


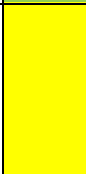


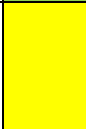


Status

On track 

Ongoing 

2022 Workplan

OBJECTIVE		OUTCOME		ACTIVITY	KPI's	Status	Review
Objective 1: Strengthen MACN's Global Footprint and Capacity to Tackle Corruption through Collective Action	1.A	Guided by the revised and updated collective action strategy, improve the operating environment when calling ports and terminals	1.A.a	Nigeria: Continue to focus on MACN's two large projects (Siemens and Danida) and related KPIs	Increased usage of Local HelpDesk		Large uptake from members and good progress. We will come to point to find a solution to fund the HelpDesk without any project grants. The Secretariat is working on a budget plan.
			1.A.b	Egypt: Launch local Collective Action Alliance, continue with HelpDesk pilot and finalise risk mapping	Increased usage of Local HelpDesk		Risk mapping is partially done and underway. Engaging with key government stakeholder like the Suez Canal Authority (SCA) has been a priority in 2022 and will continue in 2023.
			1.A.c	Ukraine: Continue to implement the HelpDesk and seek government engagement	Increased usage of Local HelpDesk	Paused	
			1.A.d	India: Continue to focus on MACN's Siemens funded project in India and related KPIs	Launch local Collective Action Alliance and HelpDesk		The HelpDesk was launched in August this year. The plan for the remaining part of Q4 is to focus on showcasing HelpDesk results and increasing use from members through webinars. We have a virtual training planned for authorities in Gujarat and we are sparring with the Ministry of Shipping to develop an e-platform for Port Clearance to remove the responsibility from Customs. We are also establishing a line of comm with the Prime Minister's Office and this work will continue in 2023.
			1.A.e	Pakistan: Continue to focus on MACN's Siemens project in Pakistan and related KPIs	Launch local Collective Action Alliance		The Collective Action work was launched by webinar with limited uptake and the project is shifting focus to create a working group on challenges related to shortage claims while building support for the collective action campaign. A task force for P&I insurance claims has been established and will meet at the Members Fall Meeting to discuss further.
			1.A.f	Bangladesh: Continue to focus on MACN's Siemens project in Bangladesh and related KPIs	Launch local Collective Action Alliance		Collective Action launched in May. Q4: Secretariat v-meeting with Bangladesh Container Shipping Association OCT. Letter to HE Khalid Mahmud Chowdhury, MP State Minister, Ministry of Shipping Bangladesh asking for training seminar at Department of Shipping on IMO Fal. 5 NOV/DEC (w. Jonas if possible). Bi-lateral industry meeting in Chittagong in OCT to review the "Cargo Protection Rule". Members meet Dubai NOV
			1.A.g	Argentina: Continued stakeholder engagement, alliance building and support MACN Members in using the <u>new inspection system</u>	Maintain drop in incidents achieved based on baseline		MACN data shows the drop in incidents related to Senasa has been maintained. There has been continued dialogue with key stakeholders in both the public and private sectors. MACN has conducted training for the private sector industry associations.
			1.A.h	West Africa (WAF): Scope potential collective action interventions and knowledge sharing initiatives from Nigeria in the region	1. Identify key local stakeholders in the region 2. Investigate the connection between Security risks and Corruption		Stakeholder mapping in progress for expansion in West Africa is in good progress and several meetings preparing for regional expansion have taken place including dialogue with funders. the Security risks and corruption study has been paused for this year.

	1.B	Expand MACN's HelpDesk model with more in-country experts and support	1.B.a	Continue to sustain and further develop the HelpDesk concept	Develop a resource plan for member and Board approval to further growth, support and sustain this model		HelpDesk concept defined but model still to be worked on.
			1.B.b	Assess the possibility to digitalize and innovate the HelpDesk model	Pilot an App for operations and frontline support		Testing phase of the app in progress but no decision made on execution.
	1.C	Strengthen MACN's industry footprint and voice	1.C.a	Grow MACN membership guided by recruitment strategy	5 companies recruited from MACN's target list and grow membership to 180 global companies		16 companies recruited since Jan 2022, 5 from the target list. 180 Members to date plus 2 companies in the pipeline.
			1.C.b	Strengthen and diversify MACN's funding base and donor partnerships	Develop and execute new donor engagement plan	Define a new donor engagement plan and post the MACN legal transformation including 2 new pipeline opportunities for collective action	
Objective 2: Strengthen MACN service delivery to members by providing innovative integrated compliance solutions and excellent member service	2.A	Support industry maturity of integrity enforcement by design and innovation of compliance tools with a community element where relevant.	2.A.a	Improve usage of MACN's incident data	Develop a plan for membership and Board approval for how members can have better access to MACN data		To be further discussed at the members meeting in Fall 2022
			2.A.b	Finalize and launch the Global Integrity Platform	Launch the Global Integrity Platform for members and the Port and Terminal stakeholder community		This workitem has been completed. The engagement with the port and terminal stakeholder community to be further explored in the next year.
			2.A.c	Design a new version of the eLearning for	The new eLearning piloted and evaluated		This workitem is making progress and we plan to have it ready before end of year.
			2.A.d	Launch eLearning to support the next generation of seafarers	The new eLearning piloted and evaluated with one school		Plan to be ready before end of year
			2.A.e	Launch Third Party Risk Management system	Launch and evaluate the system		System to go live 1 Dec
Objective 3: Strengthen MACN's thought Leadership and Influence	3.A	Gain increased recognition of MACN throughout the maritime value chain and outside the maritime community through targeted communication on MACN's efforts and increase recognition and awareness locally where MACN has	3.A.a	Finalize a mapping on risks in maritime chain beyond port operations	Develop a proposal for membership and Board approval		Survey is launched this year and will be included in the 2030 strategy process for MACN.
			3.A.b	Enhance MACN's work and presence at the IMO	Support the drafting of an IMO guide to tackle maritime corruption at the IMO FAL and assess the relevance for MACN to apply for IMO observer status		Done. Observer status to be further discussed as we formalize the anti-corruption strategy with the IMO.
			3.A.c	Finalize a study on MACN work in regards to SDG and ESG framework	Publish the study and include it in MACN Annual 2021 report		Cecilia the Board are working on this and will wrap it up before end of year.
			3.A.d	Progress with identifying and articulating corruption risks associated with port state control and engage with relevant stakeholders e.g. the MOUs and rating bodies.	1. Identify and engage with 2 MoU's on PSC integrity risks to vessel operations 2. Progress with and evaluate action plans presented to Abuja MoU		1. This is ongoing and we currently have good dialogue with Abuja MoU. We have recently engaged with Paris MoU, Tokyo MoU and Acuerdo de Viña del Mar Agreement. The MACN PSC report will be published in Q4 2022 2. This is ongoing task and we hope to invite them at the Fall 2022 members meeting

		<p>collective action programs. Strengthen awareness and promote good practices on how to tackle maritime corruption</p>	<p>3.A.e</p>	<p>Publish studies which allow MACN to articulate its mandate and voice</p>	<p>1. The Cost of Corruption for the Maritime Industry (including HelpDesk) 2. Covid -19 nexus to maritime corruption - learnings</p>		<p>Exploratory phase</p>
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