

IACS Objectives, Strategy and Action Plan (2016-2017)	Adopted by Council at C73 June 2016
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1. Foreword

As indicated in the IACS Charter:

1. *the purpose of a Classification Society ("CS") is to provide classification and statutory services (when authorised by flag Administrations or other governmental organisations) and assistance to the maritime industry and regulatory bodies as regards maritime safety and pollution prevention, based on the accumulation of maritime knowledge and technology;*
2. *the objective of ship classification is to verify the structural strength and integrity of essential parts of the ship's hull and its appendages, and the reliability and function of the propulsion and steering systems, power generation and those other features and auxiliary systems which have been built into the ship in order to maintain essential services on board for the purpose of safe operation of a ship (taking into account the effect on the environment).*
3. *Classification Societies aim to achieve this objective through the development and application of their own rules and by verifying compliance with international and/or national statutory regulations on behalf of flag Administrations (verification of compliance with statutory regulations includes inter alia, safety and security management systems and living and working conditions on board ships as stipulated in IMO and ILO international Conventions).*
4. *However, Classification Societies are not guarantors of safety of life or property at sea or the seaworthiness of a vessel because the Classification Society has no control over how a vessel is operated and maintained in between the periodical surveys which it conducts.*

Classification Societies involvement with ships through their life cycle affords them the unique opportunity to utilize feedback obtained throughout the design approval process, new construction (including the certification of materials, equipment and components), and from surveys of ships in-service to drive research and development and the improvement of classification Rules. Utilizing the opportunities afforded by this "class cycle", as depicted in Annex I, in support of the purposes and objectives of classification is an integral component of the IACS strategy.

Classification Societies live on their reputation. Acceptance of their work can only be maintained by continuously demonstrating integrity and competence.

2. Challenges

The challenges faced by IACS are those addressed in the IMO strategic plan (ref. IMO Res. A.1037 (27)) for the maritime industry, including inter alia: globalisation, maritime safety and security, environmental consciousness and ship efficiency, innovation and new technologies, shifting emphasis onto people, i.e. safety culture. These challenges are seen by IACS as opportunities in order to promote and further enhance the role of class.

2.1 Globalisation

Shipping has great importance for free movement of people, goods, services and information in a more and more interconnected world. New networks for energy supply and mass transportation may be needed, raising environmental, economic and social concerns relating to sustainability. The focus will move to more specialised ships to meet the needs above, operating in environmentally sensitive and harsh environments.

2.2 Maritime safety and security

Safety has always been the driver for continuous enhancement of class rules and statutory regulations. Challenges faced today are relating to effective implementation of these instruments, interface between safety and environmental regulations, access to information and transparency. Measures to enhance maritime security are also to be seen interconnected with safety and ship' self- protection measures.

2.3 Environmental consciousness and ship efficiency

Heightened concerns at the impact of global shipping activities on the environment has increased environmental awareness, addressing the needs to improve ship's efficiency as the most effective means to reduce fuel consumption and atmospheric emissions. Environmental concerns also raised issues on safe and effective measures for ship recycling, as well as on discharge into the sea of hazardous substances. As recognised by the IMO and industry, there is a need to achieve an appropriate balance between safety and environmental regulations.

2.4 Innovation and new technologies

Technological developments have always promoted ship innovation, as it can be proved by the amount of work and research carried out to continuously upgrade class rules. Nowadays there is a lot of focus on energy efficiency and environmental issues. Other challenges are relating to safety, for instance on navigation, minimum power in adverse weather conditions, fire and explosion due to the use of alternative fuels, etc.

2.5 Shifting emphasis to people

The human element must be considered the most important contributing factor to safety and environmental protection. Crew training, which has become more rigorous and functional through the amended STCW Convention, should provide continuous updating on new technologies on board that, if not properly used, could lead to serious consequences for safety and protection of the environment. The MLC Convention aims to improve and provide safer working and living conditions on board ships, creating a better environment.

2.6 Shipping image

Within initiatives to improve the image of shipping, a challenge is to promote the concept of class as a key element of the safety regime, i.e. an independent impartial assessment of ship's conditions in compliance with applicable class rules and statutory regulations.

3. IACS Aims, Values and Guiding Principles

Each Member must promote the aims which the Association holds in common. Internal procedures must give stakeholders confidence that high standards are being maintained by all Members. The IACS' aims are to:

- (i) establish, review, promote and develop minimum¹ technical requirements in relation to design, construction and survey of ships and other marine units;
- (ii) assist international regulatory bodies and standards organisations to develop, amend and interpret regulations and industry standards in ship design, construction and management, with a view to improving safety at sea and prevention of marine pollution; and
- (iii) provide a Quality System Certification Scheme (QSCS) that its Members shall comply with, as an assurance of professional integrity and maintenance of high professional standards.

The support that IACS can offer to regulators, e.g. IMO and ILO, and the industry relates to the following values:

- "leadership", ability to be ahead and co-operate with regulators and industry on initiatives that can effectively promote maritime safety, protection of the environment and sustainability, provide practical real-world guidance to regulators and industry, and appropriately address maritime safety and environmental concerns;

¹IACS requirements are minimum requirements. Any IACS Member or group of IACS Members remains free to set and publicise requirements that result in an equivalent or higher safety level compared to the IACS requirements.

- “technical knowledge”, collective and individual knowledge and experience as a result of the “class cycle” depicted in annex I, leading to the development, adoption and implementation of technical rules and minimum requirements that reflect current practice and changing demands of the society, supporting innovation and new technologies;
- “quality performance”, commitment of its members to define and adhere to the highest global quality standards, through rigorous application of the IACS QSCS and through actual performance proved by appropriate key performance indicators;
- “transparency”, ability to provide advice on the implementation of regulations, interpretations or enhancements thereof, if need is identified, so that practical solutions can be effectively developed in cooperation and with the support of other stakeholders, increasing the trust on class.

The strategy to further strengthen these values is driven by the following guiding principles:

3.1 Leadership

- i. IACS will maintain a constructive dialogue with the IMO and ILO, as well as with other regulatory bodies and industry associations, to promote the role of class, with a vision of being proactive rather than reactive to external events.
- ii. IACS will be a key player in developing technical standards for safe, sustainable and energy efficient ships, identifying priorities, proposing improvement measures and developing practical responses that can effectively reduce risk and emissions from shipping.
- iii. IACS will contribute to the IMO ship safety and environmental protection work programme and its sustainability aims with wide ranging technical analyses that can assist to define goals and quantitative targets, and mitigate identified risks, in a proper balance.
- iv. IACS will identify and promote activities to enhance the performance of its members in carrying out the IACS mission.

3.2 Technical knowledge

- i. IACS will promote the continual enhancement of class rules, procedures and guidelines and strive for consistency among its Members in setting and verifying compliance against these technical standards.
- ii. IACS will utilize the unique opportunities provided by the “class cycle” depicted in Annex I to continually provide mechanisms by which the knowledge of its Members, accumulated through in-service experience, research and any other means can effectively improve maritime safety, the protection of the environment and sustainability, with a view to reducing the burden of over-regulation.
- iii. IACS will support innovation and new technologies by developing goal-based approaches that can complement the current prescriptive instruments including expanding upon traditional class

roles where this enhances IACS role in support of its roles of safety and environment for the industry.

3.3 Quality performance

- i. IACS will maintain and continually review its quality policy with the view of achieving high quality performance of its Members, requesting them to demonstrate that they can achieve the objectives of the Association, particularly with respect to technical competence.
- ii. IACS will promote the highest quality standards for classification societies, by further developing and impartially administering the IACS Quality System Certification Scheme (QSCS)² to which all Members must adhere. IACS makes QSCS a public document available for use by non-IACS CSs.
- iii. IACS will set challenging common performance indicators that encourage continual improvement of quality performance and service delivery and will monitor the Membership, individually and collectively, with respect to these common performance indicators.

3.4 Transparency

- i. IACS will continue to provide and maintain a platform relating to its technical work programme, placing all technical resolutions and technical background documents in the public domain for possible use also by non-IACS organisations.
- ii. IACS will continue to maintain an open discussion with industry and regulators on technical issues, establish platforms in order to exchange views and resolve challenging issues in a collaborative way.
- iii. IACS will strive to establish through appropriate IMO instruments better ways to exchange data, information and lessons learnt from failures, incidents, near misses and accidents, with due consideration to intellectual property rights, confidentiality and legal issues.

4. IACS Strategic Directions

The strategic directions for IACS to meet the above-mentioned challenges, values and guiding principles are, inter alia, to:

- (a) support the IMO regulatory process in identifying trends and developments, utilising Members' expertise on ship structures and machinery, safety systems and protection of the marine environment;
- (b) cooperate with industry to identify areas of improvement in ship design, construction, operation and management, based on ship-in-service experience and research and development;

²IACS QSCS addresses both functions which classification societies provide – classification and statutory services – and is fully aligned with IMO RO Code.

- (c) be responsive to industry needs by maintaining a constructive dialogue with international and national industry associations and standards bodies to identify and engage on priority issues of mutual interest, at the earliest possible stage;
- (d) continue to be proactive in developing and enhancing its instruments, such as unified requirements and unified interpretations of IMO instruments, so that they are adopted and implemented uniformly;
- (e) promote the application of risk-based methodologies for the continual enhancement and evolution of rules and regulations;
- (f) promote the development of safety level approaches within a coherent IMO regulatory framework, aiming for an appropriate balance between safety, security and environmental regulations;
- (g) address practical, technical solutions to make ships more energy efficient and environmentally friendly, with due consideration to safety issues;
- (h) assist regulators and industry to identify practical technical issues and potential unintended consequences of proposed regulations at the earliest possible stage, and the need for proper impact assessment;
- (i) offer technical advice for establishing reasonable and practicable monitoring, reporting and verification procedures for measuring ship emissions and energy efficiency on a global scale;
- (j) be supportive of innovation and new technologies, by developing unified guidelines and performance criteria for applying risk-based alternative design techniques, at least equivalent to prescriptive requirements;
- (k) assist regulators to identify and evaluate human factors influencing safety and environmental protection and put them into practice, e.g. taking care that people are not overburdened by task complexities, unnecessary paperwork or redundant multiple inspections;
- (l) systematically introduce man-machine interface considerations into IACS work programme, taking into account that ships today are highly computerised and dependent on automation systems;
- (m) focus Members' attention on the continual training and monitoring of the technical competence of their surveyors and technical staff, as well as on their occupational health and safety;
- (n) assist industry to self-regulate their own practices beyond strict compliance e.g. with respect to ISM Code or ISO 9000 standards, by adopting voluntary risk management procedures and promoting a new safety and environmental protection awareness culture;
- (o) effectively contribute to the implementation of the ILO Maritime Labour Convention 2006 that was designed in the interests of the welfare and safety of the Seafarers, by working within the tripartite arrangement of the ILO, reviewing the Convention and providing helpful guidance to assist Members in contributing to the aims of ILO when inspecting ships on behalf of flag States;

- (p) clarify the role and responsibilities of classification societies with other stakeholders, e.g. in relation to assignment and maintenance of class, and owner's responsibility to maintain ship compliance with rules in the period between surveys;
- (q) be committed to the goal of high quality performance, keeping a constant focus on key performance indicators towards continuous quality improvement of its Members to enhance safety of life and sea and environment protection;
- (r) maintain transparency and openness to society at large about IACS and Classification Societies' objectives.
- (s) rigorously address the application of goal based standards in a manner that results in practical value added enhancement of class requirements and services.

In conclusion, the IACS strategy is to:

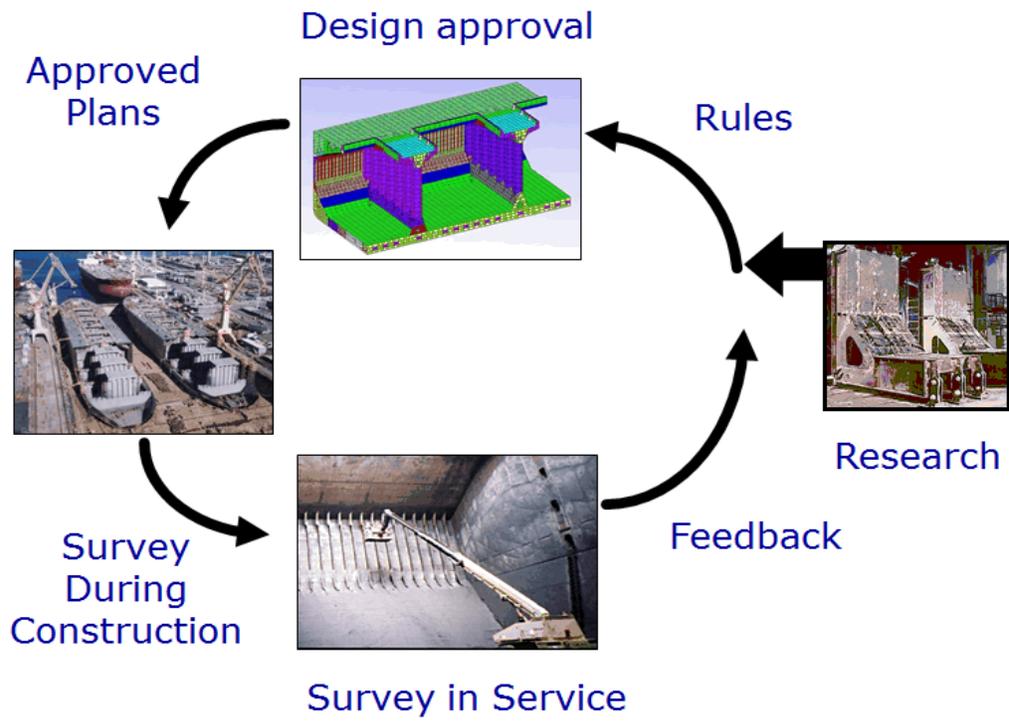
- strengthen its position as trusted partner of regulators with respect to the development of regulations which promote maritime safety, protection of the environment and sustainability;
- strengthen the trust that has been placed in classification by other stakeholders, as the primary mechanism for practical self-regulation of the maritime industry.

5. IACS Action Plan (2016-2017)

Based on the above-mentioned priorities, IACS intends to undertake the tasks in Annex II in the forthcoming period, i.e. in the short-term (2Q 2016 – 2Q 2017), mid-term (2Q 2017-4Q 2017) and in the long-term (continuous).

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THE 'CLASS CYCLE'



IACS Action Plan (2016-2017)

Priority schedule

1 short-term (2Q 2016 - 2Q 2017)
2 mid-term (2Q 2017 - 4Q 2017)
3 long-term (continuous)

Leadership					
Item	Topic	Priority	Deadline	Body(ies) in charge	Remarks
L-1	Active participation at the IMO (MSC, MEPC, Sub-Committees, Correspondence Groups)	3	CONT.	IACS Accredited Representative to IMO, GPG, Panel Chairmen, individual Members	Necessary to ensure an adequate commitment from all Members to support IACS Accredited Representative to IMO on issues considered a priority for IACS, at the earliest stages of development.
L-3	IACS contributions and follow up actions as per the IMO strategic plan for the Organization (for the six-year period 2016-2021)	3	CONT.	Council, GPG, EG/FSA	Contribute to a new strategic plan that is SMART and risk focussed.
L-4	IACS contributions for IMO initiatives on sustainability (a balanced/structured approach in future regulations)	2	CONT.	Council, GPG, Accredited Representative to IMO	Contribute to future IMO regulatory process, where safety, environmental protection and sustainability are seen as part of a framework and properly balanced. Follow up outcome of C/ES.28 and liaise with ICS and interested IMO Council Member States to develop mechanisms and criteria to implement a practicable and effective 'better regulation' framework.
L-5	IACS input at the ILO	1	4Q 2016	Council, GPG, IACS Accredited Representative to IMO	Meet new Director of ILO. (Item reinstated).
L-6	Assist regulators to identify and evaluate human factors influencing safety and environmental protection-culture and turn them into practice, tightening safety management practices beyond strict compliance with ISM Code in view of continuous improvements.	3	CONT.	GPG, EG/MS	Incorporate human element consideration as a consideration in each task. Continue to work with IMO and industry.
L-7	IACS continual relationship with industry on matters of common interest	3	CONT.	Council, GPG, Sec General, Tripartite Meetings, JWGs	Continue to maintain close and factual cooperation with industry (e.g. Shipowners, Charterers, Underwriters, P&I, Manufacturers, Shipbuilders) on identified priorities and matters of common interest (e.g. resulting from IMO priorities and work plan) by establishing a better organized meeting mechanism (Tripartite, IACS/Industry meetings), and JWGs (JWG MRV, Cyber, EEDI, Mooring etc.), as far as deemed necessary

Leadership					
Item	Topic	Priority	Deadline	Body(ies) in charge	Remarks
L-8	IACS meetings with industry	3	CONT.	Council, GPG	IACS-Industry Cooperation Framework through annual industry participation in IACS Council Meeting on policy matters and IACS GPG/Industry meetings on technical matter in a better coordinated/prepared manner.
L-10	IACS / Industry focus on environmental regulations, green technology and energy efficiency	3	CONT	Council, GPG, ENV Panel	Focus on ongoing issues, e.g. GHG emissions, EEID, EEOI or other measures for existing ships, BWT, scrubbers, in view of presenting practical solutions and/or concerns to regulators.
L-13	Improving communication, building trust with and offering technical support in selective areas to regional regulatory bodies, and flag and coastal state administrations	3	CONT.	Council, GPG	Focus on going issues, e.g. EU regulations on class societies, environmental issues, ship efficiency monitoring, reporting and verification, new directive on offshore platforms; US regulations on environmental issues, BWT testing, ECA; Administrations involved in Polar Code developments; IMO MRV, EU Passenger Ship Safety, and Certification of Ship Recycling Facilities.
L-14	IACS reception in Brussels	3	CONT.	Council, GPG, Permanent Representative to the EU	IACS reception arranged in Brussels
L-15	IACS continual relationship with other standard bodies and industry associations	3	CONT.	Council, GPG, Perm Sec	Continue to maintain close and factual cooperation with standard bodies (e.g. GPG Chairman monitor ISO TC8 activity) and industry associations (e.g. SGMF, IFIA, CEOC)
L-17	IACS reception arranged by Chairing Society with local flag states or regional governmental entities	3	CONT	Council, GPG, Perm Sec	To be held in conjunction with the June Council meeting and key messages discussed at SC/Strategy.
L-18	A strong and effective relationship between IACS and the IMO	3	CONT	Council, GPG, IACS Accredited Representative to IMO, Panel Chairmen, individual Members	Seek to work with IMO on initiatives that further embed IACS into the fabric of the IMO; Ensure IACS effectiveness at IMO with increased resilience; Reinforce the need for ship classification in the industry and the role of Recognized Organizations; Enhance reputation of IACS as a trusted, non-commercial and apolitical 'partner' of the IMO.

Knowledge					
Item	Topic	Priority	Deadline	Body(ies) in charge	Remarks
K-1	IACS Common Structural Rules (CSR) for oil tankers and bulk carriers to comply with the IMO GBS	1	4Q 2016		With MSC 96 decision that IACS CSR complies with IMO GBS: the highest priority to be given to delivering the Corrective Action Plans; IACS Working Groups resourced, supported and monitored to ensure they are delivered in accordance with the schedule IACS has promised; and proceed with developing and finalising a submission to MSC 97 that will facilitate the Committee's review of the GBS verification guidelines.
K-3	Maintenance and updating of IACS CSR until IACS CSR full implementation, based on continuous feedback from surveys	3	CONT.	GPG, Hull Panel, PT/MT	Continuous task. Current IACS CSR will have to be maintained until entry into force of new IACS CSR
K-4	Maintenance and updating of IACS CSR after adoption, subject to IMO GBS verification	2	CONT.	GPG, Hull Panel, PT/MT	Next Revision will be done before the end of 2016. Entry into force of the revised CSR was on 1 July 2017.
K-5	IACS guidelines for implementation of IMO EEDI (Energy Efficiency Design Index) and extension to other ship types (ro-ro and passenger ships)	3	CONT	EnvPanel	2015 Industry Guidelines on EEDI and corresponding IACS PR 38 have been completed as planned, and the JWG/EEDI is dormant. The progress of the IMO work on EEDI is followed by the Environment Panel.
K-6	IACS safety considerations on required minimum power for ship's maneuverability in adverse weather conditions	2	4Q 2016	Env Panel	Await final research project results - due 4Q 2016. MEPC topic.
K-8	IACS consideration of EU ship emission Monitoring Reporting and Verification (MRV) procedure	2	CONT.	GPG, EnvPanel, JWG/MRV	Observe for possible implementation to ships entering EU waters and possible future application within IMO (e.g. associated to market based measures)

Knowledge					
Item	Topic	Priority	Deadline	Body(ies) in charge	Remarks
K-10	IACS further considerations on implementation of MARPOL requirements (e.g. Annex VI Air Pollution and energy efficiency) and BWM Convention, when entered into force, for possible unified interpretations or other recommendations to be submitted to IMO	2	CONT.	GPG, EnvPanel, JWG/Industry	To be considered for possible concerns,-very low SOx thresholds requiring switching to diesel oil during navigation, BWT as fit-for-purpose,review of Guidelines G8, Data collection system under SEEMP.
K-15	IACS development of IACS Resolutions (URs, UIs, PRs, Rec.s) to keep pace with technical developments, improvements, innovations and feedback from survey activities.	3	CONT.	GPG and all Panels	Ongoing major IACS commitment
K-16b	Container ship safety	1	1Q 2017	GPG and Hull Panel, EG/CONT	Communicate status to industry. Continue work on whipping and other potential tasks/items identified by EG/CONT&SC/Strategy and reporting to IMO on containership safety (MSC95 request).
K-17	LNG Bunkering	3	CONT.	GPG and Machinery Panel, PT	IACS Guide Completed. Continue work with SGMF.
K-18	Cyber-system	3	CONT.	GPG and Cyber Panel,Machinery Panel	Develop IACS Resolutions on Cyber system and cooperate with IMO and industry.
K-19	Ships carrying Industry Personnel	3	CONT	GPG,Safety Panel, Survey panel	Contribute to the development of new SOLAS Chapter XV and new IP Code; Seek particular clarification at MSC 97 as to what form of certification should be issued to ships carrying IP– especially in the interim period before the new SOLAS Chapter and new IP Code enter into force.

Knowledge					
Item	Topic	Priority	Deadline	Body(ies) in charge	Remarks
K-20	E-Certificate	3	CONT.	GPG, Survey Panel, EG/Data, Cyber Systems Panel	Study all issues relevant to electronic certificates taking into account the current work of EG/Data and Cyber Systems Panel, and proceed with the development of possible IACS resolutions.
K-21	Implications of new technology on survey regime	3	CONT.	GPG, Survey Panel	Survey requirements should be updated in line with the advanced technology, and in the meantime common requirements should be developed to meet the demand of latest technological development.
K-22	IACS contributions to draft IMO Code on Gas Fueled Ships.	3	CONT.	GPG, Machinery Panel, EnvPanel, Survey Panel	IACS Contribution to IMO work on part 2 of the IGF Code.

Quality					
Item	Topic	Priority	Deadline	Body(ies) in charge	Remarks
Q-10	Continuous improvements in ACBs' and auditors' performance assessment methodologies	3	CONT.	QC	Regularly discussed at QSCS End User Workshops to gather proposals from ACBs and other interested parties.
Q-11	Organization of annual QSCS End User Workshops	3	CONT.	OC, SG QP	Hosted by a Member (on a rotation basis) with the participation of all Members, ACBs, AVC, Flag Adm., QACE, EMSA, Industry and other interested parties.
Q-12	Continuous review and updating of IACS Quality Policy, QSCS requirements and procedures (Volume 3) for continuous improvements	3	CONT.	Council, SG QP	Taking into account feedback from periodic Quality Management Review, AVC Reports, OC's ACB performance assessment monitoring, with due consideration to Members' performance and required technical competences.
Q-14	Periodic Quality Management Review (QMR) and assessment of performance of ACBs and auditors involved in QSCS audits	3	CONT.	Council, QS, OC	Based on observations and audit findings, including monitoring ACBs, auditors and Members' assessments of performance.
Q-15	Periodic review of common performance indicators and guidelines for self-assessment and internal benchmarking	3	CONT.	Council, QC	Based on revised quality policy, setting of challenging common performance indicators and results of internal self-assessment benchmarking provided on a regular basis by Members. In reviewing these self-assessment reports, the QC will identify common performance indicators that could be integrated in the QSCS and become audit able items, for continuous improvement.
Q-16	RO Code and IMO Member States Mandatory Audit Scheme	2	4Q 2017	QS, QCC	Study the feasibility and progress IACS enhancing QSCS to be better recognized by flag states.

Transparency					
Item	Topic	Priority	Deadline	Body(ies) in charge	Remarks
T-1	IACS technical work programme and resolutions	3	CONT.	Permanent Secretariat	IACS provide and maintain a platform relating to its technical work program, placing its technical resolutions and background documents in the public domain and allowing non-IACS CSs to use such material in their own class rules.
T-2	IACS technical forum	3	CONT.	GPG, Panels	IACS maintain an open technical forum for discussion with industry representatives and regulators on technical issues, in order to discuss and resolve challenging issues in a transparent and collaborative way.
T-3	IMO legal instrument for data accessibility and accident and incident investigations	3	CONT.	Council, GPG	IACS will strive for establishing within appropriate international legal instruments (i.e. by the IMO) to promote a more open exchange of data and lessons learned from near misses, incidents, failures, damages, casualties, with due consideration to IPR, confidentiality and legal issues.
T-4	IACS quality system certification scheme	3	CONT.	QS	IACS maintains a dedicated website so that ACBs' audit findings for QSCS audits carried out on Members are accessible to authorised external stakeholders.
T-6	IMO electronic navigation and exchange of ship information	2	CONT.	GPG, EG/DATA	IACS revising practices taking into account IMO NCSR and FAL requirements, which brings a wider use of Internet technologies for e-navigation and e-single window exchange of data from ships to the shore, either during navigation or when arriving in ports.
T-7	Transparency and access to class and statutory records	3	CONT.	GPG, Survey Panel, EG/DATA	Maintain and update common criteria for access to class and statutory records (e.g. certificates, survey reports, findings, transfer of class) via individual Member's websites.
T-8	Gathering information on resources/hours spent in IACS technical work (project teams)	3	CONT.	GPG, Panels	Periodic review to monitor balanced contributions and actual participation into IACS technical work by all Members, for capacity building and efficiency of the Association.

Transparency					
Item	Topic	Priority	Deadline	Body(ies) in charge	Remarks
T-9	Health and safety of surveyors	3	CONT.	GPG, EG/SoS	Exchange information on occupational health and safety to keep IACS policy updated and develop minimum requirements and procedures (e.g. for entry into enclosed spaces, ship to ship transfer, etc.)
T-10	Transparent application of membership criteria	3	CONT.	Council, Perm. Sec., QS	Membership criteria for members and applicants applied in a fair and transparent way, including periodic reporting of compliance with membership criteria (for existing members)
T-11	Annual benchmarking of QSCS ACB's performance at the End-User Workshop.	3	CONT.	QS	Presented annually at End User Workshop and additionally at Council meeting.
T-12	Publication of list of classification societies with a valid QSCS	3	CONT.	QC	Upon QS/OC's observation of ACBs' audits and verification of QSCS compliance for individual classification societies (i.e. members and applicants).
T-13	Assessment and reply to formal complaints	3	CONT.	QS, Perm. Sec.	According to formal complaint procedure
T-15	Taking initiatives to promote the concept of classification and explain the vital role that the Association plays in maintaining high professional standards, with the objective of maintaining safety at sea and the prevention of marine pollution	1	4Q2016	SG/Communications, Permanent Secretariat	Prioritize/implement the action plans with specific time frame, tools and deliverables.