

The Evolution of the Security Association for the Maritime Industry (SAMI) and piracy in the Indian Ocean.

Executive Summary

SAMI was created against the backdrop of increasing piracy incidents in the North-East Indian Ocean with greater reliance on armed security teams to protect merchant ships transiting the area. SAMI was launched in April 2011 and concurrently agreed to provide pro bono maritime security consultancy to the Marshall Islands registry. This afforded SAMI a unique understanding of the way in which IMO policy is formulated, and allowed it unparalleled access at the strategic level to key parties within the organisation and involvement in the drafting of pivotal documents that have shaped the standards for the private maritime security industry including ISO/PAS 28007:2012. SAMI has also gained significant international recognition as the credible face and voice of the international private maritime security industry at all levels and has recently been invited to represent the industry at the Contact Group for Piracy off the Coast of Somalia (CGPCS). This is an important development for the association and will enable a wider understanding of what this new industry can contribute to this and similar situations. SAMI has identified the reliance by the maritime industry on technology and is already part of two EU funded projects to investigate and define non-lethal and non-military protection measures for ships.

SAMI is of the opinion that there is much value in encouraging academic research into the provision of private maritime security and is establishing an Academic Partnership Programme with Greenwich Maritime Institute of the University of Greenwich to provide a focal point for students studying maritime security around the globe. From the outset, SAMI has endeavoured to provide the vast majority of its information electronically, making it easier for the global membership to access it around the clock utilising its website extensively. The governance structure of SAMI allows the member companies by way of the Industry Steering Group to work with the Secretariat to continue the development of a robust and resourceful organisation that is internationally accepted and respected as the authoritative representative of the private maritime security industry. The seas and oceans of the world are pivotal to the growth of world trade and stability of the global economy, whether it be the movement of trade, extraction of oil and gas or the movement of these goods through ports and terminals across the world. As the private maritime security industry matures SAMI intends to continue being a thought leader and provide a practical solution oriented perspective in this complex and evolving space.

Introduction

As a member of the Contact Group for Piracy off the Coast of Somalia (CGPCS), the Security Association for the Maritime Industry (SAMI) has been an integral part of the development of the collective fight against piracy in the North West Indian Ocean region. SAMI was a late joiner of the CGPCS, largely due to the timing of its establishment and initial reticence by some CGPCS members to acknowledge the contribution that SAMI could make to the reduction in piracy. The growing acceptance of SAMI and its involvement in bringing together key elements of the maritime security industry resulted in the organisation being asked to provide a paper on its evolution, in the context of recent private maritime security successes. This paper is part of the Lessons Learned Project (LLP).

SAMI was created following the emergence of piracy in the Gulf of Aden, which was becoming a significant problem and a threat to ships transiting the critical sea lines of communication through the Indian Ocean. This period was also at the beginning of the second growth phase for the private maritime security industry¹.

Background

After the war in Iraq in 2003, a significant change in attitudes was seen towards the use of private security and private military companies to fulfil roles and functions previously filled by sovereign state forces. Consequently, there was a significant expansion of the private security industry, initially in Iraq and later in Afghanistan.

It was therefore not surprising that in 2008 as piracy off Somalia was beginning to grab the headlines of the mainstream press because more ships were being hijacked and ransoms were climbing that private security providers saw an opportunity.

There was a clear demand from the shipping industry for some form of protection for the ships and a number of entrepreneurs, many of whom were ex-military, saw an opportunity for putting teams of "consultants" on board vulnerable ships transiting the dangerous waters of the Gulf of Aden to advise and support the Master and crew. At first these teams were unarmed and assisted the crew to "harden" the ship with razor wire around the gunwales, construct obstacles on deck and fortify the bridge and living quarters of the ship against pirate attack. As experienced combat veterans, the team would also provide Masters with advice when the pirates were firing weapons at the ships giving him the confidence to not stop his ship and to manoeuvre the vessel, making it much more difficult for the pirates to board.

¹ The first phase of real growth for the private maritime security industry was as a result of the demand for training in the International Ships and Port Security (ISPS) code which was introduced in 2004.

However, as the pirates became more aggressive, using a combination of shoulder fired weapons (AK 47 & RPG 7)², it was inevitable that the security teams would need to be armed with equivalent firepower to be a credible and effective deterrent. This was further reinforced when an unarmed security team embarked on *MV BISCAGLIA* failed to prevent pirates hijacking the vessel in the Gulf of Aden on 28th November 2008³. This incident also triggered a concern that the quality of the Private Maritime Security Companies (PMSC) and thereby the teams protecting the ships was completely unknown. As the number of piracy incidents increased, the demand for the protection for ships grew, and new PMSCs were being established every week⁴. However, there was no way to measure the competency of a PMSC or its operatives; there were no standards or legislation to regulate them and the variance of quality amongst them was vast.

The original SAMI concept was to formulate a list of reputable PMSCs that would be available to the clients (shipowners, flag States and marine insurers) so that they could make an informed choice about which PMSC to choose. Then the PMSCs that were on the list would form a guild and collectively push standards up, thereby separating the good companies from the bad by defining quality, reliability and credibility.

The development of the concept was first discussed with shipping associations and marine insurers at the beginning of 2009 and developed further throughout that year. There was initial reticence by the shipowners to accept any form of codification of armed security guards, as they believed that the navies of the world should protect their ships. However, since the collapse of the Soviet Union and in the absence of significant maritime threats, the western navies had shrunk and it was impossible to provide the number of ships required to patrol and dominate such a vast area of the Indian Ocean. But it took some time for this to be accepted by the shipping industry.

There was also significant concern voiced by many in the shipping industry that if private armed security was embarked on commercial ships, there would be a repeat of the "Blackwater"⁵ incident in Iraq⁶ and that the Master and shipping company that contracted these guards could be liable.

² AK47 is the Russian designed Kalashnikov assault rifle that fires a 7.62 high velocity round with a range of more than 1,000m. The AK47 is the most prolific weapon in the world. The RPG 7 (Rocket Propelled Grenade) is a man portable, shoulder launched anti-tank weapon designed to pierce armour plating with a range of 900m but at sea from a small skiff this is reduced significantly to around 400m. The RPG 7 is more of a terror weapon as it is extremely unlikely to destroy a ship.

³ BBC News website <http://news.bbc.co.uk/1/hi/uk/7754433.stm>

⁴ At its peak in 2011 SAMI was getting 11 new PMSCs joining per month.

⁵ A personal security detail from the private security company Blackwater, a US registered company shot and killed 17 Iraqi civilians in Nisour Square, Baghdad on 16th September 2007.

⁶ BBC News website <http://news.bbc.co.uk/1/hi/7033332.stm>

Throughout 2009, the SAMI concept was further refined and discussed at many levels, while the world's navies and the shipping industry were exploring alternative solutions to armed guards on their ships. In order to take the SAMI concept to the next level of development SAMI recognised that both international and shipping industry support was needed. SAMI approached the international shipping associations to explain the concept and actively engage with them about the organisations evolution.

In August 2009 the International Maritime Organisation (IMO)⁷ announced (SN.1/Circ.281) the establishment of the Internationally Recognised Transit Corridor (IRTC) through the Gulf of Aden, along which convoys of merchant ships would be escorted by coalition naval forces. In September 2009 the IMO published MSC Circ 1335, Best Management Practices (BMP). The BMP, as they quickly became known, were a range of protective measures formulated by the international shipping associations that could be taken by the ship owner, master and crew to deter pirates from boarding their ships. The measures were effective if followed in full, but there were a significant number of ships that did not follow the BMP properly, or in some cases at all, and the number of successful piracy attacks continued to climb.

The establishment of the IRTC resulted in the pirates becoming far more adventurous and pushing out much further into the north-west Indian Ocean region, including the southern part of the Red Sea and up to the Straits of Hormuz; the High Risk Area (HRA) became more relevant as the area affected by piracy. As a consequence of this, the demands from the shipping industry for armed protection grew, and slowly but surely, more and more PMSCs were deploying armed guards throughout the region but the level of piracy attacks and successful hijacks continued to increase.

In the autumn of 2010 Peter Cook and his SAMI co-founder Steven Jones⁸ set up several meetings with prominent PMSCs of the time and the Marshall Islands Registry to explain the SAMI concept and received broad agreement but with some scepticism as some of the PMSCs saw it as a potential restriction on their ability to conduct operations. The general acceptance of the plan spurred the small SAMI secretariat to continue with the development of the Association.

To demonstrate its commitment to the highest standards SAMI became a signatory of the International Code of Conduct for Private Security Service Providers (ICoC). Despite there not being a maritime specific element in the ICoC, the drafters of the code indicated to SAMI that they wished to formulate a maritime relevant annex,

⁷ The IMO is the specialist agency of the United Nations with responsibility for the safety and security of shipping and prevention of marine pollution by ships.

⁸ Biographies for Peter Cook and Steven Jones are at <http://www.seasecurity.org/about-sami/secretariat/>

which has not yet happened. SAMI therefore decided to make being a signatory of the code a pre-requisite to join SAMI.

Establishment of SAMI

At the end of 2010 and beginning of 2011, piracy off the coast of East Africa was reaching an all-time high and the SAMI Secretariat started to receive calls and e-mails urging SAMI to launch. The Secretariat began to make the preparations and SAMI was formally launched in April 2011 and incorporated as a not for profit company in June 2011.

Concurrently in early February 2011, SAMI commenced negotiations with the Marshall Islands Registry to enter into a formal memorandum of understanding. SAMI agreed to set up the Association and the Marshall Islands Registry agreed that a representative of SAMI would act as their *pro bono* maritime security consultant for all relevant meetings at the IMO and with the United Nations Contact Group for Piracy off the Coast of Somalia (CGPCS). This position affords SAMI a unique understanding of the way in which IMO policy is formulated and allows unparalleled access at the strategic level to key parties within the organisation.

Engagement at the IMO

In May 2011 SAMI attended the IMO as part of the Marshall Islands delegation for Maritime Safety Committee 89 (MSC 89). As part of MSC 89, a Maritime Security Working Group was formed to discuss the current level of piracy in the Indian Ocean and the use of armed guards by ships transiting the HRA was debated. There was considerable reticence by the IMO secretariat about the use of armed guards on board ships and the vast majority of delegates were against the idea, indeed one delegate from a flag State coined the phrase as a description for armed guards as "wild eyed, pony tailed, gun toting, mercenaries". However the working group did accept that in the current circumstances with the paucity of naval resources available there was no other realistic alternative.

The Round Table of the international shipping associations (BIMCO, International Chamber of Shipping (ICS), INTERTANKO and INTERCARGO) had submitted a "J Paper" that was designed to act as the basis for an IMO document to provide the guidance for shipowners in the selection of PMSCs and how they should be selected. SAMI took part in the drafting of MSC Circulars 1405 (Interim Guidance to Shipowners, Ship Operators and Masters on the use of Privately Contracted Armed Security Personnel on board ships in the High Risk Area) and MSC Circular 1406 (Interim Recommendations for flag States regarding the use of Privately Contracted Armed Security Personnel on Board Ships in the High Risk Area). It was also at MSC 89 that the vocabulary for the use of armed guards on ships was adopted; companies involved in the provision of armed guards were referred to as Private

Maritime Security Companies (PMSCs)⁹ and the teams of armed guards embarked on a ship for a transit were referred to as Privately Contracted Armed Security Personnel (PCASP).

The subject of armed guards on board ship was an emotive topic in the commercial shipping industry. The International Transport Workers Federation (ITF), an umbrella organisation for the various national seafarers unions with around 600,000 members, invited SAMI to attend their general meeting in Buenos Aires in June 2011 where the subject of whether to arm seafarers or use third party armed guards would be debated. SAMI's presentation to the meeting proposed that seafarers should not be armed to protect ships but that protection should be conducted by professional armed guards. The ITF concluded that the arming of seafarers was not the solution and that the use of professional guards was more appropriate.

Involvement with the CGPCS

SAMI first attended the CGPCS as a member of the Marshall Islands delegation at the UN in November 2011, and provided the private maritime security industry perspective. The use of PCASP on board ships was an emotive and sensitive subject at the time and SAMI was a very new, unfamiliar and unproven organisation, consequently there was a guarded response from some delegations and an understandable reticence to invite the association into the contact group as an independent entity. As armed guards were more widely used and accepted across ships transiting the HRA, SAMI continued to grow in membership and provide balanced and authoritative commentary on PCASP operations in many national and international forums. The association was invited to send a representative to Korea for the WG 3 meeting in February 2013 but, as a not-for-profit organisation, the budget was not available for the trip. A Board decision was taken, however, that SAMI would be represented at the CGPCS Counter Piracy Week in Djibouti in November 2013 and the delegation was welcomed as a valuable contributor to the week and member of the CGPCS. Unusual and unfamiliar situations, such as the piracy off the coast of Somalia, often require innovative and creative solutions and willingness by all to explore new concepts.

Formulation of the SAMI Standard for armed guards on ships

After MSC 89, the SAMI Secretariat established a Standards Accreditation Working Group (SAWG) to formulate what would become the SAMI Standard. The two IMO documents, MSC Circulars 1405 and 1406 were used as the basis for this work and the relevant elements were extrapolated and the Standard developed.

⁹ The UN term PMSC stands for Private Military Security Companies.

In accordance with the wishes of the SAWG, the SAMI Secretariat also selected a third party certification body that would be independent of SAMI and would conduct the audit process for the SAMI Standard. The auditor selected was the National Security Inspectorate (NSI), a UK based organisation that had a history of dealing with a range of new and different audit challenges. The NSI team were involved in the development of the SAMI Standard from an early stage and worked very closely with the SAWG and the SAMI Secretariat.

The SAWG met on a monthly basis in London and, as the membership of SAMI grew, these meetings became progressively busier. The meetings were lively and topics such as the relationship between commercial confidentialities and transparency were robustly debated. The SAMI Standard evolved and the mechanism for an effective audit emerged. The audit concept was as follows:

- Stage 1 – a due diligence process in relation to the critical documents required to be a PMSC such as proof of incorporation, adequate insurance and national licences for the purchase and movement of weapons, ammunition and security-related equipment from one country to another
- Stage 2 – Audit of the PMSC head office/operations centre by an independent audit team.
- Stage 3 – Audit of PCASP at one of the nodal ports around the rim of the HRA, which just about to embark a ship for a transit or disembarking having completed a transit.

By the end of 2011, the SAMI Standard was reaching maturity and the plans were being put in place for a pilot of Stage 1 to be initiated. The first four UK based PMSCs commenced the pilot in December of that year, completing it in January 2012 achieving SAMI Stage 1 Certification.

Emergence of the ISO Standard for armed guards on ships

It was becoming evident at this stage, however, that many flag States at the IMO were not prepared to accept a self-regulation process and there were calls for the IMO to take the lead and establish a standard. The IMO had a history of asking the International Organisation for Standards (ISO) to formulate "ISO Standards" that could be audited by accredited third party certification bodies. BIMCO took the lead on working with the ISO to formulate the foundations of an ISO standard for the use of armed guards on board ships.

It was clear that the IMO were likely to favour this proposal over any form of self-regulation and so the SAMI Secretariat decided in March 2012 to work with the Marshall Islands registry to submit the SAMI Standard to the IMO, via their delegation at MSC 90, as a working standard that could constructively contribute to work completed by the committee. At MSC 90, as part of the Marshall Islands

delegation, SAMI was involved in the drafting of MSC Circular 1443 – Interim Guidance to Private Maritime Security Companies Providing Privately Contracted Armed Security Personnel on board Ships in the High Risk Area. Having completed the new document it was submitted along with other documents including the SAMI Standard to ISO for a Standard to be formulated and drafted in preparation for MSC 91 in November 2012.

The most appropriate ISO category for the new standard to be part of was deemed to be ISO 28000:2007, which is the specification for security management for the supply chain. There are several sub-categories within ISO 28000 and it was decided that the new Standard would be entitled ISO/PAS 28007 Ship and marine technology – Guidelines for Private Maritime Security Companies (PMSC) providing privately contracted armed security personnel (PCASP) on board ships.

It was also decided that because of the urgent need for a standard, rather than go through the normal process of a 3 year technical committee consultation and work process, this new Standard should be a Publically Available Specification or PAS. The benefits of a PAS are that it is easier to amend or adapt as the dynamics of a situation evolve and different piracy models are confronted around the globe. A PAS has a 3-year open consultation period after which it can be; 1) adopted as an ISO Standard, 2) extended as a PAS for a further 3 years or 3) discontinued as a Standard.

The project leader for ISO/PAS 28007 formed a core drafting team from ICS, BIMCO, SAMI and a UK Government backed trade body for British security companies on land and at sea called the Security in Complex Environments Group (SCEG). The core drafting team conducted much correspondence work and met on a number of occasions throughout the summer of 2012 to draft the new Standard. The Standard was completed and submitted to the ISO General Meeting in Geneva in September 2012; with some very minor amendments it was accepted and recommended to the IMO for information at MSC 91.

Implementation of ISO/PAS 28007

The IMO welcomed ISO/PAS 28007:2012 at the end of November 2012 and it was then open for national accreditation organisations that were signatories of the International Accreditation Forum (IAF)¹⁰ to select audit bodies to accredit as Certification Bodies (CB) for ISO 28000:2007 within the scope of ISO/PAS 28007:2012. The only national accreditation body to commit to taking the work forward was the United Kingdom Accreditation Service (UKAS); they commenced the process by asking for letters of intent to be provided by prospective CBs. Initially eleven prospective CBs declared an interest but this soon reduced to just three;

¹⁰ http://www.iaf.nu//articles/IAF_MEMBERS_SIGNATORIES/4

Lloyd's Register Quality Assurance (LRQA), MSS Global Ltd and RTI Forensics. The pilot process commenced in the summer of 2013 and ran through until the spring of 2014 with the Accredited CBs being announced thereafter. SAMI monitored the progress of the pilot carefully and maintained good links with UKAS and all of the CBs. SAMI ran a Security Standards Seminar at their conference facility in central London on board HQS Wellington on 29th January 2014, in which the three prospective CBs talked about the various lessons learned from undergoing the pilot. Whilst there are subtle differences between the ways in which each of the CBs conduct the audit process, the principle and Standard is exactly the same.

International recognition of SAMI

Concurrently with all this international activity, SAMI was becoming more widely accepted as the credible face and voice of the international private maritime security industry at all levels and was being asked to provide speakers at many events and conferences including International Union of Marine Insurers (IUMI), International Institute of Strategic Studies (IISS), Chatham House, the UK Houses of Parliament and commercial maritime security conferences globally. SAMI was also invited to represent the private maritime security industry at the UN's Contact Group for Piracy off the Coast of Somalia (CGPCS) by the chairperson, speak at the European Commission's Seminar on Piracy and give a presentation at the International Peace Institute. As a result of the close relationship SAMI had with the maritime industry, it was also invited to contribute to debates on maritime security matters with the International Chamber for Shipping, the Danish Shipowners Association, the Parcel Tankers Association, the Cruise Liner International Association (CLIA), the P&I Clubs Marine Risks Forum and a number of other commercial conferences and exhibitions across the world.

In 2012 Lloyd's List awarded SAMI Newsmaker of the Year. SAMI's Chief Executive Officer, Peter Cook, has appeared as one of the Lloyd's List Top 100 most influential people in the shipping industry in 2012 and 2013. Steven Jones has also written a suite of books for the Nautical Institute on maritime security topics.

Since the early days of developing a standard, it was clear to SAMI that there would need to be a bespoke type of insurance, based in the marine market, for PMSCs. To this end SAMI formed a working partnership with Marsh (one of the largest marine insurance brokers in the world) to develop a specific insurance package for the private maritime security industry. The SAMI Facility was designed by the Marsh team and a number of underwriter syndicates at the Lloyd's Market in London. The SAMI Facility won two awards in 2013 for this innovative product.

Drafting of Rules for the Use of Force

When SAMI was in its conceptual stage, it was thought that the way to provide the foundations for professional counter piracy operations was the formulation of three fundamental documents; a standardised contract between the ship owner/charterer and the PMSC (GUARDCON was produced by BIMCO in January 2012), a Standard for the industry to work to (ISO/PAS 28007:2012) and a set of Rules for the Use of Force for the PCASP to use on board the ships should pirates attack their vessels. The principle reason for the formulation of a set of RUF was to provide a model set of rules that would allow all parties to understand what was reasonable and necessary, whilst taking into consideration a significant number of flag States' interpretations of the inherent right of self-defence. SAMI initiated this work in the summer of 2011, linking up with David Hammond, a Barrister who had experience in writing Rules of Engagement for armed conflict during his time as a serving Royal Marine Officer and Naval Barrister. It quickly became clear that additional stakeholder support would be crucial to success, and SAMI organised meetings with ICS and the Marshall Islands Registry to ask for their support; both parties agreed. Hammond drafted the RUF over more than two years with multi-stakeholder involvement at each stage of the process. In Oct 2012, a large roundtable discussion was held in London with international representation from the SAMI membership where various aspects of the RUF were debated by interested parties from across the maritime industry and PMSCs. This meeting spurred further work, collaboration and cooperation and brought in additional influential organisations such as BIMCO, who also represented the interests of INTERTANKO and INTERCARGO to give the RUF their support. In March 2013 the RUF were submitted to ISO and the draft was approved for registration as part of the committee stage before enquiry and approval stages. The RUF were also submitted to MSC 92 at the IMO by ICS, BIMCO and Marshall Islands in June 2013.

The First edition of the model set of RUF were available in May 2013 and in January 2014 there was the first public report of the RUF being effectively used to deter a piracy attack in the HRA¹¹. The acceptance and adoption of the 100 Series Rules for the Use of Force continues to gain momentum across the maritime industry¹² and David Hammond, who is now the Head of the Maritime Practice at 9 Bedford Row International, London has begun working on Human Rights at Sea as the next and complementary document.

¹¹ Report can be seen at: https://100seriesrules.com/uploads/P2P_RUF_Live_Case_Study.pdf

¹² 52 International Supporting Entities across the maritime industry, Included in BIMCO's Master's guidance notes and is a requirement as stated by Republic of the Marshall Islands Marine Notice 2-011-31.

Development of Counter Piracy Equipment, Technology and Hardware (ET&H)

SAMI also recognised that there will be a growing dependency on technological solutions to providing security in the maritime domain across the industry. In 2012 they established an Equipment, Technology and Hardware (ET&H) division to explore the opportunities utilising current equipment, hardware and emerging technologies. SAMI is part of two EU funded projects (PROMERC as a Project Partner and IPATCH as a Stakeholder) to investigate and define non-lethal and non-military protection measures for ships. These projects both require SAMI to work with a large number of organisations from military research centres, academic institutions, technology manufacturers and shipping companies. These projects will both take a number of years to complete and will provide greater credibility for SAMI as an authority in this important and developing area.

Development of an academic basis for the new profession

After a chance meeting at a conference in London discussing piracy, Professor Chris Bellamy the Director of the Greenwich Maritime Institute (GMI) of the University of Greenwich invited SAMI to lecture at GMI on the growth of the maritime security industry. It became clear to both organisations that there was a gap in the academic portfolio for a specific research qualification in maritime security and the organisations worked together to formulate the MSc in Maritime Security. GMI now leads the world in providing the only Residential MSc in Maritime Security.

A regular stream of students from GMI and other academic institutions globally contact SAMI for support and assistance with their research into matters related to piracy and maritime security. SAMI takes time to give lectures, conduct one to one interviews with students, give advice, providing access to documents and focused events so that they assist and support academic studies into maritime security globally.

As the demand for information and support continues to grow from students worldwide, SAMI is establishing an Academic Partnership Programme with GMI to provide a focal point for students studying maritime security around the globe.

Communication

From the outset, SAMI has endeavoured to provide the vast majority of its information electronically, making it easier for the global membership to access it around the clock via its website¹³. The structure of the website is under regular review and the website itself is constantly monitored. The website received over 7,500 unique hits in February 2014 and the visitors stayed on the website for longer

¹³ <http://www.seasecurity.org/>

than 4 minutes on average. The most popular page is the SAMI Directory which lists all of the PMSCs that are members of SAMI.

From before its formal inception SAMI has provided many briefs¹⁴ for the membership on a range of topics that affect them, providing guidance and advice in a fast changing operational environment.

In the spring of 2013, it became clear to the SAMI Secretariat that it would be very useful to produce a SAMI periodical focusing on private maritime security. In May 2013 the first copy of the BRIDGE was published in hard copy and digitally. The hard copy issues are printed for specific events that SAMI is involved in (such as Sea Asia in Singapore, May 2013) and the BRIDGE is also distributed to around 4,000 maritime security professionals and 35,000 maritime professionals in digital format¹⁵. The magazine has grown in size and popularity each time it is published, with increasing contributions from members and the maritime industry alike. The current plan is that four magazines will be produced each year.

Since inception, SAMI has run focused events on board the HQS Wellington, a former Royal Navy Sloop used as a convoy escort in the North Atlantic during the Second World War, that now serves as the London headquarters for SAMI. The ship is also the home to the Honourable Company of Master Mariners and in their livery hall SAMI holds short conferences and events focused on specific issues that concern the maritime industry and the private maritime security industry. In November 2011 SAMI held an event concentrating on Citadels with further events following on the 100 Series Rules for the Use of Force and the Lessons Learned from the introduction of ISO/PAS 28007. In the future SAMI plans to hold quarterly events covering a myriad of topics that are relevant to maritime industry.

Governance

The governance structure for SAMI is a secretariat comprising a CEO and two full time directors that are responsible for maritime & communication matters and operations. There is also a non-executive director with considerable maritime experience. The members are represented by the Industry Steering Group (ISG). The ISG comprises 11 members, all voted for by the SAMI membership, and reflects the international regional membership. The Board and the ISG work together within the Articles and Constitution of the Association to provide the membership with the support and benefits they believe will be most beneficial to them.

SAMI is an international organisation with around 160 members from over 40 countries. It is independent of any government and a NGO that is a not for profit organisation. It is impartial and does not favour one member over another, allowing

¹⁴ A full range of briefs can be found at http://www.seasecurity.org/resource_categories/sami-briefings/

¹⁵ <http://www.seasecurity.org/thebridge/>

the client to make the commercial decision on which company should be used. SAMI is also very well integrated with the maritime industry, ensuring that it provides a bridging relationship between the international private maritime security industries and the maritime industry to engender a better understanding by all parties.

The Future for SAMI

SAMI was not designed to be just about piracy off the coast of East Africa; it was always envisaged that it would provide support to the maritime industry across the spectrum of maritime crime and to all the different areas of the maritime industry. Admittedly, the situation in the North West Indian Ocean had acted as an excellent catalyst for the Association to build quickly, but there was more to maritime security than just piracy in one relatively small area of the world. The International Ship & Port Security (ISPS) code defined the breadth of the maritime industry from commercial shipping, which includes cargo carriers of dry and wet products, passenger carrying ships, super yachts, offshore oil and gas platforms along with their supporting vessels and port facilities. The range of crimes is also extensive; piracy, smuggling, stowaways, people trafficking, cybercrime, fraud and terrorism. The list and complexity is daunting, but little had been done to cover these aspects comprehensively.

Conclusion

The explosion of piracy in the North West Indian Ocean combined with the paucity of naval forces¹⁶ was the catalyst of the culture change for shipping to accept armed guards on board ships. As we go forward the demand is growing and not receding, especially in new sea areas like the Gulf of Guinea. The dynamics of maritime security are unique and whilst the principles of security don't change the context is crucial to the differences from a legal and practical perspective. SAMI understands the commercial maritime space which is fiercely competitive, litigious and has spearheaded the initiative to develop the acceptance of this emerging profession and determine a place for it within the maritime industry today and in the future. By engendering business norms SAMI uniquely facilitates the utilisation of professional and effective security measures at sea and promotes business by providing a commercially competitive market which benefits the maritime industry. The seas and oceans of the world are pivotal to the growth of world trade and stability of the

¹⁶ As an example of continuing reduction of naval platforms at sea Warships International Fleet Review edition for March 2014 article on the US Navies Optimised Fleet Response Plan predicts a 50% reduction in Carrier Strike Groups at sea from 4 in 2014 down to 2 in 2015.

global economy, whether it be the movement of trade¹⁷, extraction of oil and gas¹⁸ or the movement of these goods through ports and terminals across the world. As the private maritime security industry matures SAMI intends to continue being a thought leader and provide a practical solution oriented perspective in this complex and evolving space.

¹⁷ According to the IMO about 90% of global trade moves by sea
<http://www.imo.org/About/Pages/Default.aspx>

¹⁸ At least 25% of all oil and gas is extracted offshore (Clarkson Offshore Intelligence Monthly)