations were met
 - MSAF as a regulatory body is responsible for maritime

safety, security and protection of the marine environment. These Included:

- o Flag state control survey and inspections
- o Port state control inspections
- o Registration & Certification of Vessels
- o Marine qualifications, including the licensing and certification of seafarers
- o Boating safety standards, awareness, education, and training
- o Provision of Aids to Navigation (AToNs)
- o Certification of Maritime Training Institutions
- o Certification of Maritime Service Providers
- o Regulation of pilotage services
- o Ships & Ports Security under the ISPS Code requirements
- o Protection of the marine environment

Strategies, Performance Measures and Targets

The MSAF has direct linkages to the Roadmap for Democracy and Sustainable Socio-Economic Development 2010-2014.

On 1st of July 2009 the Prime Minister launched Fiji's Strategic Framework for Change. This documents set out a broad framework for Fiji and the objectives of the Government until 2014.

The Government has subsequently developed the Strategic Framework for Change into a "Roadmap for Democracy and Sustainable Socio-Economic Development." This is the Government's Strategic 5-year Development Plan, for the period until the General Elections in 2014.

The Roadmap sets out the various strategies that need to be put in place, the agencies that will implement them, and the timelines, in accordance with the Mandate given by the President. The 11 Pillars of the People's Charter for Change, Peace and Progress, form the guiding principles for this Roadmap.

MSAF's 2013 overall strategic priorities [Outputs/Key Result Areas (KRA's)] were linked to the overall strategic priorities of the Government in two key strategic areas –

Outcome No. 6 – Public Sector Reform

- Improve Public Sector Efficiency and effectiveness.

Outcome No. 24 – Transport

- An integrated Transport System that is efficient, safe and environmentally sustainable.

Outcome No.	Targeted Outcome	Ministry Key Performance Indicators (KPI)	MSAF Key Result Areas (KRA) - Outcomes
6	Improve performance, efficiency and effectiveness of MSAF.	Right sizing and corporatization of Fiji Islands Maritime Safety Administration (FIMSA) to a triple-E (economy, efficiency, and effectiveness) focused Commercial Statutory Authority (CSA) - Maritime Safety Authority of Fiji (MSAF). Ministry of Public Enterprise	<p>Output 1 – Reorganization of FIMSA.</p> <p>Output 2 – Reporting to the Board.</p> <p>Output 3 – Consulting the Board.</p> <p>Output 4 – Monitoring, observing and consulting.</p> <p>Output 5 – Coordination between the Authority and stakeholders.</p> <p>Output 6 - Drive Operations and Budget of the Authority.</p> <p>Output 7 - Management and development of the human resources of the Authority.</p> <p>Output 8 - Drive and manage finances of the Authority.</p> <p>Output 9 - Promotion of the entity.</p> <p>Output 10 - Develop and manage the Information Technology (IT) needs of the Authority.</p> <p>Output 11 - Achieve all factors that are necessary to realize business success.</p>
24	An integrated maritime Transport System that is efficient, safe, and environmentally sustainable.	A maritime Transportation System that is efficient, safe, affordable and environmentally sustainable. Ministry of Works, Transport, and Public Utilities	<p>Output 12 - Maintenance of Registry of Vessels.</p> <p>Output 13 - Maintenance of Registry of Qualified Seafarers.</p> <p>Output 14 - Compliance with Safety Regulations (Ships Inspection)</p> <p>Output 15 - Maintenance of Aids to Navigation</p> <p>Output 16 – Environmental protection.</p> <p>Output 17 – Maritime Laws, Risk and Internal Audit</p> <p>Output 18 – Regional, Enforcement and Compliance</p> <p>Output 19 - Monitor and Regulate Maritime Security (ISPS Code)</p> <p>Output 20 – Regulating of Search and Rescue</p>

MSAF's authority-wide and departmental SMART (Specific, Measureable, Attainable, Realistic, Time-Based) performance measures, accountabilities and performance are detailed.

Authority-Wide Responsibilities and Performance

MSAF Output (KRA)	Action/Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
Output 1 – Reform of MSAF.	1.Preparation and implementation of a Human Resources Policy Manual.	In place	No evidence of staff not adhering to the Human Resources Policy Manual.	90%	Staff trained in policy.
	2.Preparation and implementation of a Finance Policy Manual.	In place	No evidence of management and staff not adhering to the Finance Policy Manual.	100%	Further review underway.
	3.Preparation of MSAF Strategic Plan (2013-2015), Annual Corporate Plan (ACP) 2013, Employment & Industrial Relations Plan 2012, and Statement of Corporate Intent.	April 2013 – first draft November 2013 – feedback from Ministry of Public Enterprise (MPE)	MSAF Board and Ministerial approval of MSAF Strategic Plan (2013-2015), Annual Corporate Plan (ACP) 2013, Employment & Industrial Relations Plan 2013, and Statement of Corporate Intent.	90%	Delay in provision due to external consultant and awaiting feedback from MPE
	4. Preparation of MSAF Annual Report 2012.	December 2013.	Auditor General's endorsement of MSAF Audited Accounts.	100%	Office of the Auditor General Audit Report provided in December 2013
			Submission of Annual Report 2012.	80%	Annual Report to be supplied early 2014.
Output 2 – Reporting to the Board.	1.Transparent interfacing between Board and CEO.	Ongoing.	No disputes between Board and CEO.	100%	Achieved
	2.Timely compilation of corporate documents to the Minister of Public Enterprises.	Ongoing.	No delays in meeting Ministry documentation requirements.	100%	Achieved
	3.Timely compilation of technical reports and Cabinet papers to the Minister of Works, Transport and Public Utilities.	Ongoing.	No delays in meeting Ministry documentation requirements.	100%	Achieved

MSAF Output (KRA)	Action/Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
	4. Timely compilation of technical reports to the Board.	Ongoing.	No delays in meeting Board documentation requirements.	90%	Some timelines not met due to delays in management provision of reports.
Output 3 – Consulting the Board – in terms of Corporate Governance, and duties and responsibilities of the Board.	1. Plan, develop and implement Strategies.	Ongoing.	Meet Authority's strategic aims and objectives.	70%	CAPEX plans not met
			No breach of relevant legislative requirements and Regulations.	100%	Achieved
	2. Formulation of Corporate Governance Policy, Board Charter, Board Sub-Committee Charter, and Board Accountabilities and Independence Policy.	Ongoing.	Corporate Governance Policy, Board Charter, Board Sub-Committee Charter, Board Accountabilities and Independence Policy, are documented and implemented.	100%	Achieved
Output 4 – Monitoring, observing and consulting.	1. Policing the maritime related Conventions and Policies that the Government is signatory to.	Ongoing	No legal prosecutions on Maritime Conventions.	100%	Achieved
	2. Consulting the Board re (1).				
	3. Ensure that the Authority is adhering to International Maritime Obligations.	Ongoing.	No international legal confrontation on Maritime Regulations.	100%	Achieved
Output 5 – Coordination between the Authority and Stakeholders.	1. Coordinate working relationships with –				
	(i) Ministry of Works, Transport and Public Utilities.		No Ministry directive is overlooked.	100%	Achieved
	(ii) Assorted Ministerial stakeholders, and other State		No unresolved disputes.	100%	Achieved

MSAF Output (KRA)	Action/Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
	and non-State agencies.		No unresolved disputes.	100%	Achieved
	(iii) Local and foreign maritime industry stakeholders and partners.		No negative feedback.	100%	Achieved
	(iv) Fiji Navy and Fiji Police.				
	(v) FNU School of Maritime Studies.	Ongoing review of management structure.	Training is compliant to regulations governing it.	80%	MSAF addressed FNU SMS non-compliance issues identified in audit (s). Compliance issues exist and courses suspended.
Output 6- Drive Operations And Budget of the Authority.	1. Compile and maintain a feasible management structure.	Ongoing review of budget Initial budget established December 2011, and then at minimum, ongoing achievement of budget.	Management structure in place and supports achievement of all goals and objectives.	100%	Achieved
	2. Ensure budgeted income, expenditure, cash flow and assets achieved or exceeded.	Initial sectional operational strategy 31 December 2011, with ongoing amendment	Financial budget, CAPEX budget, and corporate/ functional area net contributions attained.	80%	Expenditure exceeded due to Public & Stakeholder consultation & Awareness re MTD & SRD. CAPEX Budget not achieved and funding withdrawn.
	3. Review and maintain effective sectional operational strategy.		No operational failure.	100%	Achieved

Human Resources Management

30

MSAF Output (KRA)	Action/Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
Management and development of the Human Resources/ Capital of the Authority	7.Ensure Performance Appraisal completed within specified time frames in the Policy	Ongoing	All annual appraisals to be completed within specified time frame.	100%	Achieved
	8.Ensure succession planning system implemented and operational	December 2013 and then ongoing	Succession plans in place for all staff by December 2013.	50%	Expected completion early 2014
	9.Ensure HR Monthly, Fortnightly and Quarterly Reports generated and provided expediently.	Ongoing	All reports provided within three working days or specified time frame.	60%	Delays in ongoing provision of reports.
	10.Ensure suitable recruitment and retention regime implemented and operational	June 2013 and then ongoing	All recruitments and placements concluded effectively with most capable person recruited to the role	80%	Recruitment on an ongoing basis

Finance Management

MSAF Output (KRA)	Action/Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
Output 8 – Drive and manage finances of the Authority.	1.Ensure management of financial expenditure and revenue of the Authority.	Ongoing.	Operational budgets established and operated, and Budget versus Actual variance <5%. Cash flow sustained to operate Authority No overspending against budgets. Net contributions of Authority (and each functional area) achieved. Average payables ageing : 30-60 days Average receivables ageing: <60 days	95%	Variance of actual against budgeted amount was 5%. Sufficient cash flow sustained to operate Authority Overspending against budget was 5% Payables remained between 30-60 days 25% receivables exceeded 90+ days

MSAF Output (KRA)	Action/Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
			Month end close of accounts and generation of financial reports within 15 working days.		All month end reports were submitted on time.
	2. Ensure Accounting Software implemented	Completed	100% Ministerial and Board reporting schedules met.	100%	All reports submitted on time
	3. Ensure accounts are auditable.	Ongoing	Auditor General's endorsement of MSAF Annual Reports without deviations and non-conformances.	95%	2013 financials yet to be audited. However draft accounts have been submitted to OAG.
	4. Ensure management of capital expenditure and CAPEX grant of the Authority.	Ongoing	Timely call and evaluation of tenders for all capital projects. Ensure all applied capital funds are drawn down within timeline submitted in the budget and utilized before end of year.	70%	Projects worth \$1.4m were not completed in 2013.
	5. Motor Vehicle Fleet Management	Ongoing	Ensure all vehicles are in working conditions at all times. Ensure proper and accurate records are maintained in relation to all vehicles. Ensure quarterly reports are submitted on the health and utilization of vehicles.	95%	Vehicles were maintained in good order and condition, however, quarterly reports were not compiled. Asset register has been maintained, however, work is still going on to tag and label all assets.
	6. Fixed Assets	Ongoing	Ensure all assets of the Authority are properly recorded in the assets register. Ensure all assets are properly tagged and Board of survey done bi-annually. Ensure reports are submitted on the health of the assets with recommendations for upgrade, replacement or disposal.	95%	

MSAF Output (KRA)	Action/Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
	7.Ensure payroll and related schedules are maintained	Ongoing	Fortnightly payroll is processed without errors. All supporting documentation is filed. Annual leave provisions are maintained and all leave utilization and balances are correctly recorded. Monthly submission to FRCA is done by due dates for EMS and PAYE tax is paid by due date. FNPF payment is done by due date. Analysis is done for each pay period and all deviations are justified with comments.	100%	New format of reports designed to achieve all the required KPI's
	8.Ensure surplus funds are invested.	Ongoing	Surplus funds of the Authority are invested and gaining best available interest rates.	100%	Funds invested with ANZ on short term money market.
	9.Ensure Environmental Levy Trust account is properly maintained	Ongoing	All Environmental Levy invoices are done in a timely manner All debts are collected in a timely manner and all actions taken against non paying customers to recover debts Separate bank accounts is maintained and reconciliation carried out in a timely manner.	98%	Debt has been brought under control during the year. However, about 2% of debtors still needs closer attention to be classified under 30 days.

Media Liaison

MSAF Output (KRA)	Action/Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
Coordinate all information and communication about MSAF as part of its information, advocacy and marketing strategy	Articles for print, broadcast and online updates produced	Ongoing	Timely production and distribution of MSAF news	60%	Articles prepared & disseminated on an ongoing basis
	Planning blue-prints for all publications endorsed	Ongoing	All scheduled Publications printed		

MSAF Output (KRA)	Action/ Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
Manage and develop approved MSAF information services	MSAF Publications appropriately designed and layout	Ongoing	Record of MSAF publications	60%	Media Liaison Officer terminated.
	MSAF Publications distributed on time		Articles on MSAF published on web as it comes up		
	Discussing hot topics on intranets such as promotional materials e.g. use of RSS feed, attending World Maritime Day etc	Ongoing	Vernacular publications updated and disseminated		
	Dissemination of MSAF updates to stakeholders and media.	Ongoing	Circulate articles about MSAF to wider audiences through networks		
	MSAF stakeholder/ media networks maintained	Ongoing	MSAF Articles published in mass media.		
	Stakeholder/ media database updated	Ongoing	Timely response		
	Electronic network established with stakeholders/ media such as a MSAF Facebook page	Ongoing	Updated database for MSAF reporting and planning purposes		
	Media Correspondences logged into MSAF system	Ongoing			
	Create an RSS feed for MSAFs upcoming new phase II website	Ongoing	Email list updated and contacts established		
Efficiently route relevant information to key stakeholders	Coordination of Publications and dissemination of:			60%	Limited materials created & information disseminated.
	- Awareness/ training materials, pamphlets, brochures, posters on MSAF	Ongoing	Timely production and distribution of awareness/ training materials		
	- Email stakeholders/ media on MSAF updates	Ongoing	Updated brochures and posters about MSAF		

MSAF Output (KRA)	Action/ Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
Be the focal point for MSAF information and provide appropriate information services	Noticeboards are actively used	Ongoing	Creative Posters for MSAF awareness	60%	Limited materials created & information disseminated.
	Weekly enews for staff provided	Ongoing			
	Media releases for activities at regional and national level run by MSAF	Ongoing	Number of media releases		
	Documenting of key events for training and marketing purposes organized	Ongoing	Media articles/ reports MSAF DVD shots archived		
	Regular Website information maintenance	Ongoing	MSAF website information remain current and updated		
	Dissemination of electronic updates to networks	Ongoing	Electronic updates disseminated at a means of providing awareness for the existence of MSAF website		
Communicate and market MSAFs programmes	Communications and Sponsorship plan drafted	Ongoing	Branding guideline (manual) developed and effectively used and marketed	80%	Communications plan drafted, branding developed and Policy's drafted
	Media Policy and Communications Policy drafted	Ongoing			
	Branding of all MSAF materials eg. Standard business cards etc	Ongoing			
	Communication etiquette around officers and field work introduced and implemented	Ongoing			
Coordinate MSAFs information, advocacy and marketing strategy	Social network Facebook space available on the MSAF site created for the new website and linked.	Ongoing	Growth in MSAFs stakeholder/ media network MSAFs visibility increased	100%	Achieved
	Marketing / Communication activities identified from the Plan.	Ongoing	Number of requests (demand) for MSAF services grow		

MSAF Output (KRA)	Action/Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
	Promote MSAF articles on Facebook in order to keep track with Stakeholders/ media.	Ongoing	Articles published in the local dailies and MSAF website as and when required		
	Awareness on decrees and regulations effectively disseminated.	Ongoing	Formal means of MSAF communication advocacy and plan identified and using of the proper brand for any communication process.		

Information Technology

MSAF Output (KRA)	Action/Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
Output – Develop and manage the Information Technology (IT) needs of the Authority	1. Establish IT function in the Authority.	Ongoing	IT staffing recruited and started on 01/10/2012	80%	Recruited IT Administrator
	2. Develop and enhance the Authority's website.	Ongoing	Functional Authority website operational, and capable of all required online transactions.	80%	Online Payment gateway to be completed by Jun 2013
	3. Provide sufficient support services to assure reliability of information technology equipment and software.	Ongoing	>95% uptime for Authority's information technology equipment and software. Average response time of <2 hours per outage.	80%	ITA addressed majority of issues experienced
	5. Staff information technology competency requirements are identified and included in staff core competency assessments.	Ongoing	All staff is assessed regarding IT competencies, and IT training plans developed and implemented.	55%	Training to be ongoing after the IT infrastructure is established
	6. Design IT Policies and Implementation with all MSAF employees	All staff is assessed regarding IT competencies, and IT training plans developed and implemented.	All staff to sign the policy when issued company asset for proper handling of MSAF assets	90%	To be completed by 2013

Quality Assurance

MSAF Output (KRA)	Action/ Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
Ensure Quality Assurance Compliance for Business Excellences	1.Ensure ISO 9001:2008 Certification of the Authority and ongoing compliance	May' 14 and ongoing	I.Application for ISO certification to the Certification Body by May 2014	30%	Procedures for HR and IT pending.
			II.Certification Audit by May 2014	30%	2 Internal Audits to be carried in 2014, one by MSAF Internal Auditors and one by FNU.
		Q1' 2014 and ongoing.	III.Ensure MSAF's QA system is updated to reflect the changes in the MTD/ SRD, Regulation, etc through quarterly audits.	30%	SOP's have been identified by HODs that require amendments as per MTD and SRD.
	2.Ensure Authority's National and International compliance	Q'4 2014	i. Ensure MSAF Continuous Improvement and Compliance to all IMO conventions and ISO requirements;	30%	Procedures been implemented for respective departments and training on such. Internal Audit planed for March 2014.
			Q'1 2014 Standard Target 50% Q2' 2014; Standard Target 65% Q3' 2014; Standard Target 80% Q4' 2014; Standard Target 95%		
			ii. Sep' 13 IMO Mock audit findings addressed (8 Official and 57 unofficial findings for MSAF	30%	Findings have been addressed as procedures have been drafted.
			Sep' 13 STCW audit findings addressed; for MSAF (6 Official and 26 unofficial findings)	70%	Procedures written and implemented and Audit carried out on Fiji National University School of Maritime Studies.
	3.Ensure MSAF are compliant to and recognized for Business Excellence.	Q'4 2014 then ongoing	External 3rd party audit at MSAF yearly and MSAF to be recognized for their business excellence.	20%	In house training awareness on Business Excellence undertaken for all HODs.

Qualification and Licensing

MSAF Output (KRA)	Action/Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
Output 11- Maintenance of Registry Vessels.	1.Ensure that local and international requirements of shipping services are carried out in accordance with the international conventions and the marine laws of Fiji.				
	(i)State's obligation under the UNCLOS and Marine Act.	Ongoing	State's compliance with all obligations under the UNCLOS and the Marine Act. Safety of all vessels operating within Fiji waters leading to a safer mode of transportation and associated activities. 100% of all vessels compliant with the regulation.	99%	Approx 25 meetings conducted with ship owners on areas of safety. 10 with Training providers on new training requirements
	ii)Registration of vessels, especially small boats, and pleasure boats.	Commence Maritime Awareness Jan 2013 Ongoing	Commence enforcement Jan 2013 in MSAF operational areas -	99%	235 new vessels Registered in 2013. 23 Maritime Awareness Training Programme Conducted in rural areas
	(iii)Upgrade of Database program for Ships Registration and related activities.	June 2013 and then ongoing.	Database upgraded, and fully operational.	66%	Currently identifying type of information required for the database and data entry
Output 12- Maintenance of Registry of Qualified Seafarers.	(iv)Upgrade of Regional Office capability.	January 2014.	Regional offices online.	50%	Improving communications infrastructure between all offices.
	1.Ensure that seafarers are appropriately trained and licensed in compliance with the provision of the IMO – STCW requirements.	Ongoing.	State's compliance with all obligations under the STCW Convention and Marine Act. All Maritime Training Providers comply with the training standards.	100%	Monitoring All Seafarers on local vessels.
	2.Automated Marine Certification.	Sept 2013 and then Ongoing	100% of marine certificates issued utilizing automated marine certification system.	70%	Layout, colour and format of Booklet completed

MSAF Output (KRA)	Action/Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
	3. Conduct audit of Maritime Training Providers.	Dec 2013 and then ongoing	Issue of SIN/Compliance.	100%	Complete audit of all training Providers
	4. Establish and maintain database for Seafarers.	December 2013 and then ongoing	Seafarers Database in operation.	60%	Completed all technical requirements.
	5. Establish online (via Website) Seafarers and Shipping Registration.	January 2013 and then ongoing	Seafarers and Shipping. Registration carried out online.	100%	All Shipping and applications for seafarers available on line.
	6. Obtain ratification of MLC 2006	June 2013	Cabinet has approved the ratification of the MLC 2006	70%	MLC 2006 included into the new Maritime Decree/Regulation
	7. Ensure State's compliance with the 2010 STCW Manila.	July 2013 and then ongoing	State is compliant with the 2010 STCW Manila Convention.	70%	Regulation amended to meet requirements

Standards and Compliance

MSAF Output (KRA)	Action/Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
Output 13- Compliance with Safety Regulations (Ships Inspection).	1. Ensure compliance to statutory requirements.	December 2012, and then ongoing.	100% compliance – all registered vessels are safe and seaworthy. Consistency, stringent and effective survey programs.	40%	Rural & remote areas require coverage to ensure compliance.
	2. Ensure compliance to Marine Safety Regulations	June 2013	Zero customer complaints re-ethics breaches.	100%	Achieved
	3. Ensure ethical standard of zero tolerance is applied.	June 2013	Zero customer service complaints	100%	Achieved
	4. Ensure customers are well informed and well serviced.	Dec 2013	Survey response time reduction from current 24 hours, to 16 hours by Dec. 2012, and 10 hours by Dec. 2013 and ongoing.	70%	Further concentrated effort required. Decentralisation of Surveyors will assist in reduction of response time.

MSAF Output (KRA)	Action/Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
	5.Ensure marked improvement in survey response time attained.	by Dec. 2012, and 10 hours by Dec. 2013	Survey response time reduction to 16 hours	70%	Further concentrated effort required. Decentralisation of Surveyors will assist in reduction of response time.
	6.Ensure timely rectification of defects and completion of surveys.	completion of surveys shall be not more than 21 days by Dec. 2012, 14 days by 2013 and ongoing	completion of surveys shall be not more than 21 days by Dec. 2012, and 14 days by Dec. 2013	50%	Further concentrated effort required. Decentralisation of Surveyors will assist in reduction of response time.
	7.Ensure Establishment of plan approval.	December 2013	Plan approval regime and processes, and procedures in place in the QMS	50%	In the process of recruiting a Naval Architect.
	8.Ensure No ambiguities in interpretation of safety legislation.	June 2014	No ambiguities in interpretation of safety legislation.	70%	Ongoing training of staff on MTD, SRD & new regulations.
	9.Ensure accessibility of services for rural areas.	December 2014	100% accessibility and mobility of services for rural areas.	65%	Decentralisation of Surveyors is underway

Port Regulatory & Emergency Response

MSAF Output (KRA)	Action/Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
Output 14- Maintenance of Aids to Navigation	1.Ensure service provider (GSS) complies with IALA A	Ongoing	All Fiji Waters shipping lanes are adequately marked with navigational aids.	99.3%	Light houses
				70%	Beaconing GSS started work in late September. Raiyawa started its first voyage after 5 years in November.
	2.Ensure dissemination of (MSI) Information.	Ongoing	There is a demonstrated reduction in the number of serious pollution response incidents as a proportion of foreign flagship arrivals.	100%	FCNW sent as and when required
	3.Ensure maintenance & replacement of AtoN on all routes.	March 2012 and then ongoing.		100%	All planned lights for construction completed before COB Dec 2013.
	4.Effective response to potential and/or actual oil and chemical pollution incidents.	Dec. 2012 and then ongoing		100%	% attendance to all reports received. FPCL proceeded with legal proceedings, resulting in outside court settlement

MSAF Output (KRA)	Action/Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
	5.Establishment of a National Emergency Response Plan to combat pollution of Fiji waters, which reflects updated risk profiles.	Dec. 2012 and then ongoing.	A National Emergency Response Plan is in place, and resources are available to respond.	90%	SG Office to complete vetting MTD to be brought into force in March 5th 2014.
	6.Ensure sufficient numbers of pilots available to provide pilotage services.	Dec. 2013	No incident whereby a pilot is unavailable.	100%	Achieved Sufficient with current number of pilots but new trainees required by Pilot Providers to replace retiring Pilots.
	7.Acceding to Search and Rescue International Conventions.	July 2013	Recognition of Search & Rescue in local legislation	70%	Cabinet Approved Regulation Drafted
	8.Acceding to Ballast Water International Conventions.	July 2013.	Recognition of Ballast Water in local legislation.	70%	Cabinet approved Regulation Drafted.

Legal, Risk & Audit

MSAF Output (KRA)	Action/Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
Output 1 - Legal Risks	(a)Provide legal opinions and advise to Management.	within 5 days from receiving request	Timely provision of quality legal advice provided to Management on a daily basis.	90%	Timely provision of quality legal advice, legal risks etc, provided to Management on a daily basis. Where legal issues are more complex, then a 2nd opinion is sought from the Solicitor General's Office.
	(b)Review and provide legal advice on tender documents.	within 14 days from receiving request	Legal advice provided to Tender Committee on tender documents.		
	(c)Review on-going cases and advise management accordingly.	within 5 days from receiving request	Timely provision of quality advice on on-going cases.		
	(d)Liaise with relevant departments to ensure that where legal risks have been identified, appropriate course of action have been taken.	within 14 days from being alerted of risk	Timely attendance and addressing of identified legal risks provided on an on-going basis.		
	(e)Provide legal protection and risk management advice to management especially on contract management.	within 5days from receiving request	Timely provision of legal protection and risk management advice provided on an on-going basis.		

MSAF Output (KRA)	Action/Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
Output 2 - Policy Development	(f) Provide and interpret legal information, conduct training and disseminate appropriate legal requirements to staff.	within 24hrs from receiving interpretation legal information request; Within 1 month of receiving request for training]	Timely provision of legal information and conduct of training for staff.	100%	Timely review and drafting of all documents requested for MSAF.
	(g) Provide legal advisory and interpretation services to Management to ensure statutory compliance with existing law and regulatory requirements.	within 24hrs from receiving request	Timely provision of quality advice and interpretation services to Management to ensure statutory compliance with existing law and regulatory requirements on an on-going basis.		
	(h) Prepare legal opinions and advising the management on general issues that may arise from time to time.	within 5 days from receiving request	Timely provision of quality legal opinions and advice provided to Management on an on-going basis.		
	(i) Review and vet agreements, security and other legal instruments.	within 14 days from receiving request	Timely completion of review and vetting of agreements and other legal instruments on an on-going basis.		
	(a) Review and advise Management on legal implications of internal policies and procedures.	within 14 days from receiving request	Timely review of internal policies and provision of quality advice on an on-going basis.		
Output 3 - Legislation Development	(b) Review and draft Contracts, Agreements and internal policies and ensure that they are in compliance with all statutory or legal requirements.	within 14days from receiving request	Timely review and drafting Contracts, Agreements and internal policies on an on-going basis.	90%	Timely and quality advice provided to Management and Staff. The preparation and amendment to relevant Government legislation takes more time given the volume of Regulations needed for review within a limited timeframe
	(a) Provide legal advice to the Management on various aspects on the existing law and regulatory requirements.	within 24hrs from receiving request	Timely and quality advice provided to Management and Staff on various aspects of the existing laws and regulatory requirements on a daily basis.		
	(b) Assist with preparation and amendment of relevant Government legislation.	within 14 days from receiving request	Timely and efficient assistance provided in the preparation and amendment of legislation on a need basis.		

MSAF Output (KRA)	Action/Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
Litigation Management	(a) Provide advice on any litigation affecting the Authority.	within 5 days from receiving request	Timely advice provided to Management on litigation affecting the Authority.	100%	Timely advice and updates provided. Cases notified to Legal are being pursued.
	(b) Follow up on and update management on court matters for and on behalf of the Authority.	fortnightly updates	Timely updates provided to Management on court matters for and on behalf of the Authority.		
	(c) Recommend cases for write-off where recovery through litigation has proved futile.	quarterly basis	The Authority is pursuing all cases notified to and also highlighted by Legal.		
Regulatory Compliance	(a) Formulate compliance checklist to be used for the purpose of ensuring that all information required is provided accordingly.	quarterly basis	Checklists to be prepared – to be aligned into the QMS.	85%	Timely provision of reports. Checklist and monitoring are being aligned to QMS.
	(b) Continuously monitor compliance with statutory obligations and advise Management accordingly.	quarterly basis	Adhoc monitoring process in place pending approved monitoring and compliance checklist aligned into the QMS		
	(c) Prepare monthly and quarterly reports for the Department for Executive Management Meeting.	one monthly basis	Timely submission of fortnightly, monthly and quarterly reports provided as required.		
Contract Negotiation	(a) Review all contracts or any other documentation where the Authority has committed itself and assess legal implications that need to be brought to the Executive Management's attention.	within 14 days from receiving request	Timely review of all contracts/documents provided on an on-going basis.	85%	Timely review/drafting of all contracts. Negotiation on an on-going basis. Checklist are being prepared to align with the QMS.
	(b) Prepare, review and modify contractual instruments to assist and support various business activities.	within 1 month from receiving request	Preparation, review and modification of quality contractual instruments on an on-going basis.		
	(c) Negotiate, review and draft documentation for business transactions and prepare and advise on the necessary checklists to be adopted to ensure information is submitted on time.	within 1 month from receiving request	Negotiation, review and preparation of documentation provided as and when required. Checklists to be prepared to be aligned into the QMS.		

Regional Enforcement & Compliance

MSAF Output (KRA)	Action/Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
Output 19 Regional Enforcement and Compliance	1.Ensure safe and highest possible standard of services to all jetty users.	Ongoing	Zero customer complaints.	60%	MSAF has noted a marked reduction in complaints.
		Ongoing	100% compliance to OHS during loading and discharging.	100%	Achieved
			Zero injuries.	100%	Achieved
	2.Ensure all surveys on outer stations are carried out in a more efficient and timely manner.	Ongoing	Zero customer complaints on surveys not carried out on time as requested by the customer (ship owners or agent).	60%	Reduction in customer complaints regarding the surveying of vessels in the outer stations
	3.Ensure that all vessels on the outer stations and prescribe ports are surveyed and hold valid certificate of survey.	Ongoing	100% of vessels in the outer stations and prescribe ports hold valid certificate of surveyed.	65%	Enforcement and Compliance officers ensure all vessels checked hold valid survey certificate.
	4.Ensure that all vessels in the outer stations are safely manned.	Ongoing	100% of vessels in the outer stations and prescribe ports comply with safe manning requirements.	65%	Strict verification during outward clearance.
	5.Ensure that all crews hold valid certificates.	Ongoing	100% of crews on vessels in the outer stations and prescribe ports hold valid certificates.	65%	Strict verification during outward clearance.
	6.Ensure that inspectors are present during all vessel departures and arrivals.	Ongoing	Zero customer complaints re: enforcement officers delaying ships departure and arrival, due to the length of time taken by passenger boarding (max of 1 hour).	80%	MSAF has noted a marked reduction in complaints.
			100% of passenger lists and cargo manifest are collected, validated and electronically recorded as per requirements.	80%	All passenger lists and cargo manifests collected but not electronically recorded.
			Measureable increase in the number of safety checks and reports of non-compliance, in the allocated areas patrolled.	80%	Enforcement and Compliance officers strict procedures adhered to and ongoing improvement.

MSAF Output (KRA)	Action/Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
			Ensure logbooks are filled out electronically recorded.	80%	Logbooks are filled out however not electronically recorded.
			Zero incidents of marine pollution.	60%	MSAF has noted a marked reduction in marine pollution and incidences reported.
	7.Ensure all ships comply with regulations on marine pollution, in all outer stations.	Ongoing	Zero Incidence of marine pollution in all outer stations.	60%	With ongoing decentralisation of staff expect increased compliance.
	8.Ensure proper disposal of garbage, oil and sewage, in all outer stations and prescribed ports.	Ongoing	Zero incidences of garbage, oil spill and sewage pollution in the outer stations and prescribed ports.	60%	Introduction of the Maritime Transport Decree in 2013 is expected to assist in control.
	9.Respond to any oil spills on or nearest to outer stations.	Ongoing	2 hours maximum response to maritime emergency, oil spills and rescue in allocated boundaries of monitoring.	60%	Ongoing
	10.Ensure safety checks, undertaken, and manning lists are compliant, before all vessel departures.	Ongoing	100% of vessels are checked(before each vessel departure) and are fully compliant with Regulations regarding safe manning.	80%	Ensured all vessels checked complied.
	11.Ensure passenger Numbers are checked before departure and arrival at prescribe ports.	Ongoing	100% passenger lists to be collected, validated and electronically recorded on all vessels before departure and after arrival.	80%	MSAF has noted a marked reduction in issues with passenger Lists.
	12.Ensure all vessels-Checked for loading, cargoes and securing systems at prescribed ports & jetties.	Ongoing	100% cargo information (manifest) collected, validated, before departure and arrivals, and electronically recorded	80%	No reports on overloading of cargo at prescribed ports and jetties but unable to monitor on outer islands. Staffing challenges precluded the opportunity to attend/ assist all incidents.
	13. Ensure all vessel load Line marks are checked.	Ongoing	Check and validated 100% of vessels load mark before departure and arrivals.	100%	Achieved.

MSAF Output (KRA)	Action/Strategies	Implementation Timeframe	Key Performance Indicators (KPI's)	Status	Remarks
	14.Ensure initial information provided on any accident in the outer stations and prescribed ports to investigation officers.	Ongoing	Attend to 100% of maritime incidents in outer stations, and assist the investigation officers in 100% of investigations carried out in outer stations.	80%	Provided support as requested.
	15.Ensure assistance provided and participation in the awareness program with the Awareness Team.	Ongoing	Provide assistance and participate in all of awareness programs when requested by the Awareness Team.	100%	Attended provincial and district meetings and coordinated BML Awareness training.



FINANCIAL REPORTING AND ACCOUNTABILITY

MSAF Accounting Policies

The accounting policies adopted were in accordance with requirements of the Companies Act and with the Fiji Accounting Standards.

Outline of the Borrowings Made, and Proposed to be Made

MSAF sources of funds were from a combination of government grants (operational and CAPEX) and self-generated revenue (derived from delivery of services to the Fiji maritime industry).

During the financial year 2013 and into the foreseeable future, MSAF Board and management have no intentions of borrowing funds.

Acquisition and Disposal of Assets

Criterion for acquisition of fixed assets was as follows:

- Request from respective department with justification for purchase of assets;
- Approval by Manager Finance if funding was available and final approval by CEO, for all purchases less than \$20,000;
- For acquisition of assets over \$20,000, tender was called, evaluated and recommendations made to the MSAF Board for final approval.

Criteria for disposal of fixed assets was as follows:

- Establishment by MSAF that an asset had reached the end at its useful life;
- Submission to MSAF Board seeking approval for disposal;
- Assets with a value of less than \$300 did not require Board approval for disposal. Disposal may be by way of:
 - o public auction;
 - o trade-in;
 - o tender process;
 - o direct dealing; or
 - o write off.
- No assets were written off in the 2013 financial year.

Board's Commercial Value of State's Investment

The Equity contribution by the State as at 31 December 2012 recorded at book value in MSAF's balance sheet was \$8,837,740. No independent valuation was done for the year.

Distribution of Profits & Reserves

The MSAF Board of Directors before distribution must approve any distribution of accumulated profits and capital reserves to the state.

Dividend Payments

The MSAF Board of Directors before payment to the state must approve any dividend that was declared. No dividend was declared nor dividend payments made in 2013.

Financial Report – Operational

In July 2007, Cabinet approved the Reorganisation Charter of the Fiji Islands Maritime Safety Administration (FIMSA) leading to the establishment of a commercial statutory authority known as the Maritime Safety Authority of Fiji (MSAF). The establishment of FIMSA was planned to commence in July 2008, with a 5-year reorganisation period.

The FIMSA Reorganisation Charter recommended appropriate strategies for the reform of the maritime regulatory authority in Fiji including a five-year Development Budget Programme commencing in 2008. A financial model based on yearly expenditures for the next 5 years matched the yearly expenditures with expected revenue, grants and subsidy. The 'grant money' had been captured as part of the MSAF budget; as this was deemed an important part of the budget to influence the principles of a sound 'commercial statutory authority' to effectively perform its role as sole regulatory body for Fiji's Maritime Industry.

The following finance options had been identified by the FIMSA Reorganisation Charter Committee as appropriate options for MSAF:

Either:

1. Government declares that MSAF does not have to pro-

vide the services [i.e. non-compliance to IMO] to the stated levels but to lower [present and deteriorating] levels of service; or

2. An increase in fees and charges is put through; or
3. Government funds MSAF with a 'one line grant' in National Budget for a five-year transitional period for 2008-2012.

The FIMSA Reorganisation Charter recommended option 3 as the preferred finance option for MSAF. Cabinet endorsed option 3, as there needed to be a transitional period of at least five years during which MSAF would be expected to pursue a path of change management, streamline its operations and achieve efficiency gains. During this 5-year period, MSAF was also expected to review and adopt a new tariff policy and practices, taking into account the MSAF revenue needed to provide Government and the Maritime Industry or public at large with the expected improvement in the level of service [LOS].

Other revenue sources for MSAF were also identified in the FIMSA Reorganisation Charter. There were other revenue sources to be collected once MSAF absorbed other functions

and activities that were undertaken by Fiji Ports Corporation Limited (Aids to Navigation) and Radio Call Charges from ships using the Coast Radio Station (collected by Telecom Fiji), Light Dues for use of Aids to Navigation; and introduce new fees and charges and review/increase existing fees and charges.

The FIMSA Reorganisation Charter recommended Capital Expenditure and Operational grants to be staggered (reduced) at the initial five year period, funded through Government grants - to be reduced over the years subject to fees and charges review, and introduction of new fees e.g. "Embarkation Fee" for international and domestic passengers utilizing sea transport services, provided that proper facilities and services are provided at every port. The shortfall in revenue was expected to be funded from increases in fees and charges, and other sources of income, to be determined by the new MSAF Board. The FIMSA Reorganisation Charter also recognized the need for MSAF to meet the backlog of maintenance and upgrading of aids to navigation, compliance to IMO standards, and new functions or

added responsibilities, as such had been neglected for the past 20 years, taking into account the budget restrictions of the Government.

Taking the FIMSA Reorganisation Charter recommendations and acknowledgements into consideration, it is significant to note that the Maritime Safety Authority of Fiji Decree 2009 (Decree No. 2 of 2010) [legal notice 121] was only gazetted on 9th November 2011, with a retrospective commencement date of 1st January 2011, heralding in the commencement of the Maritime Safety Authority of Fiji ("MSAF"), nearly 4 years later than had been planned.

2013 was the second full year of operation of MSAF.

MSAF in 2013 received a 'one-line grant' (Capital and Operational Expenditure), from government:

Grants	2012	2013	Difference	Difference
	\$	\$	\$	%
Operating Grant	2,858,432	3,300,000	441,568	15%
Capital Grant	1,500,000	1,786,746	286,746	19%
Total (VIP)	4,358,432	4,786,746	428,314	10%

Total government grants received by MSAF in 2013 increased by 10% when compared to 2012, as a result of:

- Operating grant increase by 15% in 2013. As 2013 was the second full year of operation for MSAF, the rate of activities increased, thus demanding increased expenditure. The major increase in expenditure was public and stakeholder consultation and awareness relating to the review of the Marine Act 1986, and of the forthcoming Maritime Transport Decree (MTD) and Ship Registration Decree (SRD).
- There was however an increase in capital grants received in 2013 by 19%, compared to 2012. This increase in capital grants was predominantly as a result of an increased number of lighthouses constructed, survey gear and motor vehicle acquisitions.

MSAF's operating grants received, generated revenue and operating funds utilized for 2013 was:

Grants	2012	2013	Difference	Difference
	\$	\$	\$	%
Operating Grant (exc. VAT)	2,669,154	3,300,000	630,846	24%
MSAF Revenue	1,295,921	1,294,671	-1,250	-0.09%
Operating Funds Utilised	3,965,075	4,594,671	629,596	15.9%

* VAT inclusive amount as VAT not paid on all government grant from 2013, as these are now treated as capital contribution rather than income to the entity.

MSAF's total revenue in 2013 was adversely affected as a result of the circular, which was distributed by the Ministry of Public Enterprises and Tourism on 14th March 2013 - as per Cabinet decision No. 357 of 2012, any recent government grant or special funding to State Owned Enterprises shall be treated as capital contribution rather than revenue. This requirement applied to any grant and/or special funding from the year 2010 and onwards. MSAF has assessed its accounting policy with regards to the recognition of government grants, based on the aforementioned circular and Cabinet decision.

In spite of the impact in 2013 of government grants to MSAF being treated as capital contributions rather than revenue, MSAF 2013 generated revenue from services provision was similar to the revenue generated in 2012.



MSAF Generated Revenue	2012	2013	Difference	Difference
	\$	\$	\$	%
Qualifications & Licensing	319,280	273,717	-45,563	-15%
Standards & Compliance	334,458	364,544	30,806	9%
Light Dues/Port Registration and Emergency	545,674	618,048	72,374	13%
Other Income	96,509	38,362	-58,147	-60%
Total	1,295,921	1,294,671	-1,250	-0.09%

MSAF's operating profit/loss before tax for 2013 was (F\$2,389,610):

Operating Profit/Loss before tax	2012	2013	Difference
	\$	\$	\$
Operating Profit/Loss before tax	(1,916,069)	(2,389,610)	(473,541)

MSAF operating loss before tax in 2013 was as a result of:

- Government grants to MSAF in 2013 being treated as capital contributions rather than revenue;
- Cabinet in June 2011 endorsed the review of the Marine Act 1986. Subsequent to this Cabinet endorsement, a Marine Act Review Committee was appointed (Chaired by MSAF), and was tasked with undertaking wide-ranging, nationwide public and stakeholder consultation. Consultation commenced in July 2011 and extended throughout 2012 and 2013. Additional expenses incurred in 2013, in providing the consultation and review of the Marine Act 1986 was fully funded by MSAF. Associated expenses increased and included accommodation, travelling, subsistence, advertising, conferences and workshops, consultancy, printing and stationery, fuel and oil, etc;
- Decentralization of MSAF services, staff and equipment to deliver such services to more remote, rural and maritime locations;
- Depreciation expenses;
- Annual leave expenses; and
- Provision by MSAF of 'non-commercial services'.

It is important to note that MSAF provides a wide range of "non-commercial services" to the State, due to the fact that the existing maritime legislation specifies the services and charge out rates of MSAF, however, MSAF provides many services that are not chargeable.

These non-commercial services include vessel marine clearance, accident and incident investigations, and audits of maritime education providers, to name but a few. It is estimated that the non-commercial services provided by MSAF are in the order of F\$1.5M per annum.

Critically important to MSAF self-funding operations and capital requirements, will be the need to review all existing fees and charges, and introduce a wide range of new fees and charges (current non-commercial services) and penalties. Such reviewed and new fees, charges and penalties have not been included in these financial projections, as such review is yet to be undertaken, and approvals for such sought.

Sections 69–71 of the Public Enterprise Act 1996 explains clearly the non-commercial obligations of commercial statutory authorities:

Non-commercial obligations - general

69. (1) Government Commercial Companies are to operate along commercial lines, but it is recognized that for the

benefit of Fiji, there will be occasions when it is beneficial for Government Commercial Companies to undertake non-commercial activities.

(2) The non-commercial obligations that a Government Commercial Company is to perform are, as far as possible, to be specified in its statement of corporate intent.

(3) The costing of, funding for, or other arrangements to make adjustments relating to a Government Commercial Company's non-commercial obligations are also to be specified in its statement of corporate intent.

Meaning of "non-commercial obligations"

70. The "non-commercial obligations" of a Government Commercial Company are obligations to perform activities that its Board establishes to the satisfaction of the Public Enterprise Minister and Minister of Finance are not in the commercial interests of the Government Commercial Company.

Payment by the State

71. If the State requires a Government Commercial Company to perform a non-commercial obligation, and there is no agreement between them as to the calculation and payment of the cost thereof, then the State shall pay that the amount the Public Enterprise Minister, after consulting the Minister of Finance calculates is the full cost, direct and indirect, to the Government Commercial Company, after making such adjustments as are reasonable, including an adjustment for any ancillary or contingent benefits that accrue or are likely to accrue to the Government Commercial Company as a result of it providing the goods and services.

Financial Report - Capital

Government capital grant funding allocated to MSAF in 2013 was \$3m, however, the actual amount received by MSAF in 2013 was \$1.787m, as the Ministry for Finance withdrew unused funds amounting to \$1.213m.

The \$1.787m capital grant was utilized for rehabilitation and construction of Aids to Navigation (AtoN), purchase of 2 new motor vehicles and purchase of survey equipment.

Year	2013
	\$
Aids to Navigation (AtoN)	1,570,746
Motor vehicles	121,000
Survey equipment	95,000
Total	1,786,746

More specifically, the \$1.570m Aton capital grant funding received was utilized for construction of the following lighthouses:

Description	Project Cost
East Side Tripod Lighthouse	250,557
South Culvert Tower Lighthouse	201,326
East Culvert Tower Lighthouse	197,090
West Side Tripod Lighthouse	250,557
Maori Shoal Tripod Lighthouse	252,763
West Tripod Lighthouse - Vorovoro	252,763
Muanivanua Point - Koro	136,690
Marine Lanterns	29,000
Total	1,570,746

All of the Lighthouse projects included installation of solar panel batteries and lanterns. All lighthouse projects were completed by 31 December 2013, except Welagilala Lighthouse which is expected to be completed in 2014.

More specifically, the \$0.216m motor vehicle and survey equipment capital grant funding received was utilized for:

Description	Project Cost
2 Toyota Hilux Twin Cab vehicles	121,000
Assorted Survey Equipment	95,000
Total	216,000



MSAF Financial Statements

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**MARITIME SAFETY AUTHORITY OF FIJI
DIRECTOR'S REPORT
FOR THE YEAR ENDED 31 DECEMBER 2013**

In accordance with a resolution of the Board of Directors, the directors herewith submit the balance sheet as at 31 December 2013, and the related income statement, changes in accumulated fund and cash flows for the year ended on that date and report as follows:

1 The following were directors of the board at any time during the financial year and up to the date of this report.

- Nigel Skeggs
- Sunia Lavaki
- Francis Kean
- David Philp
- Jalal Ud Dean

2 Principal activity

The principal activity of the authority is to provide services in administering and enforcing the laws specified in the Marine Act and any other law relating to the regulation, registration and safety of shipping; and to advise the state on matters relating to maritime safety and maritime security and to liaise with appropriate Ministries and statutory bodies on such matters.

3 Trading results

The profit/(loss) for the year was (\$2,389,610) (2012: \$1,916,069.)

4 Provisions

There were no material movements in provisions during the year apart from the normal amounts set aside for such items as depreciation and doubtful debts.

5 Reserves

The directors recommended that no amounts be transferred to reserves for the year ended 31 December 2013.

6 Non current assets

The directors took reasonable steps before the board's financial statements were prepared to ascertain that the non-current assets of the board were shown in the accounting records at a value equal to or below the value that would be expected to be realized in the ordinary course of business.

At the date of this report, the directors are not aware of any circumstances, which would render the values attributable to the non current assets in the financial statements misleading.

7 Bad and doubtful debts

The directors took reasonable steps before the financial statements were prepared, to ascertain that all bad debts were written off and adequate provision was made for doubtful debts.

At the date of this report, the directors are not aware of any circumstances, which would render the amount written off for bad debts, or the amount of the provision for doubtful debts, inadequate to any substantial extent.

8 Other circumstances

At the date of this report, the directors are not aware of any circumstances not otherwise dealt within this report or financial statements, which render any amounts stated in the financial statements misleading.

9 Unusual circumstances

The results of the board's operations during the financial year have not in the opinion of the directors been substantially affected by any item, transaction or event of a material and unusual nature other than those disclosed in the financial statements.

10 Basis of accounting

The directors believe the basis of the preparation of financial statements is appropriate and the board will be able to continue in operation for at least 12 months from the date of this statement. Accordingly the directors believe the classification and carrying amounts of assets and liabilities as stated in these financial statements to be appropriate.

11 Events subsequent to balance date

- (a) No charge on the assets of the board has arisen since the end of the financial year to the date of this report to secure the liabilities of any other person.
- (b) No contingent liability has arisen since the end of the financial year to the date of this report.
- (c) No contingent or other liability has become enforceable or is likely to become enforceable within a period of twelve months after the end of the financial year which, in the opinion of the directors, will or may affect the ability of the board to meet its obligations when they fall due.

12 Directors' benefits

No director of the Board has, since the end of the previous financial year, received or become entitled to receive a benefit (other than a benefit included in the total amount of emoluments received or due and receivable by directors and any claim and/or any payment made by any director for attendance and professional services rendered and approved by the directors of the Board as shown in the Board's accounts) by reason of a contract made with the Board or a related corporation with the director or with a firm of which he is a member, or in a Board in which he has a substantial financial interest.

For and on behalf of the Board.

Chairman Date

Director Date

**MARITIME SAFETY AUTHORITY OF FIJI
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2013**

	Notes	2013 \$	2012 \$
Revenue			
Qualification and Licensing		273,717	319,280
Standard and Compliance		364,544	334,458
Light Dues & Mooring Fees		618,048	545,674
Other Income		38,362	96,509
		1,294,671	1,295,921
Less:			
Travel and Allowances		294,691	253,779
Administration Expenses		727,268	663,319
Professional Fees and Charges		123,887	77,160
Dues and Subscriptions		27,173	50,773
Printing, Courier and Stationery		118,172	64,519
Motor vehicle expenses		92,846	53,221
Utilities		134,514	83,187
General Supplies		130,249	57,082
Payroll and related expenses		2,035,481	1,908,950
		3,684,281	3,211,990
Profit / (Loss) from operations		(2,389,610)	1,916,069
Income tax expense	1.6		-
Profit / (Loss) after income tax		(2,389,610)	1,916,069

The income statement is to be read in conjunction with the notes to and forming part of the financial statement set out on pages XX - ZZ.

**MARITIME SAFETY AUTHORITY OF FIJI
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2013**

	Notes	2013 \$	2012 \$
CURRENT ASSETS			
Cash at Bank	2	3,420,508	2,622,203
Investments	3	1,009,956	1,000,000
Trade and Other Receivables	4	516,858	239,037
Prepayments and Deposits	5	53,262	648,463
		5,000,584	4,509,703
NON CURRENT ASSETS			
Property, Plant & Equipment	6	5,886,327	3,953,135
		5,886,327	3,953,135
		10,886,911	8,462,838
CURRENT LIABILITIES			
Trade and Other Payables	7	129,388	293,487
Accruals	7	20,700	7,965
Provision for Employee Entitlement	7	135,740	94,996
		285,828	396,448
TOTAL LIABILITIES		285,828	396,448
NET ASSETS		10,601,083	8,066,390
ACCUMULATED FUNDS			
Capital Contribution		13,762,043	8,837,740
Retained Earnings		(3,160,960)	(771,350)
		10,601,083	8,066,390

Signed on behalf of the Board of Directors.

Chairman

Director

The balance sheet is to be read in conjunction with the notes to the financial statements set out on pages XX to ZZ.

**MARITIME SAFETY AUTHORITY OF FIJI
STATEMENT OF CASH FLOW
FOR THE YEAR ENDED 31 DECEMBER 2013**

	Notes	2013 \$	2012 \$
Cash flows from operating activities			
Receipts from customers		1,017,994	851,088
Payments to suppliers, creditors and employees		(3,428,514)	(2,653,476)
Interest received		4,077	11,381
Interest and finance costs paid		(3,901)	(2,914)
Net cash used by operating activities		(2,410,344)	(1,793,921)
Cash flows from investing activities			
Payments for plant and equipment		(2,311,457)	(828,618)
Deposits Paid		605,757	
Net cash used by investing activities		(1,705,700)	(828,618)
Cash flows from financing activities			
Proceed from Government Investment		4,924,304	3,947,167
Net Cash provided by financing activities		4,924,304	3,947,167
Net (increase)/decrease in cash		3,622,203	1,324,628
Cash and cash equivalents at 1 January		808,260	2,297,575
Cash and cash equivalents at 31 December	2	4,430,463	3,622,203

The statement of cash flows is to be read in conjunction with the notes to the financial statements as set out on pages XX to ZZ.

MARITIME SAFETY AUTHORITY OF FIJI
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2013

1 SUMMARY STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted by Maritime Safety Authority of Fiji are stated to assist in the general understanding of these financial statements. These policies have been consistently applied except as otherwise indicated.

1.1 Basis of Accounting

The financial statements have been prepared in accordance with the requirements of the Companies Act and with the Fiji Accounting Standards. The financial statements have been prepared primarily on the basis of historical cost and except where stated, do not take into account current valuations of non-current assets.

1.2 Property, Plant and Equipment

Items of property, plant and equipment are measured at cost less accumulated depreciation. Depreciation is calculated on a straight line basis over the estimated useful of the asset as follows:

Leasehold improvements	55, 75 years
Fixtures and equipment	10, 20, 40, 60 and 80 years
Motor vehicles	1 – 5, 10 and 20 years
Plant & Equipment	5 years
Communication equipment	5 years
Business Software	2.5 years
Aids to Navigation	40+ years

Profits and losses on disposal of property, plant and equipment are taken into account in determining the results for the year.

1.3 Government Grant

Government grants received during the year has not been treated as revenue. This is in accordance with the circular issued by Ministry of Public Enterprise of the Cabinet Decision No.357 of 2012.

As such all grants extended to MSAF from 2011 and ongoing is/will be treated as Capital Contribution and will be reflected in the Equity account.

1.4 Receivables

Trade receivables are carried at original invoice amount less provision made for impairment of these receivables. A provision for impairment of receivables is established when there is objective evidence that the Board will not be able to collect all amounts due according to the original terms of receivables. A provision is raised for any doubtful debts based on a review of all outstanding amounts at year-end. Bad debts are written off during the period in which they are identified.

1.5 Trade and Other Creditors

These amounts represent liabilities for goods and services provided to the Authority prior to the end of the financial year and which are unpaid.

1.6 Income Tax

The Authority is exempted from income tax under Section 55 of the Maritime Safety Authority of Fiji Decree 2009 for the first three years commencing 1 January 2011.

1.7 Employee Benefits

Liabilities for wages and salaries are recognized and are measured as the amount unpaid at the reporting date at current pay rates in respect of employee services up to that date.

1.8 Cash and Cash Equivalents

Cash and cash equivalents are carried in the balance sheet at cost. For the purposes of the cash flows statement, cash and cash equivalents comprise cash on hand and at bank and short-term deposits held with banks.

1.9 Revenue recognition

Revenue from sale of goods and services are recognised when goods and services are delivered and titled passed. Revenue is measured at the fair value of the consideration received or receivable, net of discounts and sale related taxes on behalf of the government of Fiji.

	2013	2012
2 CASH AND CASH EQUIVALENT		
Operating account	403,748	334,330
Capital account	3,014,860	2,287,265
Cash on hand	1,900	608
	3,420,508	2,622,203
3 INVESTMENT		
ANZ Term Deposit	1,009,956	1,000,000
	1,009,956	1,000,000
4 RECEIVABLES		
Trade debtors	99,849	113,231
Other Receivables	8,444	125,806
VAT Refund Receivable	230,749	-
Refund from E Levy Account	17,926	-
Refund from MWTPU	159,890	-
	516,858	239,037

	2013 \$	2012 \$
5 DEPOSITS AND PREPAYMENTS		
FEA Deposits	1,600	1,600
Rental Deposits	25,794	25,794
Prepaid Rent	-	6,448
Deposit - Fiji Directories	16,972	6,946
Deposit - Ministry of Works	-	605,757
Insurance Prepaid	3,503	1,488
Other Prepayments	5,393	430
	53,262	648,463

6 PROPERTY, PLANT AND EQUIPMENT

a) Property, plant and equipment are included in the accounts on the following basis:

31 December 2013	Accumulated Depreciation \$	Accumulated Depreciation \$	Written Down Value \$
Leasehold Improvements	245,274	81,341	131,187
Motor Vehicles	749,981	105,618	249,999
Pollution Control & Other Equipment	1,685,418	33,019	90,396
Office Machines & Equipment		113,991	351,746
Office Furniture		63,708	51,793
Communication Equipment	644,883	5,725	8,045
Aids to Navigation		265,616	4,750,549
Business Software		103,966	208,618
Survey Equipment		3,767	43,994
	3,325,556	776,751	5,886,327

7	TRADE PAYABLES AND ACCRUALS	2013	2012
		\$	\$
	Trade Creditors	129,388	139,958
	VAT Payables	-	49,265
	Accruals & Provisions	20,700	7,965
	Environmental Levy	-	104,264
	Employee entitlement	135,740	94,996
		285,828	396,448

8 NOTES TO THE STATEMENT OF CASH FLOWS

For the purpose of the cash flow statement, cash includes cash on hand and at bank. Cash at the end of the reporting period as shown in the cash flow statement comprises:

	2013	2012
	\$	\$
Cash on hand and at bank	4,430,464	3,622,203

9 RELATED PARTY TRANSACTIONS

(a) Directors

The names of persons who were directors of the Board at any time during the financial year are as follows:

- Nigel Skeggs
- Sunia Lavaki
- Francis Kean
- David Philp
- Jalal Ud Dean

(b) Transactions with Related Parties

Transactions with related parties during the year ended 31 December 2013 with approximate transaction values are summarised below:

	2012	2013
Directors Fees	\$13,047	\$14,379

All transactions with related parties are conducted on commercial terms and conditions.

(c) Amounts Due to and Receivable from Related Parties

Appropriate disclosure of these amounts is contained in the respective notes to the financial statements.

11 SUBSEQUENT EVENTS

There has not arisen in the interval between the end of the financial period and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the directors, to affect significantly the operations of the board, the results of those operations or the state of affairs of the board in the subsequent financial period.

12 REGISTERED OFFICE

The registered office for the Maritime Safety Authority of Fiji is:

Level 4 Kadavu House
414 Victoria Parade
Suva

The Authority is a statutory body under the Ministry of Works, Transport and Public Utilities and Ministry of Public Enterprises.

At balance date, the Board had a total of 79 employees.

**MARITIME SAFETY AUTHORITY OF FIJI
DETAILED INCOME STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2013**

REVENUE	2013 (\$)	2012 (\$)
Qualification and Licensing	273,717	319,280
Standard and Compliance	364,544	334,458
Light Dues & Mooring Fees	618,048	545,674
Other Income	38,362	96,509
TOTAL REVENUE	1,294,671	1,295,921

EXPENSES

Accommodation	27,483	37,013
Advertising	45,000	45,877
Annual Leave	118,204	108,024
Audit Fee	10,696	3,043
Awareness Expenses	103,817	-
Bad Debts	-	10,679
Bank Fees and Charges	3,901	2,914
Board Allowances and Expenses	23,465	14,251
Computer Expenses	30,131	15,296
Conferences and Workshops	73,093	34,361
Consultancy Fees	74,576	87,687
Depreciation	413,066	294,601
Donations & Contributions	2,160	5,056
Dues and Subscription	27,173	50,775
Electricity	43,297	38,959
Employment Expenses	6,738	10,269
Entertainment	12,418	9,144
Fiji National Provident Fund	128,595	122,573
FNU Training Levy	17,002	15,095
General Expenses	13,570	9,944
Hiring Charges	42,048	22,706
Insurance	17,517	7,860
Legal Fees	15,151	-
Long Service Leave	-	11,535
Meals & Subsistence Allowance	98,246	42,385
Motor Vehicle Running	92,846	46,124
Office Supplies	5,058	15,446
Per diem - International	43,301	62,025
Per diem - Local	-	22,704
Postage and Freight	3,494	4,979
Printing and Stationery	92,332	44,244
Redundancy Payments	-	148,004
Relocation Expenses	11,160	12,741
Rent - Business Premises	171,710	183,635

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Repairs & Maintenance	5,587	18,131
Telephone & Internet	49,386	25,207
Town Rates	3,041	-
Travelling - Local	112,369	90,452
Travelling - Overseas	13,292	39,608
Uniform	8,532	33,032
Vodafone	41,831	18,920
Wages and Salaries	1,656,691	1,428,044
World Maritime Day Expenses	26,304	18,647
TOTAL EXPENSES	3,684,281	3,211,990
Operating profit/(loss) before tax	(2,389,610)	(1,916,069)

GLOSSARY OF TERMS**Acronyms**

The words and terms listed here, all of which have been used in this Corporate Plan and Statement of Corporate Intent, have the meanings shown.

AIS	Automatic Identification System
AMSA	Australian Maritime Safety Authority
APMA	Asia-Pacific Heads of Maritime Administration
AToN	Aids to Navigation
BAF	Biosecurity Authority of Fiji
CAPEX	Capital Expenditure
CEO	Chief Executive Officer
CSA	Commercial Statutory Authority
EIA	Environmental Impact Assessment
EBIT	Earnings before Interest and Taxes
EDITDA	Earnings before Interest, Taxes, Depreciation, and Amortization
EFT	Effective Full-Time
FIMSA	Fiji Islands Maritime Safety Administration
FIU	Financial Intelligence Unit
FNU	Fiji National University
FSCCL	Fiji Shipping Corporation Limited
GPS	Global Positioning System
GSS	Government Shipping Services
H&S	Health and Safety
HCM	Human Capital Management
HSS&E	Health, Safety, Security & the Environment
IALA	International Association of Lighthouse Authorities
IHO	International Hydrographic Organisation
ILO	International Labour Organization
IMO	International Maritime Organisation
ISPS	The International Ship and Port Facility Security (ISPS) Code
ITCP	Integrated Technical Co-operation Programme
JEE	Job Evaluation Exercise
KPI	Key Performance Indicators
KRA	Key Result Areas
LSA	Life Saving Appliances
MARPOL 73/78	Marpol 73/78 is the International Convention for the Prevention of Pollution From Ships, 1973 as modified by the Protocol of 1978.
Misc.	Miscellaneous
MNZ	Maritime New Zealand
MOU	Memorandum of Understanding
MSAF	Maritime Safety Authority of Fiji
MTD	Maritime Transport Decree
NATPLAN	National Spill Contingency Plan
NGO	Non-government Organization
NPAT	Net Profit after Tax
OHI	Organisational Health Index
PACER	Pacific Agreement on Closer Economic Relations
PacMA	Pacific Islands Maritime Association (PacMa)
PacWIMA	Pacific Women in Maritime Association
PIB	Price Income Board
PICTA	Pacific Island Countries Trade Agreement
PIMLA	Pacific International Maritime Law Association
PSCC	Tokyo MOU Port State Control Committee
QMS	Quality Management System
Q&L	Qualification and Licensing department of MSAF
RBF	Reserve Bank of Fiji
RE&C	Regional Enforcement and Compliance department of MSAF
S&C	Standards and Compliance department of MSAF
SCFL	Shipping Corporation Fiji Limited

SLA	Service level Agreement
SOLAS	Safety of Life at Sea
SRD	Ship Registration Decree
SSI	Stakeholder Satisfaction Index
STCW	Standards of Training, Certification and Watchkeeping for Seafarers
SWOT	Strengths, Weaknesses, Opportunities and Threats
SWPHC	Southwest Pacific Hydrographic Commission
TAF	Telecommunications Authority of Fiji
TBD	To be Determined
TEC	Total Employee Contribution
TMOU	Tokyo Memorandum of Understanding
TNA	Training Needs Assessment
TPU	Transport Planning Unit
UNCLOS	UN Convention on the Law of the Sea
USP	The University of the South Pacific
VAT	Value Added Tax
VIMSAS	Voluntary IMO Member State Audit Scheme
W&S	Wages and Salaries

Definitions

Accountability	Being obliged to answer for one's actions, to justify what one does. Not to be confused with responsibility. Responsibility involves the obligation to act. Accountability is the obligation to answer for the action.
Annual Budget	The total amount that MSAF is planning to spend on the purchase of goods and services during the year and the purposes for which it is to be spent.
Authority	The Maritime Safety Authority of Fiji
Board	The Maritime Safety Authority of Fiji Governing Board.
Capital Projects	Includes both Refurbishment Capital Projects and New Capital Projects.
Corporate Plan	A plan required to be published by MSAF annually pursuant to the MSAF Decree 2009. The Corporate Plan shall include the information listed in Section 48 of this Decree.
Denunciation	When a State expresses that it is no longer willing to be bound by a treaty.
Depreciation	The wearing out, consumption or other loss of value of an asset, whether arising from use, the passage of time, or obsolescence through technological and market changes.
Mission Statement	A corporate mission statement defines what the corporation does, who it serves, and how it serves (creates value for) its clients.
New Capital	Expenditure that is used to create new assets, or to increase the capacity of existing assets beyond their original design capacity or service potential.
Outcomes	The actual impact and value of the service delivery.
Performance Measure	A qualitative or quantitative measure relating to the intended level of service for a particular service area. Performance measures are the means by which MSAF is able to identify the extent to which it has been able to achieve its objectives – the means for determining whether the levels of service are actually being achieved. There are three broad elements of performance measures: (i) Those that measure service efforts (inputs); (ii) Those that measure service accomplishments (outputs and outcomes); and (iii) Those that relate service efforts to service accomplishments (efficiency and cost outcomes).
Performance Target	The desired level of performance against a performance measure. A specific quantifiable result (in relation to a performance measure) that MSAF is aiming to achieve.
Statement of Corporate Intent	A statement required to be prepared annually by MSAF and agreed with the Minister pursuant to the MSAF Decree 2009. The Statement of Corporate Intent shall include the information listed in Section 50 of this Decree. This document is MSAF's combined Corporate Plan and Statement of Corporate Intent.
Vision Statement	A corporate vision statement sets a dynamic and compelling view of the corporation at some point in the future.

KEY MSAF PARTNERS

Auditor	Auditor General
Legal Adviser(s)	Mavis Joseph (MSAF) Solicitor General Sherani & Co.
Insurance Adviser	Marsh Fiji
Banker	Westpac Fiji
Central Government	<ul style="list-style-type: none"> • Office of the Prime Minister • Ministry of Environment • Ministry of Finance • Ministry of Fisheries & Forests • Ministry of Foreign Affairs and International Co-operation • Ministry of Lands • Ministry of Local Government • Ministry of Public Enterprises • Ministry of Rural and Maritime Development • Ministry of Strategic Planning • Ministry of Works, Transport & Public Utilities • Fiji Financial Intelligence Unit • Fiji National University • Fiji Navy • Fiji Police • Fiji Ports Corporation Limited • Fiji Revenue & Customs Authority • Biosecurity Authority of Fiji
Others - International	<ul style="list-style-type: none"> • International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA) • International Labour Organisation (ILO) • International Maritime Organisation (IMO) • International Hydrographic Organization (IHO) • Secretariat of the Pacific Community (SPC) • Secretariat of the Pacific Regional Environment Programme (SPREP) • Tokyo MOU • Australian Maritime Safety Authority (AMSA) • Maritime New Zealand (MNZ) • Maritime and Port Authority of Singapore (MPA)
ISO 9001:2008 Adviser	National Training & Productivity Center (NTPC)





MSAF OFFICES

Western Division

Queens Wharf
Raymond Building, 1st Floor
P.O.Box 316, Lautoka
Phone: (679) 6661 229

Central and Eastern Division

Level 4 Kadavu House
P.O.Box 326, Suva
Phone: (679) 3315 266
Fax: (679) 3303 251

Northern Division

Labasa Government Wharf
Damanu Street
P.O.Box 3704, Labasa
Phone: (679) 9906 343

Port Denarau Marina

P.O.Box 3259, Nadi
Phone: (679) 6750 241
Fax: (679) 6750 242

Rakiraki Jetty

Vaileka House
P.O.Box 765, Rakiraki
Phone: (679) 9906 346

Taveuni Jetty

c/o Office of the DO
Waiyevo, Taveuni
Phone: (679) 9467 816

Navua Jetty

Matanitobua Building,
Navua
Phone: (679) 9906 345

Natovi Jetty

Phone: (679) 9467 880/ 9467 878

Levuka Wharf

Phone: (679) 8320 049

Savusavu Wharf

P.O.Box 113, Savusavu
Phone: (679) 8850 281
Fax: (679) 8850 281

Nabouwalu Jetty

Phone: (679) 9467 876



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P.O. Box 326, Suva, Fiji Islands
414 Victoria Parade,
Level 4, Kadavu House, Suva,
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