

# ANNUAL REPORT 2010



Transport Malta

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## CHAIRMAN'S STATEMENT

*The setting up of Transport Malta (TM) in January 2010 couldn't have come at a more pivotal time. Transportation in Malta has never been so high on the policy-making agenda.*

*Looking back at last year, it is with a sense of pride that I can state that all the staff at Transport Malta, who previously belonged to the different legacy entities, embraced the notion of creating synergies and sharing ideas and resources in a manner which ensures consistency, effectiveness and efficiency in mapping out the policies and strategies for the development of the transport sector in Malta.*

*The achievements made, initiatives bred and projects initiated or completed, during the first year of TM are detailed in this Annual Report. Throughout the year under review we have striven to ensure that taxpayers' monies are put to good and accountable use and that the vision of having a modern and efficient transportation system, starts to come to fruition. We reformed the buses sector and liberalized taxi licences; we invested further in Malta's quality of life by improving the road network within our budgetary constraints; we put Malta on the international aviation sector map by launching a law to regulate and revamp the aviation register which we managed to expand by 17% as well as increasing the shipping register by 9% despite the international economic challenges. Yacht marinas were privatized, swimmers' zones increased and an oil pollution contingency plan was prepared.*

*Looking forward, we have exciting times ahead of us with an ambitious programme ranging from significant road and marine projects to public transport initiatives and improved policies and enforcement, and further growth of our maritime and aviation registers.*

*Finally on behalf of the Board I would like to thank the staff of TM for their dedication, commitment and hard work.*

Mark Portelli  
Chairman

## **EXECUTIVE SUMMARY**

*This report covers the first financial year of activities of Transport Malta (TM), which commenced operations on January 1st 2010 following the enactment of the Authority for Transport in Malta Act (Act XV) of 2009.*

*The past year saw the setting up of Transport Malta as a distinct corporate body to assume the functions previously exercised by the Malta Maritime Authority, the Malta Transport Authority and the Civil Aviation Department. Such a move led to the creation of an autonomous body corporate with one clear strategic vision for the Transport sector in Malta. This setup enabled Transport Malta to position itself as a holistic regulator of the Transport sector in Malta. It also led to the creation of various synergies and cross fertilisation of technical competencies that the three legacy organisations had in their respective area of expertise.*

*The major accomplishments of the operations of Transport Malta can be summarised as follows:*

### **Merchant Shipping**

*During 2010, the Malta Flag registered a net increase of more than 3.2 million GT in the total gross registered tonnage, representing a growth rate of 9%. In fact, at the end of year the number of ships registered under the Malta Flag was over 5,500 with a total gross tonnage exceeding 39 million, consolidating Malta's position as Europe's second largest Flag and amongst the 10 leading registers in the world in terms of gross tonnage.*

### **Integrated Transport Strategy**

*The setting up of Transport Malta has facilitated the development of a holistic strategic framework for the development of a national transport system which also resulted in the integration of the various transport research and infrastructure planning functions. This setup also enabled the Authority to contribute to the development of a number of Government transport policies and cross-sectoral policies which have a transport dimension. Amongst the significant aspects having major relevance for the general public, Transport Malta assessed several planning applications for transport impact and safety. It was also involved in the modelling of projected traffic flows affected by specific projects such as the City Gate Project and has provided technical support in the planning and design of a number of transport infrastructural projects such as the bus station and interchange facilities and revisions to the public transport network of services.*

### **Ports and Yachting**

*During the past year, in line with the Government's declared policy, Transport Malta continued with the privatisation process of ports and yachting related services. In fact, during the year under review, Transport Malta signed a concession agreement for the management, operation and control of a temporary marina in Kalkara and concluded the privatisation of the Mgarr (Gozo), Ta' Xbiex and Msida yacht marinas. During the summer months, Transport Malta continued with its drive to enhance safety at sea and in fact established 43 swimmers' zones around the Maltese Islands, installed several speed markers around the Maltese coast, updated the relevant legislation and installed a demountable pier at the Blue Lagoon in Comino. 2010 also saw increases in the cargo handled at the Malta Freeport and at the Grand Harbour. During the same period, the port of Valletta also experienced significant increases in the number of cruise and ferry passengers that visited the Islands.*

Another positive achievement was the fact that more than 3,000 passengers on board 7 cruise liners called at Gozo.

## **Land Transport**

### **Public Transport**

The year 2010 saw the signing of the contract with the new operator – Arriva Malta, signalling a major milestone for public transport in Malta. Through this 10 year agreement, Transport Malta ensured, amongst other issues, that all the fleet replacement, operating costs, revenue and risk associated with providing the service are to be borne by the operator. In addition Transport Malta initiated an infrastructural investment programme aimed at providing better accessibility for public transport users, and also to provide better facilities for the bus operator and the bus drivers. Another positive note was the fact that during 2010, the level of bus patronage increased by 3.7% compared to the previous year.

### **Taxi Reform**

A new set of regulations came into force in November 2010 to be implemented throughout 2011, with the aim of making the service more efficient, safe, secure and dependable. In addition to this, the regulations also provided for an increase in 50 taxi licences between 2010 and 2012. During the year under review, 20 new taxi licences were allocated following competitive bids which raised €1.03 million.

## **Roads and Infrastructure**

During 2010, Transport Malta upgraded the Marsascala By-pass (route 26) and Valletta Road, Zurrieq (route 31), as a result of which, during the last ten years, a total of 40 km of arterial roads were reconstructed. This includes 13.5 km out of the 51 km TEN-T route which were also reconstructed through EU funding. Apart from carrying out extensive maintenance works, covering approximately 100,000 square metres of extensive patching on older roads, during 2010 the Authority also invested €4.3m to complete 90 residential roads. With regards to maritime infrastructure, the year 2010 was characterized by several activities leading to the initiation of new maritime infrastructure projects and the implementation of projects that were planned in previous years. The larger projects are mainly those earmarked for funding through the EU Cohesion Fund and/or connected with the Grand Harbour Regeneration Plan. Such projects include the Refurbishment of the Valletta and Marsaxlokk main breakwaters, at €13.75m, the St Elmo Bridge, at €2.8m, initial studies on the €23m project to refurbish and upgrade Deep Water Quay and the installation of a cruise ship mooring buoy at Xlendi bay, Gozo.

## **Aircraft Registration and aviation matters**

With the setup of the new Authority, Transport Malta is now pressing ahead with its plans to replicate the success achieved in ship registration in the already thriving aviation sector. During the year, Transport Malta has updated and introduced cutting edge aviation legislation which strengthened its position to establish Malta as a successful aviation centre. To this effect, the Authority launched its business development and promotional campaign by attending leading aviation events, such as EBACE and MEBA, by officially launching the new aviation register at a local press and industry conference and by organising an event in conjunction with the Financial Times in London. As at the end of 2010, the Malta national aircraft register had 92 aircraft registered, 17 of which were newly registered craft.

## MEMBERS OF THE BOARD OF TRANSPORT MALTA

During the period 1st January 2010 - 31st December 2010, the Board Members of Transport Malta were:

Mr. Mark Portelli (Chairman)  
Mr. Chris Grech (Deputy Chairman)  
Ms. Luisa Bonello  
Ms. Helen Camilleri  
Mr. Joe Degabriele  
Mr. Chris Degiorgio  
Mr. Andrew Sacco  
Mr. David Stellini  
Ms. Veronica Zammit Tabona  
Mr. Simon Vella  
Mr. Jonathan Vella

Dr. Noel Buttigieg Scicluna was Secretary to the Board and Dr. Stanley Portelli was the Chief Executive Officer of the Authority.

Transport Malta has four Supervisory Boards which focus on the authority's principal activities. The members of each of board, for the period under review were:

### 1. Maritime Affairs Board

Chairman	Mr. Joe Degabriele
Member	Ms. Francesca Mamo
Member	Mr. Alfred Aquilina

### 2. Land Transport Board

Chairman	Mr. Simon Vella
Member	Mr. Stephen Muscat
Member	Mr. Malcolm Custò

### 3. Roads and Infrastructure Board

Chairman	Mr. Jonathan Vella
Member	Mr. Ray Busutill
Member	Mr. Sammy Rapa

### 4. Aviation Affairs Board

Chairman	Mr. Chris Grech
Member	Mr. Ivan Falzon
Member	Mr. Jonathan Shaw

## MISSION STATEMENT

The Authority's mission is to promote and develop the transport sector in Malta by means of proper regulation and by promotion and development of related services, businesses and other interests both locally and internationally.

## STRUCTURE OF TRANSPORT MALTA

Transport Malta (TM) is the Authority for Transport in Malta set up by Act XV of 2009. As a government authority, Transport Malta was set up to assume the functions previously exercised by the Malta Maritime Authority, the Malta Transport Authority, and the Department of Civil Aviation.

The Authority shall endeavour to achieve the following main objectives and policies:

- (a) develop integrated transport policies aimed at achieving modal shifts that favour public transport and nonpolluting strategies;
- (b) ensure the development of an efficient and socially sustainable public transport system in Malta;
- (c) promote the maritime and civil aviation facilities of Malta and the registration of ships and aircraft under the Maltese flag;
- (d) promote policies that favour the development of Malta as a maritime hub in the Mediterranean and as an entreport to the European Union;
- (e) encourage measures for the development of civil aviation and ancillary services, and in particular of air transport services of both passengers and cargo;
- (f) ensure that the administration, services and operations of ports and yachting centres in Malta are more efficient and cost-effective;
- (g) provide a sound financial basis for the Authority to be able to achieve target returns and investments;
- (h) standardize practices in the transport sector in Malta in line with international norms and with those of the European Union in particular;
- (i) construct and maintain roads, manage traffic and promote traffic safety and;
- (j) develop and maintain maritime infrastructure.

Transport Malta is composed of the following directorates:

- 1. Integrated Transport Strategy Directorate**
- 2. Ports and Yachting Directorate**
- 3. Merchant Shipping Directorate**
- 4. Roads and Infrastructure Directorate**
- 5. Land Transport Directorate**
- 6. Civil Aviation Directorate**
- 7. Corporate Services Directorate**
- 8. Enforcement Directorate**
- 9. Information and Communication Technology Directorate**

## **INTEGRATED TRANSPORT STRATEGY DIRECTORATE (ITSD)**

### **Functions and Duties**

The ITSD is responsible for the:

- integration of transport research and infrastructure planning;
- development and coordination of transport policies;
- educational aspects of transport within the Authority;
- development of standards;
- the coordination of European Union affairs including EU funding.

The ITSD is tasked to develop a holistic strategic framework for the development of a national transport system that is safe, secure and sustainable and brings together diverse expertise and resources from the legacy organizations. Within this context the Directorate focused on the following key aspects:

- **Transport Research and Infrastructure Planning Function**

This function involves the development and maintenance of an extensive and comprehensive database of transport and traffic information. Forming the basis of policy documents and transport strategic framework, these data sets facilitate trend and pattern analyses for purposes of national and international comparisons and statistical reporting. Tasked with ensuring the necessary synergies between all interested parties, the Directorate provides its input in terms of technical, legal and infrastructure planning and design support at various stages in the projects.

- **The Development and Coordination of Transport Policies Function**

The development of transport policy continues to be driven by national priorities within the context and framework of European Union policies relating to transport. In this respect, the Directorate contributed to the development of a number of Government transport policies and cross-sectoral policies which have a transport dimension.

- **Educational Aspects of Transport within the Authority**

During the year under review the Directorate led and contributed to a number of important educational initiatives to different sectors of society. The educational programme in 2010 primarily focused on land and maritime transport safety and security.

- **Development of Standards**

The Directorate coordinated the promulgation of international and EU standards relating to maritime security compliance, road infrastructure safety management and aviation safety management.

- **Coordination of European Union Affairs**

The Directorate continued to support the detailed coordination of assessment, consultation and reporting of EU dossiers relating to land transport and integrated transport. Over the year, the Directorate started to oversee maritime and aviation dossiers with a view to ensuring strategic coordination and coherence of national transport policy at an EU level.

The Directorate has coordinated a number of project applications for EU funding under various EU research, operational and technical assistance support programmes.

### **Projects, Initiatives and Performance of Duties**

*Survey data collection and collation:* The incorporation of MEPA's Transport Planning Unit into the Directorate brought about an opportunity to consolidate traffic and travel data that has been collected and collated by different planning organizations over the years and to identify information gaps. To this effect a number of different surveys were organized over the year to start to bridge the identified gaps and to maintain and update existing databases. The Directorate coordinated a National Household Travel Survey and completed surveys which build on previous similar surveys carried out by MEPA in previous decades. Important quantitative surveys which were carried out by the Directorate included speed surveys, traffic flow surveys, traffic queuing and delay surveys on all arterial and distributor roads to facilitate trend and pattern analysis. The collection of road traffic injury accident data was coordinated with the Police and processed for purposes of national and EU reporting and analysis.

*Transport and land use planning:* The Directorate processed 404 planning applications which were assessed for transport impact and safety. Approximately half of these applications were dealt with internally while a response requiring the input of other directorates was coordinated for the remainder. Out of these planning applications, 14 were for major projects which required the preparation of terms of references for the analysis of a Traffic Impact Statement prepared in connection with the application. The Directorate also considered changes to building and road scheme alignments in various local plans proposed by MEPA in the form of Planning Control applications.

*Infrastructure:* The Directorate co-ordinated further surveys and modelling of traffic flows projected to be affected by the City Gate Project. These studies guided the design of various junction upgrades around Valletta that shall be carried out in 2011.

The detailed planning and eventual project pipeline for an Intelligent Traffic Management System in Malta was managed by the Directorate leveraging internal expertise from other directorates and external technical assistance through expertise being made available through the European Investment Bank under the JASPERS programme.

The Directorate also provided technical support in the planning and design of a number of transport infrastructure elements including bus station and interchange facilities, and revisions to the public transport network of services.

The Authority's input into the future of Trans-European Transport Network (TEN-T) was coordinated by the Directorate, particularly with respect to the development of new guidelines and bilateral discussions with the TEN-T Agency of the European Commission for the possible extension of Malta's TEN-T infrastructure.

*Transport Policies:* The Directorate formulated a comprehensive draft policy document for consideration by the Authority's Board in respect of Speed Management which covers legal aspects, setting of speed limits, education and enforcement. The policy document presented an analysis of best practice from across the European Union, current practice in Malta and recommended options for policy consideration. The Directorate also represented the transport dimension in various inter-ministerial committees including: Electric Vehicles Committee and Offshore Protocol of the Barcelona Convention and, over the course of the year, has actively contributed to other horizontal policy development areas such as air quality, competitiveness, climate change and environment.

*Education:* In 2010, an interactive transport safety education programme was prepared by the Directorate and was delivered to school children (between the ages of 5 and 16) at 10 schools across Malta and Gozo. Road safety awareness lectures and promotion were organised for groups of elderly persons (day centres or church groups) and other national or local council events and media.

Mandatory training for Port Facility Security Officers was delivered and training courses in road safety at temporary road works and for permanent traffic management schemes were prepared in 2010 for implementation in 2011.

*Standards:* The Directorate ensured that all mandatory national and EU standards relevant to maritime security compliance (EC Directive 65/2005 and EC Regulation 725/2004) requirements were met by the Competent Authority (TM) and coordinated the preparatory work and follow up relating to an EU maritime security inspection conducted in Malta in April 2010.

In the aviation sector, the Directorate conducted an analysis relevant to national and international aviation standards pertaining to Safety for State Audit requirements. As a result, the Directorate embarked on the setting up of a State Civil Aviation Safety Management System and Programme as an integrative function between ITSD and the Civil Aviation Directorate to meet standards pertaining to the International Civil Aviation Organisation (ICAO) and European Aviation Safety Agency (EASA).

In land transport, the Directorate prepared guidelines for the preparation of road safety audits, road safety impact assessments and ranking of high accident concentrations in fulfilment of new obligations arising from EC Directive 2008/96 on road infrastructure safety management.

*EU Affairs:* The Directorate was involved in the detailed preparation for 72 Working Party meetings of the Council of Ministers (Transport) as well as legal and technical clearance of the dossiers. The Directorate reviewed another 82 draft instructions notes, namely recommended positions to be taken by officers participating in EU meetings, which are prepared internally by other directorates; as well as providing varied input into the positions led by other Ministries, prior to approval by MITC.

Draft national positions and briefings for around 20 implementation and reporting meetings were also coordinated by the Directorate. Three Explanatory Memoranda were drafted for consideration by the Maltese national parliament, in respect of one EU legislative dossier and two reports being coordinated by the Authority which were eventually followed by the transposition into national law, taking into account national circumstances at the end of the negotiation.

The Directorate coordinated the drafting of a number of applications for projects that could be eligible for EU funding, especially involving intelligent traffic management

transport systems, besides significant contribution to other transport related projects being coordinated by other Ministries. Foresight of joint programming between EU Member States on urban issues including transport was one of the long-term strategic projects that the Directorate was involved in.

## **PORTS AND YACHTING DIRECTORATE**

### **Functions and Duties**

The Ports and Yachting Directorate has a regulatory role in monitoring the maritime activities which take place within the internal and territorial waters of Malta and also manages port facilities which are under the control of the Authority, including yachting and mooring facilities. The privatisation that took place in recent years whereby most of the port and yacht related services, including cargo operations, passenger operations and technical nautical services are now carried out by the private sector, has led to a shift in the role of the Directorate. Today, it is responsible for ensuring that private operators comply with the various contractual obligations brought about by privatisation.

The Ports and Yachting Directorate is responsible for:

- The promotion of port services and maritime activities;
- Preservation of good order in the internal and territorial waters, including safety of navigation;
- Registration of small ships;
- Prevention and control of pollution, including the control of ship-generated wastes;
- The provision of a safe and efficient maritime transport system;
- Ensuring the provision of technical nautical services, fire fighting facilities, supplies and other ship requirements;
- Licensing of marine commercial craft;
- The management of port facilities;
- Regulation of yachting and maritime leisure facilities;
- The compilation of maritime statistics;
- The organisation of mooring areas ; and
- The organisation of popular bays and swimmers' zones.

### **Projects, Initiatives and Performance of Duties**

#### **Privatisation**

In the process for Malta to become a centre for excellence in the yachting sector, the year under review saw the privatisation of the following yacht marinas:

- A 25-year agreement signed between Harbour Management Ltd and Transport Malta for the management of the Mġarr (Gozo) marina.
- In July 2010 Transport Malta signed the concession agreement for the management, operation and control of a temporary marina in Kalkara for a period of eight years.
- The privatisation of the Ta' Xbiex and Msida yacht marinas whereby a concession was granted to manage the two marinas for the next 25 years by Creek Developments plc, a company formed by existing berth holders.

Since the privatisation of the cargo handling facilities in the ports of Valletta and Marsaxlokk, the new terminal operators, Valletta Gateway Terminals (VGT) and

Malta Freeport Terminals (MFT), have carried out considerable investment in cargo handling equipment and cargo storage areas. MFT has also invested in the dredging of the port of Marsaxlokk and is planning to extend the terminal's infrastructure.

### **Safety of Maritime Leisure Activities**

This Directorate is responsible for regulating maritime leisure activities in the territorial and internal waters of Malta and is involved in the development and implementation of better organization of popular bays in Malta and Gozo. This involves the installation, maintenance and removal of swimmers' zones in Malta and Gozo, which during the year under review comprised of an additional three new ones besides forty which were already established, the installation of speed markers, the identification of safety equipment to be held onboard boats and the review of legislation.

### **Moorings**

In a drive towards the regularisation of the moorings in our berthing bays, the Directorate has carried out a consultation exercise with the principal stakeholders (boat owners) through their various regional committees and eventually finalised the legislative tools required to implement the changes. The exercise will eventually take place during 2011/12.

### **Regional Cooperation**

The Authority is one of the project partners in the West Med Corridors Project financed under the Ten-T budget 'The Motorways of the Sea' (MoS). The concept aims at introducing new intermodal maritime-based logistics chains in Europe. These chains will be more sustainable, and should be commercially more efficient, than road-only transport. MoS will thus improve access to markets throughout Europe, and bring relief to our over-stretched European road system. Malta has completed and submitted alongside the other partners its report on the studies in relation to the West Mediterranean MoS Master Plan, which is the result of integrating the most important contents of the studies drawn up by these countries, defining the MoS Master Plan for the Western Mediterranean.

Within the Mediterranean context last year, the development of the East Mediterranean MoS Master Plan was also finalised. The study assessed critical parameters for MoS development in the East-Med region, analysing a generic MoS scheme for the 2015 time horizon and evaluating proposals for the development of MoS projects in the area. The project also aimed to support the dialogue between transport and logistics actors as well as maritime industry stakeholders for promoting MoS development and supporting future MoS projects maturity.

## **Water Transport**

The development of facilities for water taxi and ferries, for the modal shift from land to sea transport, included the identification and preparation of plans for upgrading landing places which could be used by water transport operators. Nine full development applications were submitted to MEPA for the upgrading of landing places that can be used by ferries and water taxis in line with a holistic plan to develop intermodal transfer points between land and sea-based transport systems.

A demountable pier at the Blue Lagoon in Comino was put in place before summer and used by various water transport services that operate between the islands.

## **Statistics and New Services**

During 2010 the total number of cruise passengers visiting the Maltese Islands stood at 493,748, up by 12% over the previous year. This change was mainly brought about by a substantial increase in the Italian and French markets, which together made up 37.6% of the total cruise passengers. There were 280 cruise liner calls in 2010, an increase of 15 vessels when compared to 2009 levels, of which a total of 7 cruise liner calls were made during this year bringing a total of 3,044 passengers to Gozo. The Holland America cruise liner Noordam was the largest cruise ship to stop off Gozo, when it dropped anchor off Mgarr Harbour.

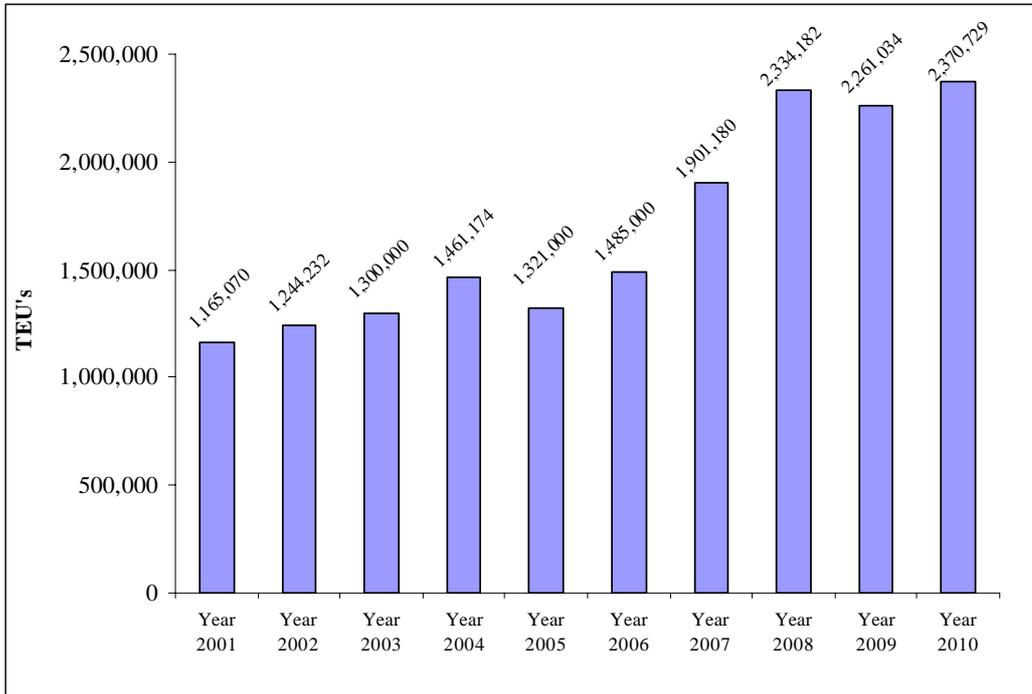
The number of ferry (inter-country) passengers has increased by 11%, from 186,586 to 207,754 over the previous year whilst trailers at the Port of Valletta have increased by 22%, from 54,575 to 66,328, over the previous year.

VGT has succeeded to attract car carriers to call directly to Malta. Moreover, the Malta Motorways of the Sea Ltd (a subsidiary of the Grimaldi Naples group) has made Malta a hub for its services between Europe and North Africa, particularly Libya and Tunis. The Italian shipping company Grimaldi started operating twice weekly a new roll-on roll-off freight service to the Tuscan port of Livorno as from last September. The service has been integrated into the regular service currently operated between Malta, Catania and Genoa. The company also inaugurated two vessels that will be operating the route.

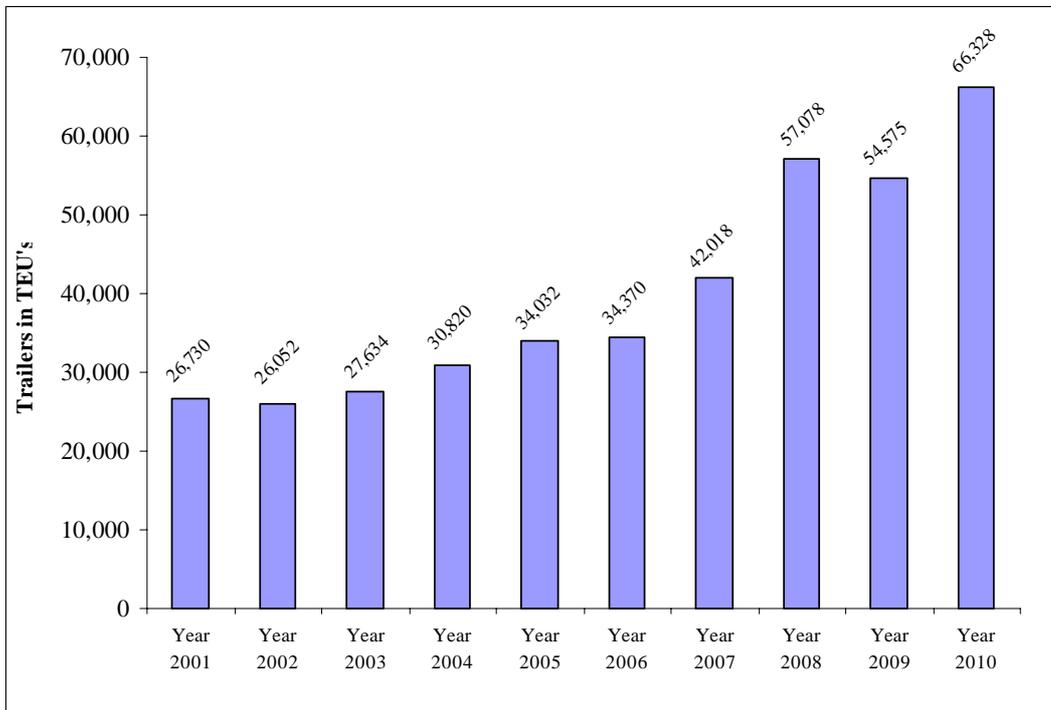
The M/V Jean de la Valette, operated by Virtu Ferries, started its operations on the Malta-Sicily route in October 2010. The catamaran can accommodate 800 passengers in three lounges and 156 vehicles or 45 vehicles and 342 truck lane metres for trailers, heavy commercial vehicles, campers and even tourist coaches.

Last year Malta Freeport Terminals announced that CSAV Norasia will be using its' facilities as the Mediterranean hub port as from mid-April 2010. This positive accomplishment has generated a significant amount of new business for the Freeport. Malta Freeport Terminals has recently installed at its facilities a state-of-the-art IP Video Surveillance System covering the entire Freeport grounds to monitor and fully control its facilities and operations with high-powered cameras and lenses for both day and night vision. In October of last year, French shipping giant CMA CGM, which operates MFT, launched its largest Malta registered containership, an investment worth €107 million. The ship, 363 metres long and 45.6 metres wide, has the latest environmental-friendly technologies such as electronically-controlled engine and an optimised hull design that improves the vessel's hydrodynamics. It operates on the French Asia line and has a capacity of 11,400 containers. During the year under review cargo throughput at the Malta Freeport increased by 5% over the previous year, from 2,261,034 to 2,370,729 TEUs.

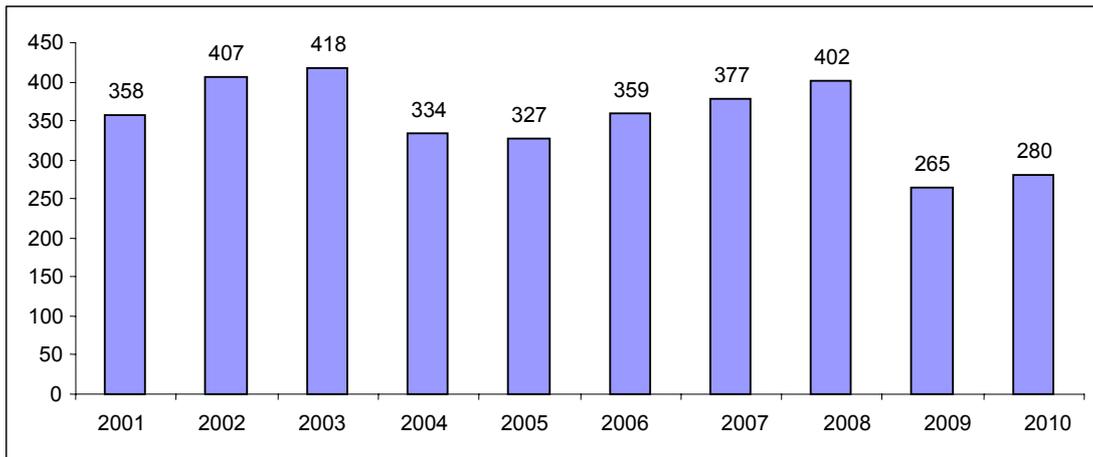
### Cargo Throughput at Malta Freeport (TEU's)



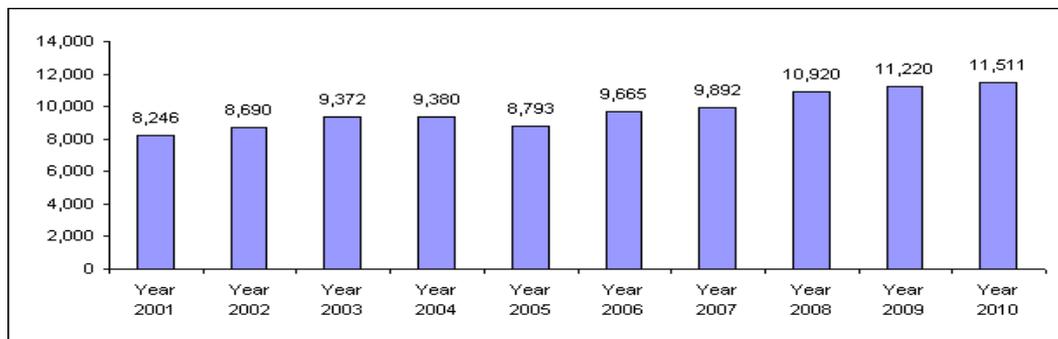
### Trailers handled at the Port of Valletta



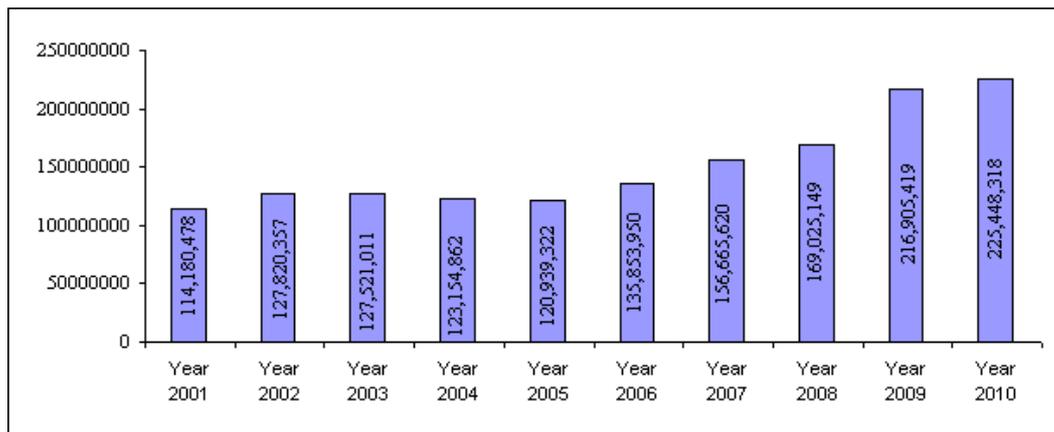
### Cruise Liners in Malta (2001-2010)



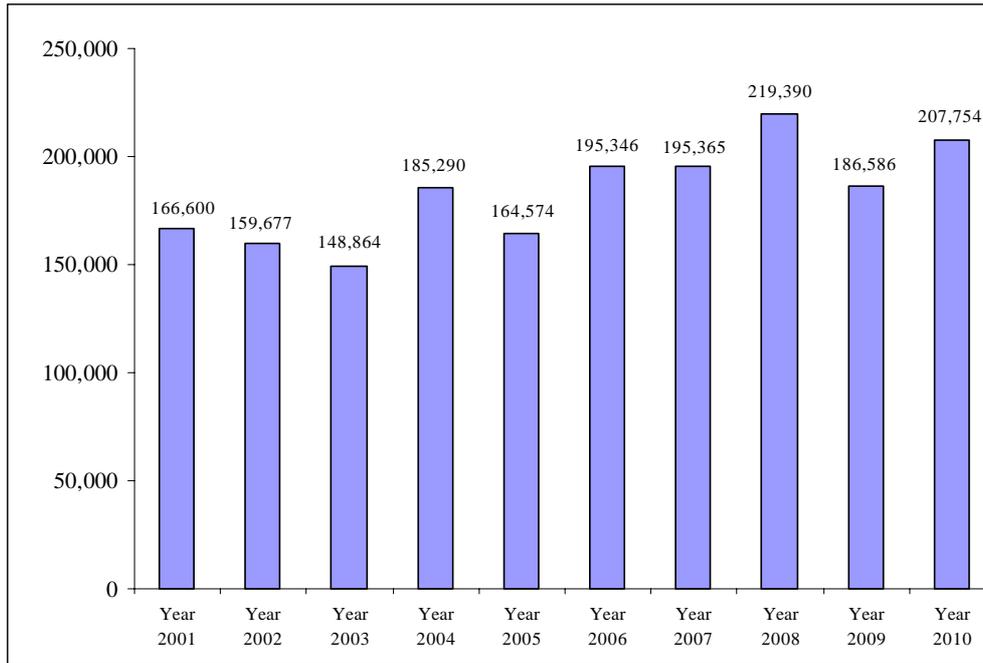
### Number of Vessels arriving in Maltese Territorial Waters



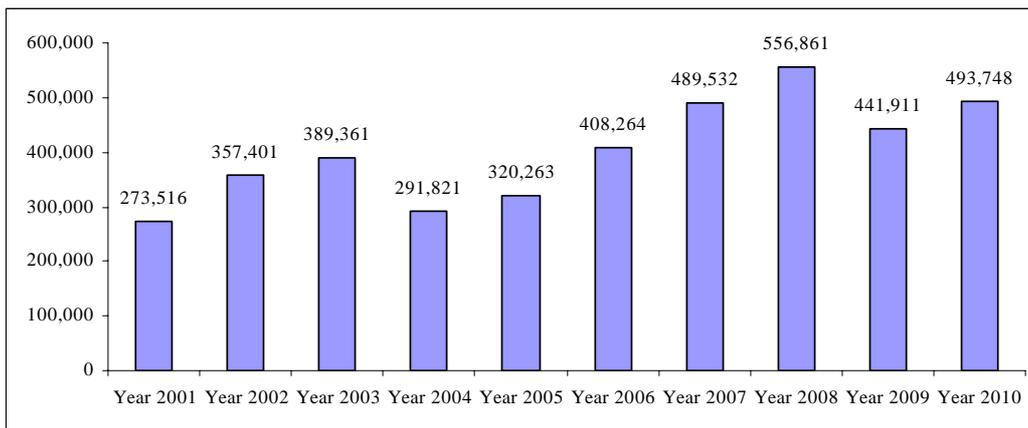
### Gross Tonnage of Vessels arriving in Maltese Territorial Waters



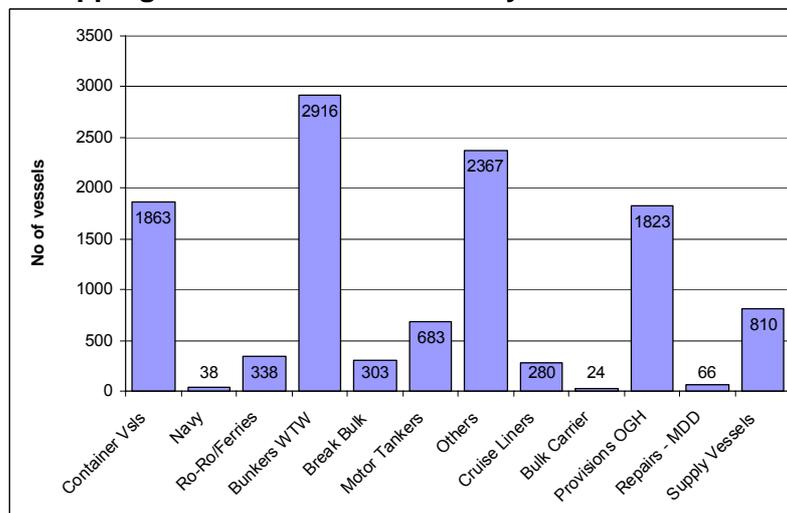
### Ferry Passengers in Malta (2001-2010)



### Cruise Passengers in Malta (2001-2010)



### Shipping Movements from January to December 2010



## **Environmental Issues**

This Directorate has finalized, with the assistance of the EEA Funds, the drafting of the National Marine Pollution Contingency Plan 2009 (NMPCP 2009). The avoidance of maritime pollution also included meeting with terminals to ensure that all facilities have in place an Oil Spill Response Emergency Plan and a Waste Management Plan. As part of the project, various oil and pollution combating equipment was procured including offshore booms, an oil skimmer, oil and water pumps and gas detectors. This project, co-financed by the EEA Financial Mechanism, has strengthened Malta's maritime pollution prevention and preparedness capability

## **EU Legislation**

Two new EU legislative instruments were adopted last year and these will have an impact on the operations and responsibilities of the Directorate. The first was the Port Formalities Directive which is part of the initiative of the European Commission to establish a European maritime transport space without barriers designed to harmonise and simplify administrative procedures in respect of Short Sea Shipping within EU waters. This Directive includes the obligation to establish a maritime single window by 2015 which aims at providing a common platform for such systems as SafeSeaNet, e-customs and other public authorities' IT systems dealing with the clearance of vessels and their cargoes and passengers.

The other instrument is the EU Regulation on Ship passengers' rights. This Regulation which comes into force in 2012 introduces similar passenger rights which today exist for air passengers, particularly in respect of denied boarding, delays, loss of luggage, damages and the access to passenger with reduced mobility.

The Directorate also assisted in consolidating the collection of maritime data with regard to the proposal amending Directive 2009/42/EC on statistical returns in respect of carriage of goods and passengers by sea.

## **Small Ships Registration and Commercial Vessels**

Apart from regulating the registration of small ships, water based recreational activities and the preservation of good order in any part of the territorial waters and inland waters of Malta, the Directorate is also responsible for the safety of commercial vessels and the safety manning requirements of such vessels within the territorial waters.

During the year under review, the Authority implemented a new back-office system for the Small Ships Register. This system will provide web enabled services integrated with automated back-office systems. To this effect, the Authority, in 2011, will be issuing a tender for the development of web enabled systems that allow the users to calculate registration fees applicable for both Merchant Shipping fleets and small ships/yachts registered with the Authority.

During year under review following activities were recorded:

<b>Transactions</b>	<b>2010</b>
New registrations	534
Renewal of Registrations	4701
Nautical Licences	1,759
Mooring Permits	1,107
New Commercial Vessel Certificates	50
New Commercial Vessel Operator Licences	36
New Certificates of Competency	38

## **MERCHANT SHIPPING DIRECTORATE**

### **Functions and Duties**

The functions and duties entrusted to the Registrar General of Shipping and Seamen in terms and in pursuance of the provisions of the Authority for Transport in Malta Act are to regulate, control and administer all matters related to merchant shipping and marine pollution prevention and control provided for under the Merchant Shipping Act and other related legislation.

This includes the upkeep of the ship and yacht registration under the Malta flag and their technical performance with regards to safety and pollution prevention, and to promote the Maltese register with the international shipping community.

The Directorate is also entrusted with regulating the employment and certification of seafarers; to promote and advance the skills of seafarers and persons employed in the maritime industry. It fosters Malta's relations in international shipping fora and administers the implementation of maritime and other related international conventions and agreements.

In order to provide a one stop shop service to its client base, the Directorate is also responsible to regulate and control the licensing of shipping organizations and to regulate, control and administer maritime radio communication services for Maltese ships

### **Projects, Initiatives and Performance of Duties**

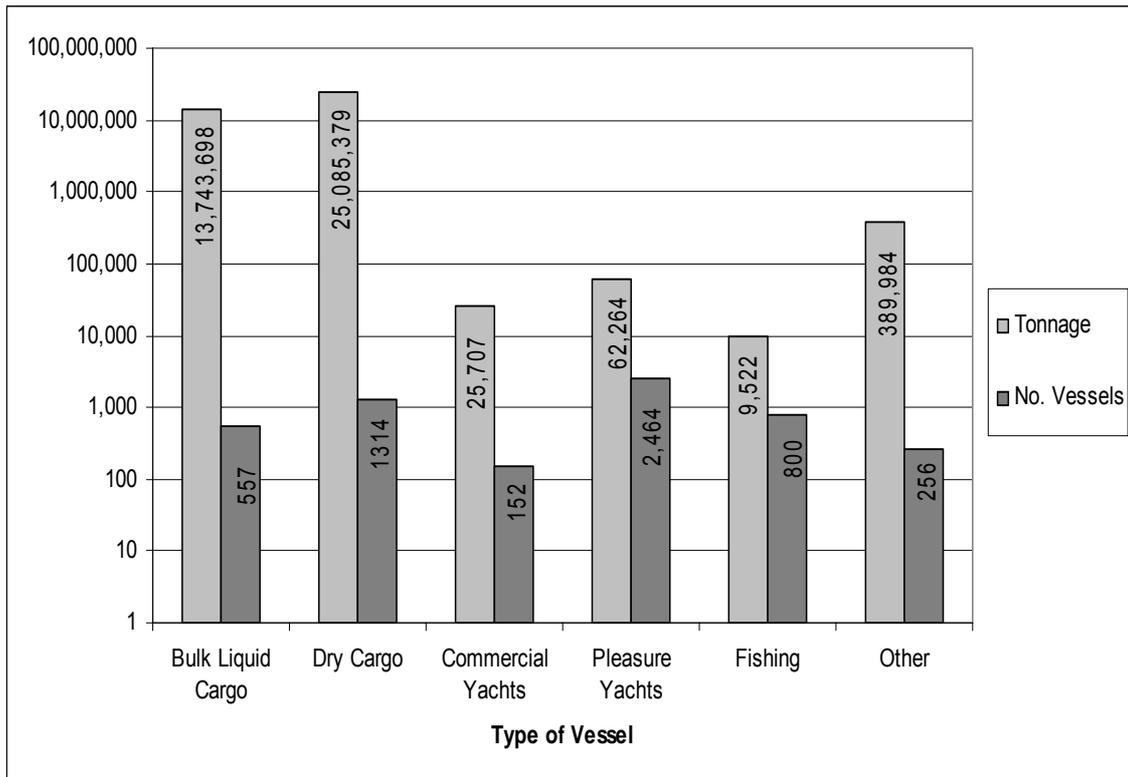
#### **Electronic Fleet Management Information System**

A project aimed at enhancing cohesion and timeliness in the services provided by the Directorate is the establishment of an electronic fleet management information system. The ship registry module, known as the Fleet Management System, will replace the current manual register system and other existing electronic databases and aims at managing all the information related to the ship's register. This electronic system will effectively become the main tool used by the ship registry department to assist with daily ship registration operations and the issue of all certificates of registry.

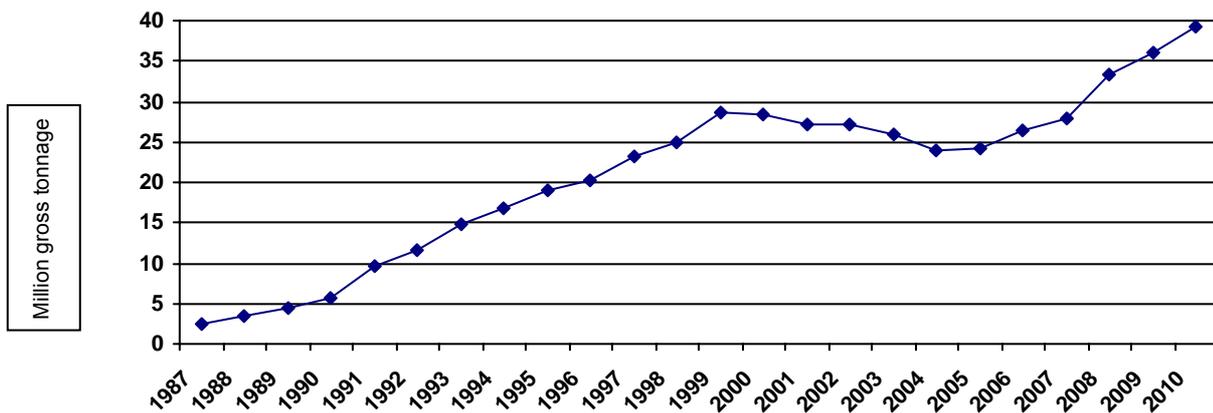
#### **Registry of Ships**

As at the end of December 2010 the number of ships registered under the Merchant Shipping Act was over 5,500 for a total gross tonnage exceeding 39 million. This represents an 8.79% increase in gross tonnage over 2009. This confirms Malta's place as the second largest register in Europe and among the 10 largest registers in the world in terms of gross tonnage. The average age of all vessels registered during this same period was 7.35 years; this decreased slightly to 7.28 years for ships of 100 gross tonnage and over. The average age for deletion of registry was 17.83 years, with ships of 100 gross tonnage and over averaging 17.9 years. The average age of all merchant vessels registered as 31 December 2010 was 12.78 years.

**Gross Tonnage and Number of Vessels by Type  
Registered under the Merchant Shipping Act as at 31 December 2010**



**Gross Tonnage Registered under the Merchant Shipping Act since 1987**



The statistics above are a clear indication of the policy adopted by Malta's flag Administration to focus on quality shipping and ensure that ships with a poor detention or safety and marine pollution record do not operate under the Malta flag. The Maltese authorities maintain that growth will be attained through quality standards.

## **Flag State Control**

The Directorate continued to operate the system introduced in 1993 - that of conducting random inspections of Maltese ships worldwide using the services of its own global network of inspectors. These inspections are in addition to the regular statutory surveys carried out by the classification societies and are effected on the specific instructions of the Directorate. The results and the performance of the inspectors are closely monitored by the Technical Department.

Between January and December 2010, 880 inspections (17,403,089 gross tons) were carried out in 193 ports in 46 different countries worldwide. The Directorate detained 55 ships until it was ascertained that they had been brought up to the required standard.

Malta's ship inspection regime is received well by the international shipping community including ship owners themselves. Undoubtedly, it has improved substantially the monitoring capabilities of the Directorate and the overall performance of the Maltese fleet. Without in any way diminishing the importance of an ever increasing awareness amongst ship owners and seafarers of the need for quality shipping, the flag State control regime has been an important contributing factor towards the reduction in the rate of detentions of Maltese ships in foreign ports.

## **Port State Control**

It is the responsibility of the Directorate to ensure, as much as possible, that ships leaving Maltese waters on international voyages, irrespective of flag, are being maintained in accordance with the required international standards.

The Directorate implements a system of Port State Control aimed at reaching the same standards prevailing in existing and well-established regional Port State Control regimes. Between January and December 2010, 243 foreign flagged ships were inspected. This represents over 30% of the total number of foreign merchant ships entering Maltese ports, excluding those that came in for dry docking. Detention orders were issued in respect of 10 vessels of different nationalities.

Meanwhile the Directorate has continued with its active participation in the Paris Memorandum of Understanding on Port State Control where Transport Malta is a member and in the Mediterranean MoU on Port State Control of which Transport Malta is one of the founder members and of which Transport Malta holds the current chairmanship.

## **Ship Casualty Investigation**

Between January and December 2010 there were 265 reported accidents involving Maltese ships. The majority of these were classified as less serious or minor incidents. There were 14 accidents which were classified as very serious, all involving loss of lives. None of the casualties resulted in loss of ships. Slightly more than 50% of the reported occurrences related, inter alia, to cargo shifts, lifeboat-related incidents and propulsion failures. The remaining (less than 50%) accidents related mainly to collisions, whilst groundings, strandings and fires make up the rest. General cargo vessels, tankers, and bulk carriers were the three types of ships that sustained the highest number of casualties and incidents. This is to be expected considering that these three types of ship make up 84% of the total tonnage registered under the Malta flag.

## **Maritime Radio communication Services**

During the past year, the Directorate continued to render maritime radiocommunication services to its client base. During the period under review 2770 radio licences were issued. These included Operational and Non-Operational Provisional Global Maritime Distress and Safety System (GMDSS) ship radio licences, permanent GMDSS ship radio licences including their amendment and renewal, Operational and Non-Operational Provisional Non-GMDSS ship radio licences, permanent Non-GMDSS ship radio licences including their amendment and renewal.

The Directorate is also responsible for the approval of **Maritime Radio** Accounting Authorities and Point of Service Activation entities and the allocation of Maritime Mobile Service Identities (MMSI) and Selcall numbers to Maltese ships.

## **Certification of Seafarers**

As part of its responsibilities as Flag State Administration, the Directorate also has the responsibility for the training and certification of seafarers engaged on Maltese ships.

By end December 2010, the Directorate had processed over 124,500 applications from officers serving or wanting to serve on Maltese ships, for the issue of endorsements attesting to the recognition of their certificate of competency issued by a foreign Administration. Of these, about 15,492 were processed in the year under review.

Meanwhile, the Directorate continued to monitor courses run by the Maritime Institute of the Malta College of Arts, Science and Technology and other training conducted by institutions both in Malta and abroad, onshore and afloat where such courses lead to the issue of certificates of competency, certificates of proficiency and, other seafarer certificates in terms of the Merchant Shipping Act and, the STCW and ILO Conventions.

Currently six maritime training centres are approved, while another is undergoing a re-approval and three others are in the process of approval for the first time. During the period January – December 2010 the Directorate approved 21 maritime training courses and a further 13 courses from various institutes are presently under review.

During the period under review the Directorate organised 21 examination sessions; 17 sessions for the local institute and another 4 sessions on behalf of foreign institutes recognized by the Authority, leading to the issue of certificates of competency as Officer in Charge of Navigational Watch, Chief Mate and GMDSS.

### **International Relations and Participation in International Fora**

Being a register that is amongst the largest in the world, increases the responsibility for Malta to meet its international commitments and to participate actively in international shipping fora. The heavy involvement of Directorate officials at these meetings is imperative for Malta to achieve its key objectives relating to maritime safety, security, protection of the environment and the safety and welfare of seafarers. 2010 was certainly no exception to keeping up with this commitment

### **European Union**

The period under review has seen Malta continue its active involvement in the ongoing debate regarding legislative and other proposals discussed within the sectors of the Transport, Telecommunications and Energy Council and of other Council instances where the debate involved maritime related matters.

The period under review saw intensive debates on the issue of climate change. The Directorate was heavily involved in this debate particularly on the issue of bunker fuels and the impact that the shipping industry is having on global warming. The Directorate provided total support to the Malta Resources Authority in the formulation of Malta's policy, particularly in respect of initiatives within the European Environment Council to complement the ongoing debate on the subject, held at the International Maritime Organisation.

### **International Conventions and Legislative development**

In the light of the significant regulatory aspect of its functions as a maritime Administration, the Directorate is engaged in a constant review of existing merchant shipping laws and regulations so as to ensure that these are in line with current international legislation and practices. The review exercise includes ongoing monitoring of the evolving *Acquis Communautaire* vis-à-vis Maltese legislation and continuous research on the evolution of IMO and related ILO legislation.

In carrying out these initiatives, the Directorate seeks the views of the industry and the advice of local and foreign experts. Moreover, the Directorate has also maintained its full participation in the workings of the Maritime Law Advisory Council, a joint initiative with the shipping industry representatives set up to serve as a research and development agency that can advise and assist the Maltese Administration in ensuring continuous harmonisation of Maltese maritime legislation with international maritime law and the needs of the shipping industry.

## **Business Development**

During the year under review the Merchant Shipping Directorate participated with a stand at two leading maritime events, namely Posidonia exhibition in Greece and Monaco Boat show in Monaco. Apart from being the two most reputable avenues for business development within the respective industries, Transport Malta's stands provided the local maritime, shipping and yachting community the ideal marketing platform to showcase Maritime Malta as an International maritime service centre at the heart of the Mediterranean. The Maltese delegations at both events met several owners and managers to discuss the opportunities associated with the Malta flag.

## **Merchant Shipping Notices**

The Directorate continued to issue *Merchant Shipping Notices* to give information, expound on procedures and communicate the parameters for the exercise of discretionary powers. During 2010 one Merchant Shipping Notice was issued on *Further Sanctions with regards to the Islamic Republic of Iran*.

## **ROADS AND INFRASTRUCTURE DIRECTORATE**

### **Functions and Duties**

The Roads & Infrastructure Directorate (RID) is responsible for the construction, re-construction and maintenance of roads, the management of traffic and the promotion of traffic safety and the development and maintenance of the maritime infrastructure.

### **Projects, Initiatives and Performance of Duties**

The Directorate is currently structured into two divisions:

- **Roads Division**
  - Units within the Roads Division:
    - Design and Planning
    - Traffic Management
    - Major Projects – EU Funded
    - Major Projects – Capital Projects (funded by Government)
    - Construction Management (Post-Contract)
    - Domestic Roads and Maintenance
    - Works Quality Assurance
  
- **Infrastructure Division**
  - Units within the Infrastructure Division:
    - Capital Projects
    - Projects Administration and EU funding
    - Marine Maintenance

### **Roads Division**

- **Arterial Road Network**

The year 2010 marked the end of a decade of pre-planned road works that have resulted in significant improvements in the local road network. In fact, during the last ten years, a total of 40 km of arterial roads was reconstructed, which included the 13.5 km out of the 51 km of the TEN-T (EU funded) route which was also reconstructed.

These works are in line with the Master Plan for Roads in Malta and Gozo which has established a priority program in 1998 for the upgrading of the arterial and distributor road network and according to the establishment of the TEN-T network in 2002. The aim of the programme for the upgrading of the Arterial and Distributor road network is to upgrade the existing road infrastructure that provides a strategic link between the TEN-T network and residential, industrial and tourist areas.

In this respect during the year under review two such roads were completed, namely the upgrading of the route 26, Marsascala By-pass and route 31, Valletta Road, Zurrieq to improve the quality and efficiency of the roads that have a strategic linking function to the Trans-European Transport Road Network in Malta. The goals of upgrading and re-constructing these two priority projects are improving road safety, reducing vehicle operating costs and travel times as well as upgrading the road environment, thereby improving internal mobility and bringing about an improvement in the quality of life for the road users.

In order to achieve these results extensive preparation works in the preceding years was underway by the Major projects Unit within the same Directorate. During the year, the Directorate was also engaged with the preparations for another eight major projects which will start in the year 2011 and 2012, six of which the Authority has secured EU funding for, as detailed hereunder:

- Garibaldi Road, Marsa;
- Council of Europe Road, Luqa;
- Road leading to Sea Passenger terminal, Floriana;
- Tunnel from December 13<sup>th</sup> Road to Sea Passenger terminal;
- Mellieha By-pass;
- Marfa Road up to Cirkewwa Terminal;
- Road from Heliport to Rabat, Gozo;
- Salina Coast Road and
- Kappara Junction.

These would amount to a further 20 km of TEN-T arterial roads. Following the construction of these roads 59 % of the 51 km of TEN-T route will have been reconstructed.

- **Public Transport Infrastructure**

2010 also marked the beginning of an ambitious infrastructure upgrading project related to the Public Transport Reform. This included the redesign of Bus stops and lay bys, introduction of bus interchanges in various localities and the redesign and relocation of the Valletta Bus Terminus. New specifications for the surfacing materials related to these works were introduced and the works are planned to be concluded during 2011.

- **Maintenance of Roads**

The life cycle of major projects is extended through proper maintenance. The Authority has invested more than €200,000 to clean and maintain the storm water culvert systems. Moreover, since one of the biggest challenges of RID is to operate a network, which also includes parts which are ageing, the Maintenance Unit has carried out extensive works also on older roads which required repair works in order to keep the network free from inconveniences to the road users. A total of €1.5m was spent covering approximately 100,000 square metres of extensive patching. These works are vital to strengthen old arterial road pavements and prevent surface cracks and other damages from amplifying into further and more expensive damages on the same network.

- **New Residential Roads**

The Directorate is also responsible for the construction programme of the residential roads that are still to be constructed for the first time. During 2010, a total of € 4.3 million was paid to complete 90 roads and extensive preparations and coordination was done in order to expedite the procurement process so that the remaining 226 roads can be completed in less time thus giving a better service to the Community. All these roads are being planned to be completed by mid-2012. Coordination was done together with the stakeholders such as the services utilities companies so that all services pipes and cables can be constructed concurrently with the road works. In this way, the eventuality that the roads will be excavated to install new services in the future is avoided and the service life of the road structures is extended thus gaining a better rate of return on the investment and enhancing the asset value of the roads in our residential localities.

### **Infrastructure Division**

The year 2010 was characterized by several activities leading to the initiation of new maritime infrastructure projects and the implementation of projects that were planned in previous years. The larger projects are mainly those earmarked for funding through the EU Cohesion Fund and/or connected with the Grand Harbour Regeneration Plan.

- **Refurbishment of the Valletta and Marsaxlokk main breakwaters**

Following the EU funding approval of this €13.75m project and conclusion of the tendering process, refurbishment works commenced on the Marsaxlokk main breakwater in June. Works mainly involve the reinstatement of open joints between the structural caissons of the breakwater, demolition and re-application of the outer concrete layer along the wave wall and quays, and refurbishment or replacement of exposed structural steel. This work is being executed while port and oil tanking operations continue to be carried out on the breakwater jetties.

- **St Elmo Bridge**

This €2.8m project forms part of the Grand Harbour Regeneration Plan and involves the design, fabrication and erection of a footbridge and belvedere between the shoreline and the St Elmo breakwater. The tender process was concluded at year-end. The bridge will complement the City Gate project by serving as a landmark heralding the maritime aspect of the Grand Harbour regeneration.

- **Cirkewwa Ferry Terminal**

Works commenced in 2010 to provide temporary arrangements for passenger handling and public transport in a new location within the port to minimise the inconvenience due to the construction of the new terminal, while at the same time providing improved facilities. These will involve a passenger shelter, public conveniences and a police station.

Meanwhile tenders for civil works and mechanical and electrical works, which also include vertical transportation and renewable energy systems, were initiated in 2010.

Marine geotechnical investigations were concluded to enable the preparation of the design of dredging works for berth number 3 at the North quay. The terminal finishes design was also completed and the respective tender was prepared.

EU funding approval to cover 85% of the €12m project costs was obtained at year end and construction of the new terminal will commence in the second quarter of 2011.

- **Deep Water Quay Refurbishment and Upgrading**

Deep Water Quay is one of the two main cargo terminals in the Grand Harbour. Built in the 1950's the quay has reached the end of its design life and needs an extensive refurbishment and upgrading in order to service current and future port cargo operations and vessels. Following technical studies and investigations initiated in 2009 and concluded in 2010, the design work for tender documentation was completed. This project is estimated to cost in the region of €23m and an application for EU funding is being finalised.

- **Grand Harbour Passenger Project (Lascaris-Barriera and Boiler wharves cruise facilities)**

In response to the growing demands for increasing cruise liner capacity both in terms of quantity and ship size, this project involves the construction of new quays at Lascaris and Barriera wharves and the upgrading of Boiler wharf. During 2010, MEPA approval was obtained for the development of Lascaris wharf, while the EIA process, up to public consultation stage, for the development of Barriera Wharf was carried out. Furthermore, a MEPA application was submitted for the second phase development of Boiler Wharf, Senglea following the terminal upgrading the year before.

Design work was concluded for the construction of the new quay at Lascaris, including intermediate works to enable large cruise ships to overhang from Pinto wharf.

Towards the end of 2010, a project cost benefit analysis in preparation for the submission of an application for the EU funding of this project was initiated. This project is estimated to cost in the region of €18m.

- **Cruise ship mooring buoy at Xlendi bay, Gozo**

A new mooring buoy costing €240,000 was installed within Xlendi bay to offer an alternative mooring facility in Gozo for cruise liners.

- **Environmental assessment for developments in Grand Harbour, Marsamxett Harbour and the port of Mgarr, Gozo**

A number of studies are in various stages of completion including an Environmental Impact Statement for the development of a cargo terminal in the area between Laboratory and Fuel Wharf on the Corradino side of the Grand Harbour; an Appropriate Assessment of the proposed cruise facilities at Mgarr, Gozo; and an EIA for a new yacht marina at Sa Maison, Pieta. The former two

reports have been submitted to MEPA, while studies related to the Sa Maison marina were initiated towards the end of 2010.

- **Miscellaneous projects**

The Roads and Infrastructure Directorate is also responsible for the implementation of minor projects and maintenance work related to the various buildings, maritime installations and infrastructure. Tendering in relation to a number of such projects such as repairs to Barriera Wharf and Msida Marina is currently underway. Other works related to the refurbishment of the carpark at Deep Water Quay was also completed during the year. During the summer months, a seasonal mooring pier/landing place was also installed at the Blue Lagoon, Comino.

## **LAND TRANSPORT DIRECTORATE**

### **Functions and Duties**

The Land Transport Directorate (LTD) strives to provide an efficient, integrated and sustainable public transport service meeting the travelers' needs and expectations, together with an effective regulatory framework for land transport with road safety as a top priority, whilst at the same time promoting socio-economic development and protection of the environment. From an operational point of view, the Directorate is responsible to regulate all forms of land transport, including all vehicles, drivers and transport service operators.

The core strategic objectives of the Directorate are:

- Modal shift
- Road safety
- Eco-friendly transport
- Customer service

### **Projects, Initiatives and Performance of Duties**

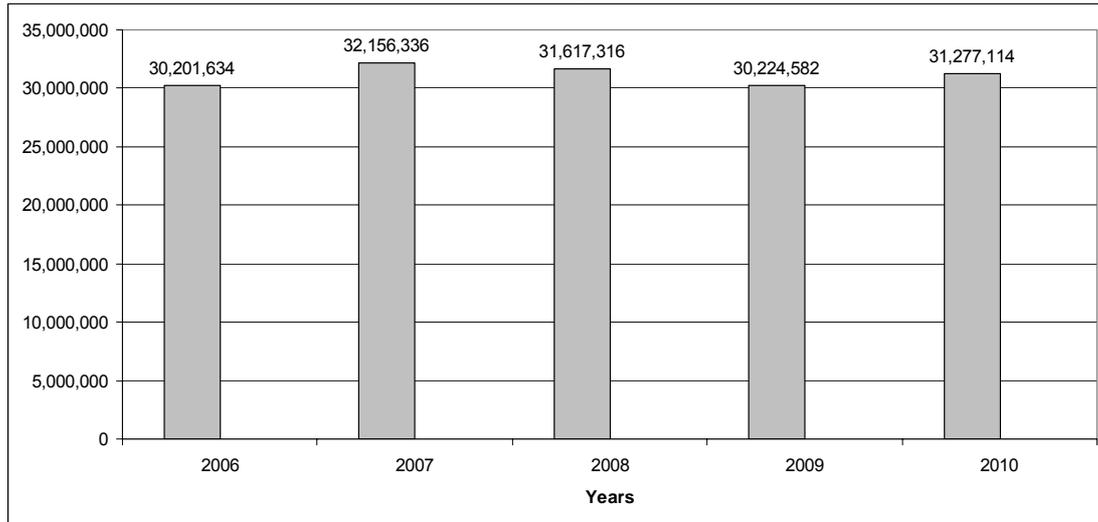
#### **Public Transport Reform**

The year 2010 was a major milestone when it came to public transport, with the agreement reached with existing bus owners to relinquish their operator licence and old bus fleet, and the conclusion of the contract with the new bus operator – Arriva Malta. This will lead to a new public transport service starting on 3<sup>rd</sup> July 2011, and will involve an overhaul in the way the service is provided today, focusing primarily on punctuality, reliability and customer service.

Transport Malta will be investing in a control centre to monitor the services in real time, to ensure that all aspects of the contract are complied to. In addition to this, a number of infrastructural projects are being implemented, which are aimed at providing better accessibility for public transport users, and also to provide better facilities for the bus operator and the bus drivers.

Another important aspect of the management of public transport transition was that the existing bus operator would retain at least the same level of patronage. In fact, 2010 saw an increase of 3.7% in bus patronage from 2009 as illustrated overleaf.

## Bus Patronage in 2010



Under the new public transport contract – concluded between Transport Malta and Arriva for the next ten years at an average of €6.2m per year, including any possible fluctuation in fuel commodity prices - will effectively mean that:

- all the fleet replacement costs are to be borne by the operator;
- the operator will bear the revenue and risk associated with providing the service;
- the maximum fares and minimum routes are fixed;
- a reduction of €35m from the subsidies that the Authority previously granted over the next 10 years;
- certain segments of the society would still benefit from special fares.

## Taxi Reform

A new set of regulations came into force in November 2010 to be implemented throughout 2011, with the aim of making the service more efficient, safe, secure and dependable for customers while setting higher quality standards for the operators and drivers together with their vehicles. This includes upgraded taximeters and tracking devices which will be connected to a control room within Transport Malta offices, emergency buttons, and CCTV systems.

The level of information in each Taxi has also been improved to the benefit of passengers. This includes an identification certificate indicating the details of the operator and the driver, together with a schedule of fares.

In addition to this, the regulations also provided for an increase in 50 taxi licences between 2010 and 2012. During the year under review, 20 new taxi licences were allocated following competitive bids which raised €1.03m.

## Horse-Drawn Cabs Reform

Transport Malta concluded the consultation with stakeholders, leading to the preparation of a set of regulations for this sector, which have now been issued for public consultation as at 31<sup>st</sup> March 2011. These regulations are aimed at empowering Transport Malta with the necessary tools to better regulate this sector,

and include provisions for licensing and insurance of cabs, regulations on conduct of drivers, obligations relating to correct charging of fares and issuing of fiscal receipts, requirements on the safe carriage equipment, obligations on the operators and drivers to keep roads clean, and obligations on owners to erect and maintain horse shelters. Preparations are underway to set up a number of these horse shelters across Malta in 2011.

### **Regularisation of Passenger Transport Operators**

As part of the reform that started in 2009 with regard to passenger transport, Transport Malta continued with its efforts to bring all passenger transport operators in line with national and international legislation. This required all operators to be in possession of an operator licence. In 2010, a total of 162 National Operators' Licenses were issued, together with 7 Community Licenses, covering a total of 279 passenger transport vehicles. In addition to this, Transport Malta issued 180 Certificates of Professional Competence for transport operators, following a number of training courses and exams organized by the Directorate in conjunction with MCAST.

### **Trackless Trains**

In May 2010, the Passenger Transport Services Regulations were amended to include a new regulatory framework permitting the registration, licensing and operation of trackless trains on pre-established routes and also for special temporary events. In fact two routes were established (St Paul's Bay and Marsaxlokk).

### **Training in Land Transport Services**

Transport Malta continued to strengthen training within the land transport sector. This included the publishing of guidelines to become approved training centres for driver professional competence in line with Directive 2003/59, and also a scheme to become approved training centres for taxi drivers, in line with the new Taxi Services Regulations.

### **Improving Driving Standards**

The number of road related fatalities in Malta during 2010 stood at 14 fatalities.



The Land Transport Directorate aims to minimize fatalities through continuous road safety campaigns and driver education. During the latter part of 2010, a number of measures were taken to modernise driver training and testing processes in line with international best practice. To support this work a new senior manager was appointed and the complement of driving examiners was strengthened to allow for effective resource allocation, and to allow sufficient time for training, development and quality control. Increased quality control of established examiners, including random direct supervision on a number of driving tests, was established during the year, and the establishment of guidelines on how the practical driving test is carried out, is now available on the website.

Through continuing professional development, existing examiners are qualified for the Driver Certificate of Professional Competence (CPC) and additional vehicle category testing. Initial work has commenced in association with the driving instructor profession to raise the standard of driver training by accompanying them during driving lessons and providing feedback. Progress has also been made in regard to consultation with the profession although it is recognised that much more needs to be achieved.

The Authority's aim in 2011 is to offer all the necessary guidance to motoring schools and driving instructors, to improve their level of training, and to implement a regulatory framework that encourages a higher standard of driver education. At the same time, the Directorate will be providing more information to prospective drivers, to enable them to be better prepared for their driving tests, and more importantly to become safe drivers.

Towards the end of 2010 Malta was selected as the host for the CIECA 43<sup>rd</sup> Congress to take place on the 26th and 27th May 2011. CIECA is the international commission for driver testing authorities, active in the fields of road safety and driver testing. CIECA members include driver testing authorities from 39 countries worldwide, including Malta, which holds the prestigious post of Vice President through our representative - Major Peter Ripard. This year's Congress will be discussing how to achieve our goals of safer drivers by training and testing and in this context it will focus on the foundations of driver training and education which are necessary to improve road safety.

### **Eco-Friendly Transport**

Transport Malta assisted the Ministry of Finance in implementing the necessary changes in the legislation with regard to the registration tax on large passenger carrying vehicles, and goods carrying vehicles. This was the final phase of the registration tax reform aimed at promoting cleaner vehicles, which brought about a system that calculates tax based on the mass, the engine size and the mileage of the vehicle.

Transport Malta also supported the scrapping scheme, where a grant was offered to first time vehicle-buyers, as long as they scrap their vehicle. This also saw the introduction of a cleaner and more regulated process of how vehicles are physically scrapped, in line with the End-of-Life of Vehicles Directive.

## Customer Service and Risk Mitigation

Transport Malta recognizes the challenge it faces when it comes to customer service, particularly since it interacts directly with a large number of customers every day.

At the same time, due to the high volume of transactions, and the large amount of revenue that is handled, more stringent controls are required to mitigate risk. In fact the major challenge is to strike a balance between customer service, risk mitigation and team motivation.

The table below groups the total transactions registered during 2010, compared to the previous year.

	For Year	2010	2009
	Licensing Service	Amount of Transactions	Amount of Transactions
<b>Vehicles</b>	Registered Vehicles	15,984	19,544
	Changes to Vehicle Specs	4,573	4,024
	Change of Engine	1,582	1,268
	Change of Owner	40,689	27,033
	Change of Plates	2,248	1,748
	De-Garaged	5,428	2,709
	Exported	111	52
	Garaged	9,283	7,580
	Scrapped	4,475	2,679
	Road Licences Renewed	297,625	285,912
Inspections on Imported Vehicles prior to Registration (Excluding vehicles checked for VRT compliancy)	7,054	9,377	
<b>Driving Licences</b>	New Driving Licences	5,610	4,336
	Renewed Driving Licences	25,868	25,853

## Customer Service

A number of measures aimed at improving customer service were implemented:

- Removed dependency on motoring school to conduct a driving test. This ensured transparency, and also reduced waiting time;
- Launched a mobile alert service, to enable vehicle owners to receive mobile and email alerts when their road licence and VRT are due;
- Extended the use of the website to motorcycle customers to calculate the registration tax; and
- Used vehicles registration tax calculator.

## Risk Mitigation

Due to the extensive legislation regulating land transport, together with the high volume of revenue, transactions, and customer base, the Directorate must adopt effective risk management and mitigation measures, by strengthening internal controls, and conducting effective and consistent internal checks, to ensure that

regulations, policies and procedures are complied with, whilst at the same time improving customer service.

A number of measures were introduced in 2010:

- An in depth risk assessment was carried out to form the basis for a structured internal audit and risk mitigation plan;
- An Internal Controller was engaged to conduct internal spot checks as part of a monthly checklist. This includes a number of medium and high risk areas;
- A system of rotation of personnel to reduce the risk of employees being too familiar with processes;
- Quality control procedures for practical driving tests were introduced;
- Procedures started being revised to ensure that they cover all forms of exceptions, and that they enable the employee, and the customer to better understand what is required; and
- A finance manager was engaged at senior manager level.

### Use of ICT

Transport Malta continued with its aim to shift over-the-counter services to online and back-office systems. In fact, the two main online services offered by the Directorate, had a positive take-up throughout 2010:

Year	2010	2009
<b>Online Vehicle Registration Service (eReg)</b>	36% online	35% online
<b>Online Vehicle Road Licence Service (eVera)</b>	95% online	93% online

### Quality Control on VRT stations

The Directorate is also responsible to regulate VRT stations. As part of a drive to ensure that vehicles are safer and cleaner on our roads, Transport Malta stepped up its quality control on VRT stations.

This included the following measures:

- Adopting a more focused approach when inspecting stations, using a risk based assessment;
- Conducting 978 post VRT checks on high risk vehicles, by calling them in for a further inspection; and
- All VRT stations are now required to photograph all vehicles undergoing a test, for further control.

### Road Licence Arrears

In an effort to reduce the amount of unlicensed vehicles on the road, the Directorate embarked on a notification process to follow up vehicles that have an expired road licence, which until the end of December 2010 amounted to 26,000 vehicles (5% less on the number of irregular vehicles of the previous year), with over €15m worth of arrears. Monthly notices are being sent out with the aim of reducing further this amount.

## **Road Safety Campaign Tender**

One of the core objectives of the Land Transport Directorate is to improve road safety through effective driver education. This requires an effective and proactive educational approach, which can then be complemented with on-the-road enforcement. Education covers all road user groups (including pedestrians), however the main form of education should be directed towards existing drivers and prospective drivers. During the year under review, Transport Malta issued a tender for Communication Support and Expert Marketing Advice to Design a Road Safety Brand and Marketing Campaign aimed at raising and maintaining public awareness on road safety issues in a bid to reduce traffic accidents through targeting specific audiences and road user groups.. This tender is currently at the evaluation stage and will be awarded during the second quarter of 2011.

## **CIVIL AVIATION DIRECTORATE**

### **Functions and Duties**

The Civil Aviation Directorate (CAD) aims for a safe and sustainable development of civil aviation in Malta.

To implement this vision, it has established the following strategic objectives:

- Growth in Aviation Register;
- Enhance civil aviation safety;
- Enhance the efficiency of civil aviation operations;
- Maintain the continuity of civil aviation operations;
- Strengthen law governing civil aviation;
- Minimise the adverse effect of civil aviation on the environment; and
- Safeguard passenger rights.

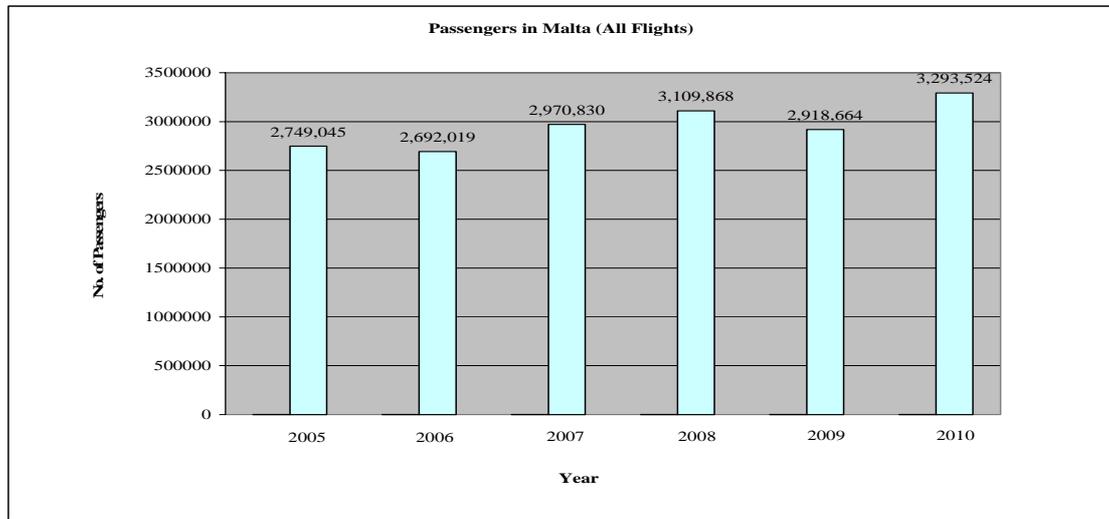
Additionally, the CAD cooperates with other local and International entities to enhance aviation security, passenger/cargo facilitation, fair competition, environmental matters, passenger rights, civil-military interface and health related issues.

The functions of the Directorate as a regulator are to ensure that all aviation activities are carried out safely and in conformity with international standards which Malta has to apply as a result of its membership in the European Union (EU), International Civil Aviation Organisation (ICAO), European Civil Aviation Conference (ECAC) and EUROCONTROL. It achieves these objectives by the following tasks:

- regulation of air transport services;
- airworthiness certification and oversight;
- certification of aircraft operators;
- licensing of aeronautical personnel;
- determination of international air navigation obligations;
- oversight of Malta International Airport plc as aerodrome services provider; and
- oversight of Malta Air Traffic Services Ltd. as provider of air navigation services in the Malta Flight Information Region.

## Projects, Initiatives and Performance of Duties

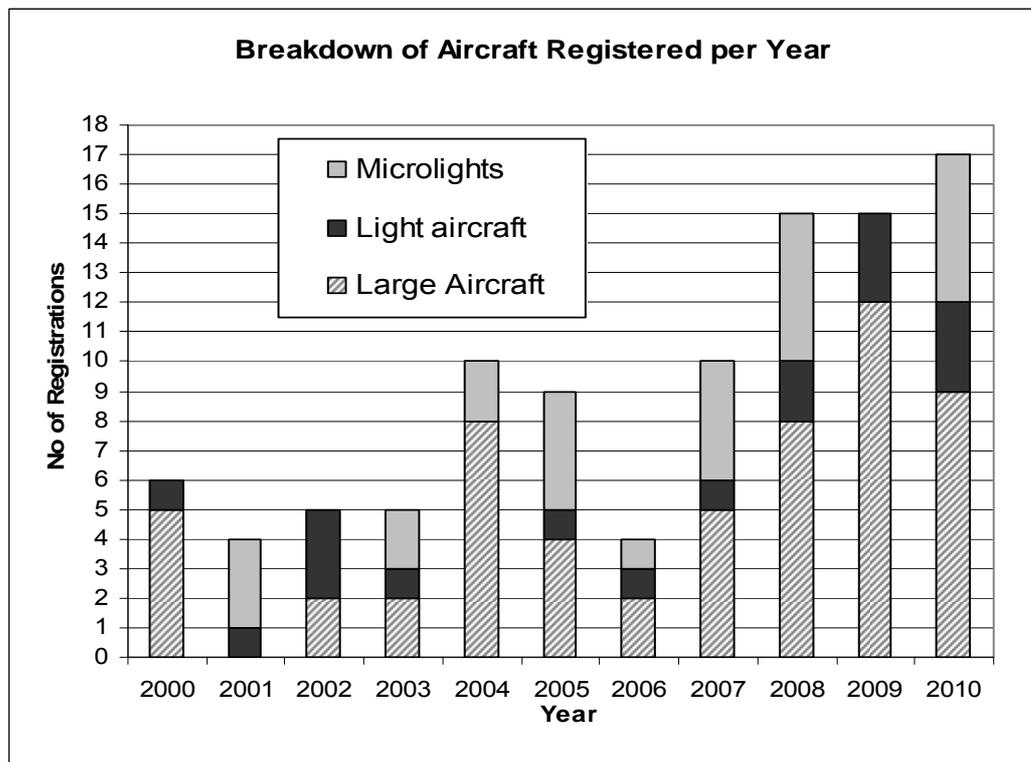
### Passenger movements



As shown in the graph above, there has been a 12 % increase in the total number of passengers in 2010 compared to 2009, from 2,918,664 passengers in 2009 to 3,293,524 passengers in 2010.

### Aircraft Registration

At the end of 2010, there were 92 aircraft (including microlight aircraft) on the Malta National Aircraft Register. Out of these 92 aircraft, 17 were newly registered aircraft compared to 18 in 2009 and 16 in 2008.



## Inspections

- The Flight Operations Inspectorate carried out regular inspections on the air operators namely:

<b>Operator</b>	<b>No of Inspections in 2010</b>
<b>Air Malta</b>	28
<b>Medavia</b>	20
<b>Eurojet</b>	12
<b>Harbour Air</b>	16
<b>Comlux</b>	15
<b>Carre</b>	10
<b>Orion</b>	12
<b>Privajet</b>	4

- The Aerodrome Standardisation Unit carried out 5 inspections at the Malta International Airport and another one at Harbour Air.
- The Personnel Licensing Unit audited the European Pilot Academy Flight Training Organisation, Air Malta and Medavia Type Rating Training Organisation and Malta Air Traffic Services as training provider.
- The Airworthiness Inspectorate carried out :
  - 31 aircraft inspections;
  - audits at the approved maintenance organisations;
  - maintenance training organisations;
  - 21 Continuing Airworthiness Management Organization (CAMOs) inspections; and
  - 6 Safety Assessment of Foreign Aircraft Programme (SAFA) inspections.

The Air Navigation Services Section carried out 2 inspections on Malta Air Traffic Services Ltd. and 1 inspection on Meteorological Services.

There were 241 minor occurrence reports, none of them being significant.

During the year under review, the International Civil Aviation Organisation (ICAO) conducted an extensive audit on Malta's capability in the implementation of the aviation standards and recommended practices specified in the safety-related technical Annexes to the Convention on International Civil Aviation (also known as the Chicago Convention). The audit found no serious safety concerns on Malta's safety oversight capabilities and the outcome confirmed that Malta has an adequate aviation safety-oversight capability and compares favourably with the results achieved by other States, including the Member States of the EU.

The European Aviation Safety Agency (EASA) also conducted a Standardisation Inspection to assess the Directorate's oversight on Initial and Continuing Airworthiness, Maintenance, Maintenance Training and Aircraft Maintenance Licencing.

## **Air Services/Connections/Operators**

An initial Air Operator Certificate was granted to Privajet whilst one Air Operator Certificate was cancelled bringing the total to eight operators certified for commercial air transport operations.

## **Legislation**

During 2010, the following Legal Notices were issued:

- Civil Aviation (Route Charges for Navigation Services) (Amendment) Regulations, 2010 – L.N. 56/2010
- Aircraft Registration (International Registrant) Regulations, 2010 – L.N. 537/2010

Furthermore, preparations have been underway for the drafting of legislation which transposes directive 2009/12/EC of the European Parliament and of the Council of 11 March 2009 on airport charges.

## **Regulatory Developments and Licensing**

The CAD representative regularly attends meetings of the Single European Sky committee and continuously monitors developments arising from the Blue Med functional airspace block initiative.

## **Business Development**

Following the introduction of updated legislation related to aircraft registration, the Authority has proactively pursued a number of initiatives to promote Malta's potential in the aviation sector. To this effect, the Authority launched its business development and promotional campaigns by attending aviation events and exhibitions such as the European Business Aviation Convention & Exhibition (EBACE) in Switzerland and the Middle East Business Aviation (MEBA) in Dubai. The new aircraft register was also launched locally at an event organised specifically for the media and industry players. Another event, targeted at various aviation and financial intermediaries, was also organised in conjunction with the Financial Times at the London Stock Exchange.

## **CORPORATE SERVICES DIRECTORATE**

### **Functions and Duties**

The Corporate Services Directorate (CSD) provides support and services to all Directorates across the Authority in areas of Finance, Administration and procurement, Human Resources, Marketing and Public Relations, Customer Care, Legal Matters and Business Process Improvement and Quality Assurance.

### **Projects, Initiatives and Performance of Duties**

#### **Legal**

Most legal matters were outsourced and co-ordinated by the corporate services department and covered the following areas:

- Performing legal functions such as drawing up and replying to judicial acts;
- Initiating legal action to recover debts due to the authority;
- Identifying legislation requiring change;
- Ensuring compliance with the Authority's legal obligations and concessionaries; and
- Advising on the Authority's regulatory role and action required.

#### **Human Resources**

The human resource department has been primarily engaged in recruiting the necessary persons within the new authority, including sourcing middle, senior and top management posts. It has also been involved in the streamlining and consolidation of roles to avoid unnecessary outside recruitment and to ensure that the Authority utilises the available resources as efficiently as possible. The process included finalising the Authority's organogram, identifying the required posts obtaining approval from the Re-deployment and Recruitment Advisory Group (RRAG) within the Office of the Prime Minister conducting preliminary, secondary and close-out interviews, drawing up of recommendation reports, and managing the new employees' induction.

#### **Finance**

During the year under review, the Directorate provided the following focus:

- Effected an in-depth review of financial procedures, including a review of cash management procedures
- Set up a new management accounts system covering all directorates within the authority
- Set up a centralised cash management system for all the authority
- Oversaw the employment of senior finance personnel within each operational Directorate, reporting to respective directorate chief officer but within policy and parameters set by CSD
- Set up operational financial parameters for each Directorate
- Introduced procedures that facilitate compliance to regulations
- Initiated internal audit activities and analysed variances from budget plans

- Assisted in internal audit initiatives, as directed by internal audit committee
- Performed checks and other accounting duties at directorate level as necessary to ensure accuracy of management information
- Co-ordinated the authority's three year business plan

### **Administration and Procurement**

All procedures for the issuing and adjudication of tenders and for direct orders have been reviewed and the following measures effected:

- Centralised all common procurement needs of the authority to ensure the authority can be more cost-effective in its purchases;
- Developed further the role of the procurement committee to ensure the process is properly overseen and procedures adhered to; and
- Organised information meetings for chief officers and finance and administration personnel to highlight further the procedures and documentation required and provided practical advice on how to manage better the procurement process.

### **Customer Care & Media**

The Authority acts as a service organization to the general public when it comes to registrations, licenses, applications and other regulatory aspects of transport by land, sea and air. To this effect, a strong customer care function must be developed across all Directorates. The Directorate has been involved in a project to research customer requirements, co-ordinate and streamline the processes related to customer service. During 2011, the authority will launch properly resourced customer-care handling infrastructure and procedures, in line with research on customer needs conducted during 2010.

The Authority is seeking to communicate a pro-active message favouring safer practices across all modes of transport aimed at transport facility users, private vehicle/boat owners, and commercial operators. It also seeks to promote its activities and achievements to the general public in the most cost effective manner.

To this effect the following measures have been adopted:

- Established marketing targets/target audiences for each directorate
- Established a marketing budget for each Directorate taking into account targets set for same
- Assisted with sourcing cost effective advantageous media placement rates
- Assisted other directorates with participation in marketing events locally and overseas such as Posidonia in Greece, Monaco Boat Show and Ebace in Geneva
- Managed tendering processes for selecting outsourcing partner/s that will execute plans
- Established the brand guardian council\* to oversee all customer contact points and ensure customer expectations are exceeded
- Consolidated Parliamentary Questions' responses
- Managed the Authority's Web-site content
- Initiated work on the establishment a Customer Care Charter.

A Senior Manager Media and Customer Care was recruited for the purpose.

\*Brand guardian council concept – Since the Authority is made up of large and diverse legacy entities, it is important that the general public identifies with one common authority. The re-branding exercise has been a success and the brand guardians will ensure consistent performance of all employees engaged at each client contact point. This will entail reviewing procedures, overseeing training processes, overseeing automation and online services including the website and handling client complaints.

### **Business Process Improvement Unit (BPIU) and Quality Assurance**

A quality management system based on ISO 9001: 2008 has been established to assess the Authority's ability to meet customer, regulatory and its own requirements. This will not involve certification but the adoption of the principles of the ISO standard.

Work during 2010 has revolved around the following key areas:

- **Phase 1 – to establish the Quality manual;** this involves the formulation of Quality policy; Control of documents procedure; Control of records procedure; Control of non conformances procedure; Internal auditing procedure.
- **Phase 2 –** the Quality Unit in collaboration with the other Directorates to identify the core processes relative to: Customer focus; Finance; Procurement; Health and Safety requirements; Environmental requirements (ISO 14001); Document management.
- **Phase 3 -** the Quality Unit in collaboration with the other Directorates to establish (Authority wide) Standard Operating Procedures, Directorate Operating Procedures and respective forms, drawings and records as required by each directorate. In this respect, the Business Process Improvement Unit has been directly involved in the following processes in the respective directorates:

#### **Ports & Yachting Directorate:**

- Launch of the temporary mooring policy and the general management of scheduled mooring areas and organisation of popular bays;
- Small Ships Register: Established first draft quality management system – procedures and forms.

#### **Land Transport Directorate**

- Driver's Licence: Revamped driver's licence procedure and incorporated in quality manual;
- Vehicle registration: Established first draft quality management system – procedures and forms;
- Reviewed and updated Service level agreement documentation (Vehicle Registration) with Malta Enterprise.

#### **Merchant Shipping Directorate**

- Reviewed processes and documented procedures and forms for the Seafarers Certification Unit.

### **Co-ordination of Risk Assessment exercise**

The Corporate Services Directorate has co-ordinated an authority-wide risk assessment with Pricewaterhouse Coopers. The report findings were scrutinised and adopted by the internal audit committee and then forwarded to the Board of Directors. In this way, all directorate chief officers have been made aware of the risks and possible ways to mitigate. During 2011, CSD will be engaged in assisting the audit committee to finalise the mitigation plan and assist the internal auditor in performing audits at directorate level to ensure measures proposed in the mitigation plan have been implemented.

## **ENFORCEMENT DIRECTORATE**

### **Functions and Duties**

The Enforcement Directorate is empowered by law to ensure that transport facilities meet efficiency and safety standards.

The Enforcement Directorate performs four main functions:

- Enforces regulations for all licensed transport providers;
- Ensures all vehicles are within legal emission levels;
- Ensures sea-craft navigating in ports and popular bays operate within the law; and
- Provides security services to the Authority and other external entities such as port users.

The directorate's main thrust lies in enforcing the regulations related to passenger transport service providers and commercial vehicles, whereas private vehicles regulations related emissions and safety are also enforced.

The Enforcement Directorate's policy focuses mainly on public passenger transport services and issues related to commercial vehicles. This was done so as to minimise the duplication of roles with the Malta Police force and local wardens.

In implementing the above mentioned functions and ensuring safety, respect for the environment and the general good order throughout all modes of transport, the Directorate issued 3,734 tickets for the various contraventions that fall under its remit. During the year under review, the Authority focused its enforcement efforts on enforcement actions aimed at educating the offender, increasing awareness and instilling the right culture in those who did not abide by the law. Notwithstanding this approach, there were instances where the issuance of contravention tickets was inevitable.

### **Projects, Initiatives and Performance of Duties**

#### **Contraventions**

During 2010, the number of contravention tickets related to "Licence Not Affixed" stood at 179 whereas in 2009, this was 347.

Additionally, whilst in 2009 2,041 tickets were issued with regards to parking on bays reserved to Transport Malta, in 2010 this amount dropped to 1,015. On the other hand, whilst in 2009 the Directorate issued 58 tickets related to the use of a mobile phone by drivers of public transport in 2010 this amount went up to 88.

#### **Inspections undertaken by the Enforcement Directorate in 2010**

Throughout 2010 the Enforcement Directorate performed various tests and inspections on various categories of vehicles. Generally these are undertaken by the Vehicle Inspectorate Unit within the Enforcement Directorate.

### Emission Alert Campaign Instigated Tests

	2010	2009
Vehicles Called for Test	935	3497
Vehicles Tested	343	1444
Vehicles that Passed Test	302	1162
Vehicles that Failed Test	41	282
Failure Rate	12%	19.5%

Note: The discrepancy between *Vehicles called for Test* and *Vehicles Tested* represents vehicles that did not respond to the Authority's request for testing. The licence of such vehicles will not be renewed until such time as they have undertaken and passed this test. Such infringement is also recorded on the vehicles data file at Transport Malta.

### Roadside Technical Inspections

	2010	2009
Vehicles Inspected	3099 (2812)	2985 (2693)
Vehicles that Passed Inspection	1485 (2602)	1469 (2412)
Vehicles that Failed Inspection	1614 (210)	1516 (261)
Failure Rate	52.1% (8.0%)	50.78% (10.82%)

Note: In brackets Tested for Emissions

### ADR (Carriage of Dangerous Goods by Road) Checks

No of Vehicles	2010	2009
Vehicles Checked	79	76
Vehicles that Passed Check	29	27
Vehicles that Failed Check	50	49
Failure Rate	63.29%	64.47%

### Tachograph Checks

No of Vehicles	2010	2009
Vehicles Checked	47	41
Vehicles that Passed Check	18	19
Vehicles that Failed Check	22	22
Failure Rate	46.8%	53.65%

During 2010, the Vehicle Inspectorate Unit undertook more inspections and checks than in 2009. Using the same principles in 2009 more inspections were undertaken in relation to emissions, the majority of these instigated by members of the general public. However, in 2010 there was a drop in the number of inspections undertaken following reports made by the public whilst there was an increase in the number of roadside inspections.

## Inspections on Foreign Plated Vehicles

To better manage the issue of vehicles with foreign number plates on Maltese roads, the Directorate split the vehicles with foreign number plates into four categories these being; vehicles imported for personal use, vehicles imported by dealers, vehicles imported by persons of foreign nationality working in Malta, and vehicles imported by persons on holiday in Malta.

Vehicles breaching foreign plate regulations are either impounded and placed at Transport Malta's vehicle compound or their owners are instructed to put their vehicles in a private garage and pass on the log book and number plates to Transport Malta until they regularise their position. In 2009, the Enforcement Directorate checked 236 vehicles whilst in 2010 it inspected 306 vehicles.

## Safety at Sea Enforcement

The Enforcement Directorate conducted the Safety at Sea patrols between the 19<sup>th</sup> June and 8<sup>th</sup> September 2010. The main aim of this campaign is to further enhance safety at sea whilst reducing abuse. To this effect Transport Malta introduced new concepts and measures aimed at improving the service that was offered in previous years.

The policy implemented by Transport Malta throughout the Safety at Sea Campaign is also based on the educational aspect of enforcement. The goal is to instill in the general public a sense of awareness that by acting cautiously and responsibly when at sea one will avoid accidents. To this effect, Enforcement Officers mainly focused on the most persistent problem that is being faced, that of over speeding close to shore, as depicted in the table below:

<b>Transactions</b>	<b>Amount in 2010</b>
Vessels Checked	253
Vessels Found In Order	77
Vessels Found Contravening the Regulations	176
Warnings issued	162
Charges Issued (Overspeeding)	14 (12)

In 2010 the Enforcement Directorate introduced the concept of Bay Coordinators. The scope of these Coordinators is to establish continuous presence at the main bays during peak hours throughout the summer period to ensure that the Authority's presence is felt and to ascertain that sea craft owners abide with the stipulated regulations. This led to a safer environment within Maltese bays. The coordinators were present in the two main Maltese bays, Blue Lagoon and Mellieha Bay.

The Enforcement Directorate was also involved in ensuring the order and control related to the placing, management and operation of moorings at the organised areas around the Maltese Islands. Such assistance involves the carrying out of inspections to ensure that the moorings are permitted by the Authority and to ensure that such moorings are being used by the permit holders. Such an approach enabled the Authority to start instilling an orderly system in this sector. To this effect 3,827 inspections were undertaken throughout 2010.

Other inspections at the landing places used by commercial operators, mainly in Sliema, Bugibba, Marfa, Cirkewwa, Ghadira and Zurrieq were also conducted on a regular basis.

A series of lectures for enforcement officers have been organised and more are planned. The aim is for enforcement officers to understand their role in the regulation of Passenger Public Transport services and commercial operators. Additionally, in conjunction with the Human Resources Department, periodic training is also to be given to these personnel covering areas such as customer service and the Brand Guardian concept.

## **INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) DIRECTORATE**

### **Functions and Duties**

The Information and Communication Technology (ICT) Directorate is responsible for developing and implementing ICT policies, procedures and technologies aimed at enhancing efficiency and sharing of information, the reduction of costs and the increase of checks, strengthening of controls and enforcement of regulations and to assist in the promotion of safer, cleaner and more efficient transportation. The directorate is responsible for the provision of ICT related support services to the other directorates and is also responsible for the running and maintenance of several end-client systems and e-services.

### **Projects, Initiatives and Performance of Duties**

- A printers' consolidation exercise was carried out throughout the Authority to dispose of stand-alone printers and to encourage users to make use of centralised printers with controlled printing services to help minimise running costs and reduce paper use.
- Continuous desktop, hardware and user support to the various directorates within the organisation and other entities within the Malta Transport Centre such as the Grand Harbour Regeneration Corporation (GHRC) and the Malta Freeport Corporation.
- All hand readers in different sites were linked to the existing Time & Attendance Central management application at head office at Malta Transport Centre. The Web Leave (an online leave application) system was extended to all employees distributed in all Directorates.
- Adapted the Authority's management strategy of the VTMS (Vessel Traffic Monitoring System) and the VTS (Vessel Traffic System) to ensure the optimisation of the most appropriate and efficient levels of service and maintenance.
- Consolidation of all mobile lines into one agreement which includes a generous amount of entitlements and an array of tailor made packages providing benefits and cost reductions to the Organisation.
- The e-reg (electronic vehicle registration) website has been enhanced to update information every month reflecting the new vehicle registration tax.
- Personnel identification cards aimed at having one card serving as an access control card for all sites.
- Several enhancements were processed and integrated within the system for the Vehicle Registration and Administration System (VERA) and DLS (Drivers' Licensing System) to ensure that both systems offer the highest standards to users and customers.
- Further development of Portnet Version III (an electronic port notification and ship clearance system that operates over the Internet) to take account of the adapted Port State Control Directive.

- Continuous enhancement of the Fleet Management System which is the electronic register of Ships that fulfils objectives with respect to the registration of ships and ancillary services provided under the Merchant Shipping Act, including the generation of certificates and reports.
- Development of web enabled systems that allow the users to calculate registration fees applicable for both Merchant Shipping fleets and small ships/yachts registered with the Authority.
- Implementation of a new back-office system for the Small Ships Register – to provide web enabled services integrated with automated back-office systems.
- Requirements Analysis and Procurement of Hardware for the Penalty Point System.
- Installation of a free Public Wi-Fi service at Mgarr Sea Passenger Terminal, Floriana, Sa Maison and Luqa Offices.
- The implementation of and the necessary arrangements for the Freedom of Information (FOI) Act.
- Launching of the my-gov service which enables clients to register their mobile number and receive SMSs on License fees due and when their vehicle is scheduled to undergo a VRT test.
- The Trench Permit System is being replaced through the development of the Road Permit System which should provide an integrated on-line web application comprising all stakeholders.

