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STATEMENT BY MINISTER OF TRANSPORT

As SAMSA enters its final year of the Medium Term Strategic Framework (MTSF 2015-20), it is important to take a comprehensive review of the journey SAMSA has traversed and with it the fortunes of our maritime Industry.

In 1994, the African National Congress (ANC) began working with all South Africans to make South Africa a much better place to live. Despite the challenges that still confront the country, the lives of South Africans have since then vastly improved and the country has achieved a lot of social gains and steady economic growth.

In order to respond to the needs of South Africans after the ANC came into power in 1994, the 1996 National Transport Policy White Paper was developed for transport to play a more strategic role in social development and economic growth.

With South Africa attaining its full membership of the International Maritime Organisation (IMO), and in order for maritime to receive a more focused attention, we established the South African Maritime Safety Authority (SAMSA) in 1998 as part of the realisation of the objectives of the 1996 National Transport Policy White Paper. We excelled as a regulatory and technical compliance entity in our first 10 years of establishment. In 2008, SAMSA began the journey of repositioning itself into a national strategic asset capable of advancing and protecting national interests on a global stage.

Since then SAMSA has gradually become a leading authority in all matters maritime locally, regionally as well as establishing itself globally as the most appropriate guardian of South Africa's maritime interests through our robust and noteworthy engagement on shaping and developing a beneficial global maritime development agenda for our country. The past

five years (2010 – 2015) have been focused on the careful implementation of this programme and we are proud to say that it has begun to produce tangible evidence of a SAMSA that has transformed and repositioned itself as a leading international maritime authority as well as a vital contributor to the socio economic development of South Africa.

In 2014, the Honourable President, His Excellency J. Zuma launched Operation Phakisa: Oceans Economy – an implementation plan of the National Development Plan (NDP) 2030. This implementation, was meant to Unlock the Economic Potential of South Africa's Oceans given that the ocean has a potential to contribute to the Gross Domestic Product (GDP) up to one hundred and seventy seven billion rands (R177 billion) and between eight hundred and one million direct jobs. By this launch, South Africa was ushered into another new maritime era. SAMSA's strategy therefore takes place in changed circumstances in that it has taken up the great opportunity to respond to then new agenda.

The Department of Transport (DoT), in seeking to provide policy direction for the implementation of the agenda produced the Comprehensive Maritime Transport Policy. The policy provides the basis for much of the work that SAMSA must carry out in this context.

Our strategic plan describes the challenges we face in our environment and articulates the key strategies we intend to pursue towards meeting our objectives over the next five years. It communicates our planned approach to our staff, customers and key stakeholders so there is a clear understanding of the direction SAMSA is taking and the goals we expect to achieve. I therefore look forward to taking on the exciting prospect of implementing this ambitious strategy and particularly working with all our key stakeholders in achieving the objectives we have set out. I anticipate with great excitement the collaborative pursuit of these opportunities confident of the greatest

levels of support and passion, which has been continuously demonstrated by our partners, staff, customers and stakeholders and hope that we deliver benefits of a strategic nature for our country in line with the strategic intent of the DoT and the policy goals of the ANC.

The strategic priorities that will guide us and support delivery against our outcomes over the remainder of the five years are:

- Reducing the risk of accidents and casualties in the maritime transport sector
- Reducing the risk of ship sourced pollution and degradation of the maritime environment
- Supporting the beneficial development and transformation of the maritime sector, with a primary focus on ship registry development
- Facilitating the creation of maritime jobs and contributing to the reduction of unemployment
- Supporting in the achievement of increasing the number of highly competent and globally competitive South African Seafarers.

I believe with determination and great will and working together we can achieve these stated objectives in order to continue to improve the lives of all South Africans which began in 1994.

A handwritten signature in black ink, appearing to read 'Fikile Mbalula', is written over a horizontal dotted line.

Mr. Fikile Mbalula
Minister of Transport



FORWARD BY CHIEF EXECUTIVE OFFICER

Over the past five years, SAMSA has continued along the trajectory it set itself on when it sought to redefine the maritime space in the context of the South African economy.

SAMSA's strategic repositioning enabled it to evolve in line with other leading maritime authorities and positioned itself to become a comprehensive Maritime Authority enabling South Africa to implement all of its mandates thus increasing the contribution of the Maritime Sector to the general country discourse, in particular Maritime Safety and Security as well as the Maritime Economy.

As part of the repositioning, SAMSA organized the inaugural South Africa Maritime Industry Conference in 2012 (SAMIC 2012) on behalf of the Minister of Transport in line with its mandate of promoting South Africa's broader Maritime interests. The conference attracted delegates from various disciplines within the maritime sector, together with policy-makers from relevant government departments, development finance institutions and private funders; all under one roof to discuss the key issues and opportunities that will fast track South Africa's maritime agenda. The conference was utilized to lobby the policy-makers to support the development, growth and transformation of the maritime sector with specific focus on Shipping, Ports & Logistics, Oil & Gas, Fishing & Aquaculture, Marine Tourism & Leisure and Marine Manufacturing & Repairs.

The government set a growth target of 5% by 2019 and in order to achieve this, the government requires new and faster ways of doing things and Operation Phakisa represented that new spirit of moving faster in meeting our targets. To further explore this potential, the government focused on four critical areas, which were the focused areas in SAMIC 2012. These are marine transport and manufacturing, offshore oil and gas exploration,

aquaculture as well as marine protection services and ocean governance. Today, these have extended to include Marine Tourism and Leisure, and Small Harbours Development (still under development). We make these aspirations fully aware of the fact that the maritime industry continues to be battered by economic headwinds. The world economy, which is directly related to the demand for maritime transport remains subdued along with commodity prices. The prices of the main dry bulk exports (coal and iron ore) has remained very low and with that the freight rates for dry bulk cargoes. This creates a big difficulty for new ship owners and aspirant ship owners as there is no money to be made in this trade.

This Strategic Plan covers a five-year period from 2015 to 2020. Its timing is opportune in that it responds to the government agenda of transforming the South African Maritime industry. It is therefore a unique strategy in the history of the organisation taking into account the planning and reflection that was employed in developing the strategy. The implementation and execution of this strategy would go a long way in giving effect to the ANC manifesto of 2014-19, the National Development Plan of 2030 and other policy priorities of the government.

The strategic priorities and objectives stated in here are driven by SAMSA's values, mission and vision and have also been shaped by the triple challenges of inequality, poverty and unemployment. They therefore also cater for the economic restructuring and developmental growth plans of the country. On the international front, I am delighted that the African Union Assembly adopted the 2050 Africa Integrated Maritime (AIM) Strategy in 2014. It also retained the 2015 - 2025 decade as the "Decade of African Seas and Oceans", and the date of 25 July as the African Day of Seas and Oceans. We share in these African ideals and aims sought to be achieved by these adoptions and shall pursue them as we set out to execute the strategy. SAMSA continues to participate and play a leading role

in Continental maritime formations, and also makes meaningful contributions for the advancement of the African maritime agenda at the IMO.

The IMO's move towards **"a safe secure sustainable maritime transport system with a specific focus on socio economic development"** has also guided our strategy as it considered the sustainability of maritime transportation as a whole. This is in light of the fact that if the world economy continues to grow, shipping which transports about 90 percent of global trade would continue to require a safe and secure delivery method notwithstanding global challenges such as piracy and terrorism. Shipping is therefore a lifeline for trade and prosperity. It is thus indispensable for economic growth and development so as to meet the needs of the present without compromising its ability to meet the needs of future generations.

In conclusion, I wish to express my gratitude to management and the entire staff of SAMSAs for their continued efforts, dedication and commitment to the maritime agenda of South Africa. I believe that with the full support of the Board, the Shareholder and stakeholders, SAMSAs would continue to advance the maritime vision of South Africa through the implementation of this strategy, which is set out in great detail in the pages that follow. We kindly request all our stakeholders join and support us in this exciting journey.

Best Regards,



Mr. Sobantu Tilayi
Acting Chief Executive Officer



OFFICIAL SIGN OFF

It is hereby certified that this Strategic Plan:

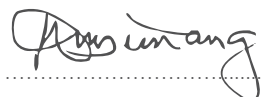
- Was developed by the management of SAMSA under the guidance of the Board.
- Takes into account all recent and relevant developments in government policies, legislation and other related mandates for which SAMSA is responsible.
- Accurately reflects the strategic outcome oriented goals and objectives which SAMSA will endeavour to achieve over the 2015 – 2020 medium term.



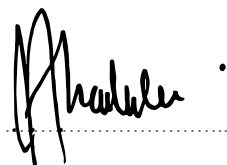
Mr. Devendra Erriah
Chief Financial Officer



Mr. Sobantu Tilayi
Acting Chief Executive Officer



Mr. Mavusa Msimang
Board Chairperson



Mr. Fikile Mbalula
Minister of Transport

SHAPING AND DEVELOPING
A BENEFICIAL GLOBAL

MARITIME

01





LEADING AND SETTING FOOTPRINTS

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INTRODUCTION

The South African Maritime Safety Authority (SAMSA) is a Schedule 3A public entity in terms of the Public Finance Management Act No. 1 of 1999 ("PFMA"). SAMSA was established on the 1st of April 1998, following the enactment of the South African Maritime Safety Authority Act No.5 of 1998. The Act provided for the establishment of an authority charged with the responsibility of regulating and enforcing maritime safety, marine pollution from ships and promoting South Africa's maritime interests. It is governed and controlled by a board of directors, appointed by the Minister of Transport in terms of the SAMSA Act.

OUR VISION

The Authority championing South Africa's global maritime ambitions.

OUR MISSION

To ensure maritime safety and environmental protection whilst promoting South Africa's maritime interests.

OUR VALUES

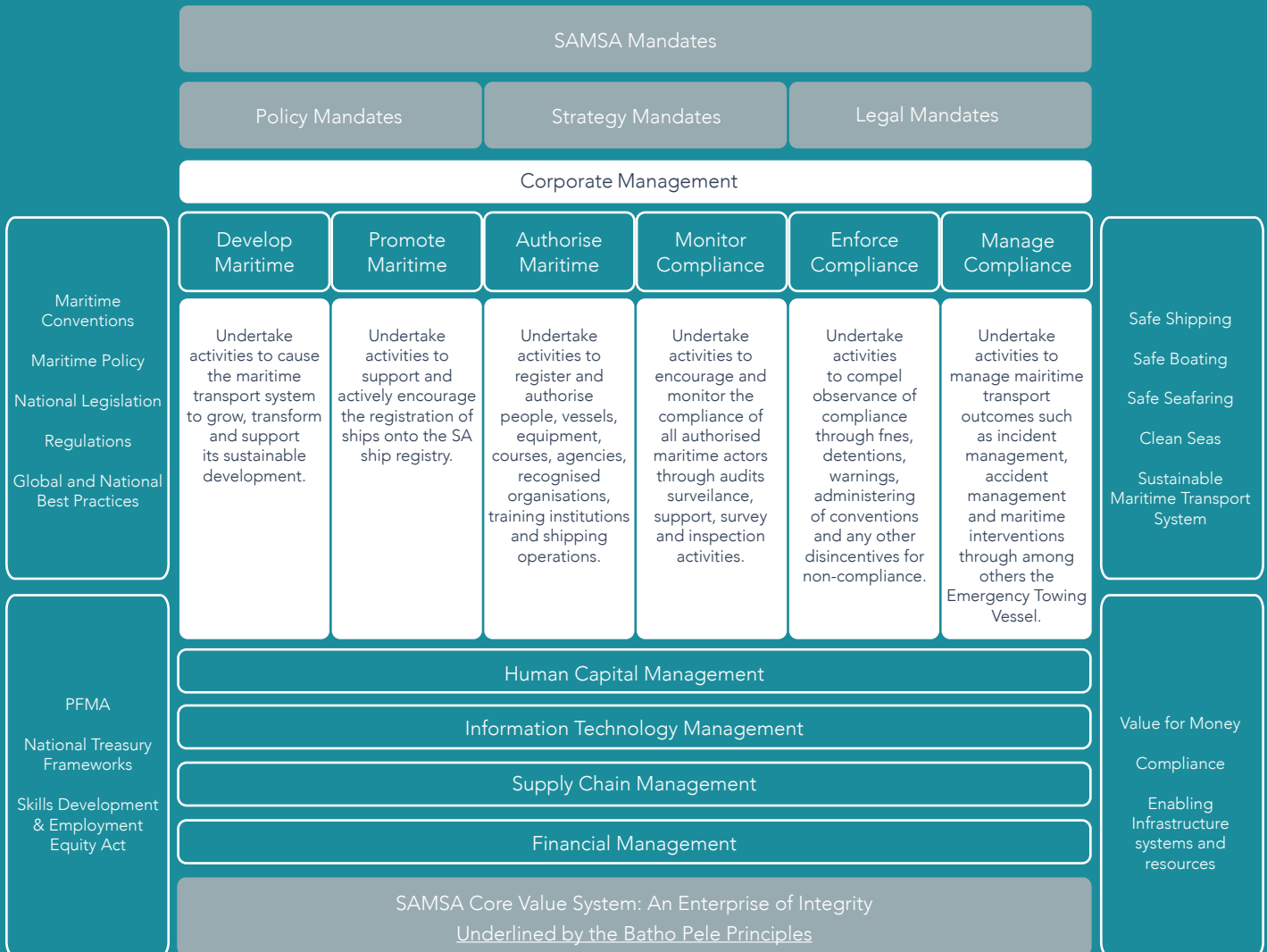
The core philosophy and values that guide and underlie each activity that is undertaken including the the behaviour of both individual and collective employees displayed when creating value for the stakeholders are as follows:

Diversity	Strength in our diversity as a true South African entity.
Enterprise	Forward thinking and innovative in our business solutions.
Teamwork	Recognising the support of others in building the future.
High Performance	Delivering service excellence.
Integrity	Our business conduct and credibility beyond reproach.
Caring	Respect and caring for our employees.
Sustainability	Acting responsibly and ensuring lasting continuance of all our well meant efforts and the environment within which we operate.



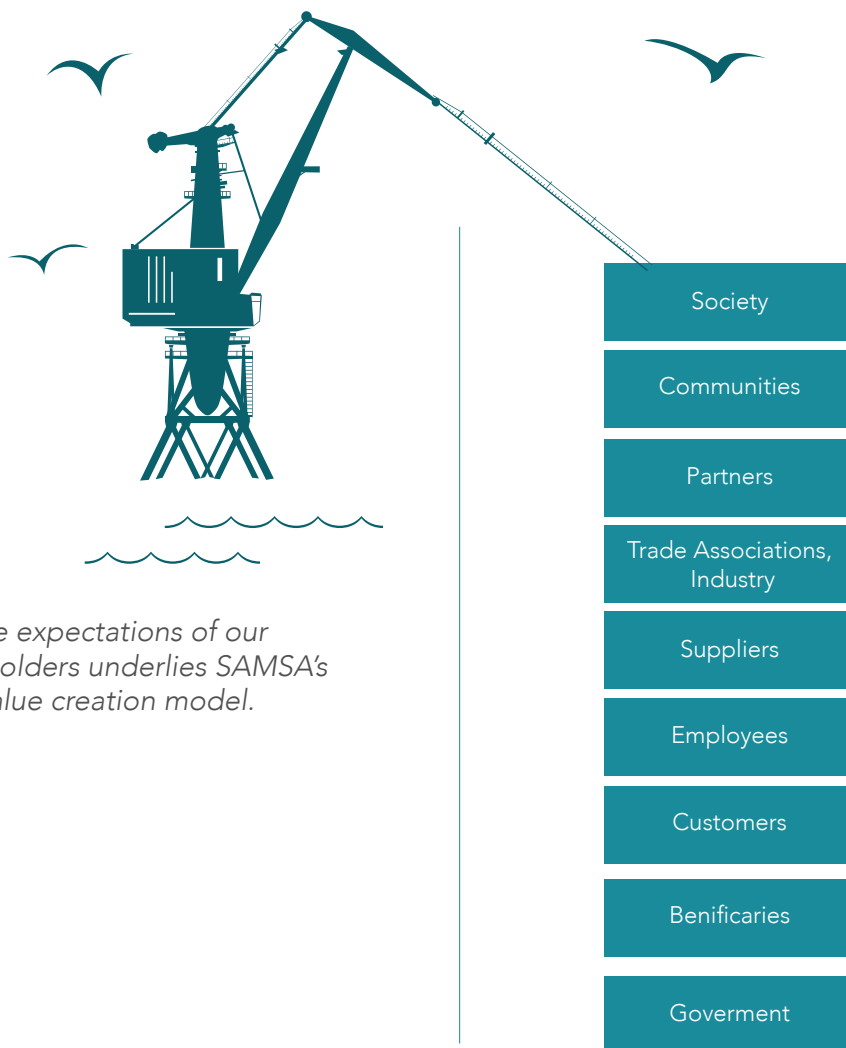
SAMSA VALUE CHAIN

The SAMSA Value Chain depicts an orchestrated system of core (Primary) and support (Secondary) processes, which various parts of SAMSA performs in order to deliver and exceed stakeholder outcomes in a manner consistent with corporate governance, best practice and mandate requirements. It further demonstrates the value creation system of SAMSA in that it shows in a sequential visualisation of how inputs are transformed through our core processes into products and services in a way which delights our customers and broader stakeholders.



OUR STAKEHOLDERS

The ultimate goal of SAMSA is to maximise the value generated for all its stakeholders. The stakeholders of SAMSA include all the South African people, the shipping industry, partners, trade associations, suppliers, employees, customers, beneficiaries, interested parties and government who can be affected or may affect the delivery of a safe and sustainable maritime transport system.

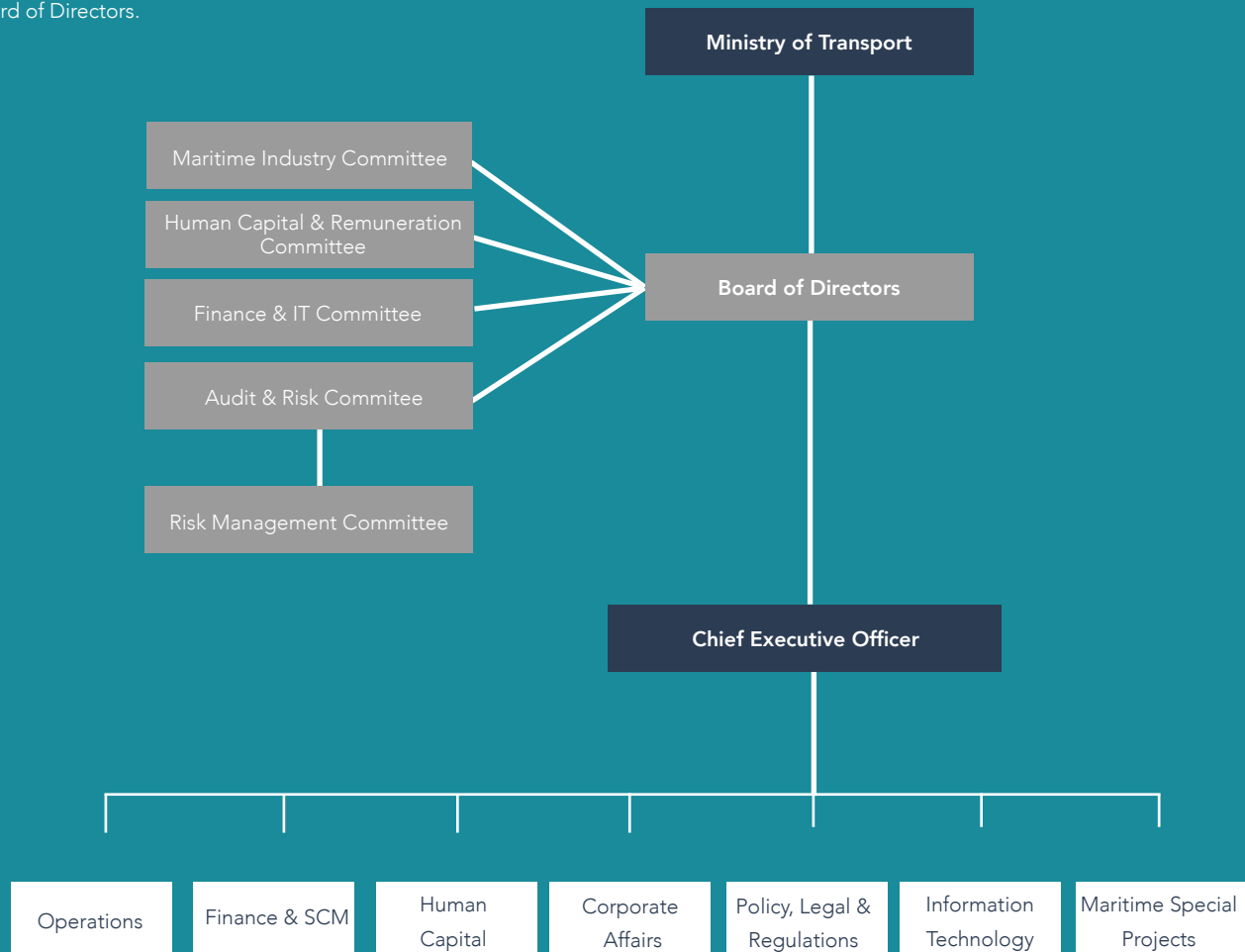




OUR ORGANISATIONAL STRUCTURE



The Public Finance Management Act No.1 of 1999 (PFMA) appoints the Minister of Transport as the Executive Authority for SAMSA and the only shareholder in SAMSA on behalf of the South African Government. The Accounting Authority, which is represented by the SAMSA Board of Directors reports to the Minister of Transport. The Board is made up of six non-executive members and the Chief Executive Officer. The Chief Executive Officer is the Accounting Officer who manages SAMSA under the strategic guidance of the Board of Directors.



BUILDING A SUSTAINABLE
MARITIME
FUTURE

02



OUR STRATEGY IN ACTION

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OPERATIONAL CONTEXT

Maritime transport is international in nature and requires strong multinational cooperation to make sure that standardised approaches, international conventions and systems for safe, clean, sustainable and secure shipping and seafaring are established and adhered to across the globe.

South Africa is also a signatory to numerous bilateral and multilateral agreements that advance development and technical maritime cooperation with other countries and their relevant institutions. SAMSA as an agency of the government is also obliged to implement relevant agreements between South Africa and its partner countries and institutions. SAMSA, led by the DoT and amongst other national public entities forms an important part of South Africa's participation on global, continental and regional maritime transport platforms aimed at developing and regulating maritime transportation. SAMSA therefore participates or executes nationally adopted obligations flowing from the following institutions:

International Maritime Organization (IMO)

The purposes of the IMO, as summarized by Article 1(a) of the Convention, are "to provide machinery for cooperation among governments in the field of governmental regulation and practices relating to technical matters of all kinds affecting shipping engaged in international trade; to encourage and facilitate the general adoption of the highest practicable standards in matters concerning maritime safety, efficiency of navigation and prevention and control of marine pollution from ships". The Organization is also empowered to deal with administrative and legal matters related to these purposes.

South Africa is a member of the IMO since 1995, which is a specialised agency of the United Nations for setting international standards and regulations for international shipping covering ship safety, seafarer qualifications, preventing pollution from ships, maritime security, search and rescue, and the efficiency of shipping.

International Labour Organization (ILO)

The ILO is a specialised agency of the United Nations for

promoting workers' rights. It encourages decent employment opportunities, enhances social protection and strengthens dialogue on work-related issues.

International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA)

IALA ensures that all seafarers are provided with effective and harmonised marine Aids to Navigation services worldwide that ensure the safety of life and property at sea.

International Communication Union (ITU)

ITU is a specialised agency of the United Nations that is responsible for issues concerning information and communication technologies, including coordinating the shared global use of the radio spectrum, promoting international cooperation in assigning satellite orbits, and assisting in the development and coordination of worldwide technical standards.

The Abuja and Indian Ocean Port State Control Memorandum of Understanding (MOU)

The two MoU's on Port State Control systems enable SAMSA to exercise control over foreign ships visiting South African ports by conducting inspections, which are meant to verify compliance with the International Maritime Conventions. South Africa is a signatory and active member of two regional MoU's, the Indian Ocean MOU and Abuja MOU on Port State Control (PSC). These MOUs agree to some standard ways of working between members.

The Association of African Maritime Administrations (AAMA)

AAMA was officially established at the 2nd Heads of Maritime Administrators held on 23 November 2013. All countries that are members of the African Union are welcomed as members of AAMA. Although 33 of the 54 member states are coastal countries, the Association took a firm decision to ensure the inclusion of landlocked countries because of the importance of the inland waterways that they administer. South Africa is the

interim chair of AAMA. The aim of the Association is:

- To promote the development of Africa's maritime safety and environmental regulatory framework
- To collaborate in the development of Africa's maritime technical competence
- To promote the harmonization of Africa's maritime system for greater competitiveness on a global basis,
- To promote the sharing of best practices among Africa's Maritime Administrations in order to enable the growth of the African maritime sector and
- To enhance continental collaboration to build consensus on issues of common interest in the maritime sector.

Worldwide Safety of Life And Property on Sea



OUR LEGISLATIVE MANDATES

SAMSA is a public entity which derives its legislative mandate from the objectives entrenched in the South African Maritime Safety Authority Act No. 5 of 1998. It is responsible for executing the following legislative objectives as set out in the act, such as:

- To ensure safety of life and property at sea
- To prevent and combat pollution of the marine environment by ships; and
- To promote the Republic's maritime interests

SAMSA's mandate was expanded in 2007 to include the regulation of small vessel activities operating across South Africa's inland waters through the processes of:

- Developing small vessel operating standards
- Authorising small vessel operations by licencing skippers and operators
- Promoting and creating awareness to ensure small vessel safety
- Monitoring the compliance to small vessels regulations , operators, passengers and skippers operating the vessels in our waters,
- Enforcing compliance to regulations through issuing of admissions of contraventions, detentions, and any other disincentives provide for by law;
- Managing the outcomes of boating activities by conducting incident and accident investigations as well as evaluative studies to continuously improve the safe and competent operation of small vessels in our waters.

SAMSA is also responsible for monitoring the activities of sea going vessels traversing South African waters, providing maritime search and rescue services and ensuring safe navigation at a distance through our Maritime Rescue and Coordination Centre (MRCC).

SAMSA fulfils the above mandates by executing/ administering following main legislative instruments:

- Merchant Shipping Act, 1951 (Act 57 of 1951)
- Marine Traffic Act, 1981 (Act 2 of 1981)
- Carriage of Goods by Sea Act, 1986(Act 1 of 1986)
- Marine Pollution (Prevention of Pollution from Ships), 1986 (Act 2 of 1986)
- Shipping and Civil Aviation Laws Rationalisation Act, 1994 (Act 28 of 1994)
- Wreck and Salvage Act, 1996 (Act 94 of 1996)
- South African Maritime Safety Authority Levies Act, 1998 (Act 6 of 1998)
- Ship Registration Act, 1998 (Act 58 of 1998)
- Sea Transport Documents Act, 2000 (Act 65 of 2000)
- South African Maritime and Aeronautical Search and Rescue Act, 2002 (Act 44 of 2002)

OUR POLICY MANDATES

The National White Paper on Transport Policy, 1996

The establishment of SAMSA was preceded by the development of the White Paper on the National Transport Policy of 1996 (NTP), which formed the basis for the SAMSA Act No 5 of 1998.

The National Transport Policy advanced a vision for South Africa's transport system, which was meant to:

"Provide safe, reliable, effective, efficient, and fully integrated transport operations and infrastructure which will best meet the needs of freight and passenger customers at improving levels of service and cost in a fashion which supports government strategies for economic and social development whilst being environmentally and economically sustainable".

The NTP recognised the significant role played by the broader transport sector in the social and economic development of the country. It advanced the following strategic objectives for the development of a maritime transport policy:

- To facilitate and enhance the expansion of international trade and tourism in general, and exports in particular
- To ensure that economic decisions are, as far as possible, left to market forces, subject to general competitive principles applicable to all industries, with the view to maximise consumer choice, need satisfaction and job creation
- To promote the development of an efficient and productive South African maritime industry capable of competing on international markets
- To maintain control over maritime services within a well-defined regulatory framework that is flexible enough to cater for changing needs and circumstances and to ensure orderly, safe and reliable maritime transport services
- To promote international relations with other countries and international organisations involved in maritime activities.

The NTP laid the cornerstone for the work of SAMSA and advanced the need for it to execute the following responsibilities:

- To promote the Republic's maritime interests;
- To ensure the safety of life and property at sea;
- To combat pollution of the marine environment by ships.
- To contribute to the release of the full potential of the maritime industry in South Africa and to the modernisation of shipping administration in South Africa;
- To facilitate and enhance the expansion of international trade and tourism in general, and exports in particular;
- To encourage and support South Africa's maritime transport industry in a manner consistent with government's socio economic development policies
- To promote the development of an efficient and productive South African maritime industry capable of competing on international markets;

The NTP defined maritime transport as encompassing all forms of transport by sea, intermodal links and inland ports. It also argued that maritime caters almost entirely for the freight market and operates in an international environment and that it is subject to considerable competition and economic pressure from foreign environmental impacts.

The DoT has targeted the completion of a review of the current National Transport Policy and has targeted to have it approved by March 2018. The transport policy will have a significant impact on the future direction of South Africa's maritime transportation as one of the key modes of transportation in the country.



OUR STRATEGIC MANDATE

The Medium Term Strategic Framework for the period 2014 – 2019

The Medium Term Strategic Framework (MTSF) is a government strategic plan for the 2014-2019 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the 30 year National Development Plan (NDP). The MTSF sets out the targeted outcomes for the medium term and provides a national framework for all government plans at the national, provincial and local government to deliver within their scope of competence. The MTSF highlights government's support for a competitive economy, creation of decent work opportunities and encouragement of investment. This is the first MTSF to be published since the adoption of the NDP, government's long-term strategy. The introduction of a long-term plan brings greater coherence and continuity to the planning system and means that the MTSF now becomes a five-year building block towards the achievement of the vision and goals of the country's long-term plan. The MTSF serves as the comprehensive plan as evidenced by the words of President JG Zuma in the subsequent sentence,

"The Plan has been adopted as a National Plan for the whole country. It is our roadmap for the next 20 years. All the work we do in government is now part of the comprehensive National Development Plan, including all operational plans, be they social, economic or political." President J.G. Zuma

The MTSF is therefore meant to enable policy coherence, alignment and coordination across government plans as well as ensuring an effective system for allocating government resources to its priority outcome areas. Performance agreements between the President and each Minister will reflect the relevant actions, indicators and targets set out in the MTSF.

The 2014 - 2019 MTSF was released by the Presidency on the 8th of August 2014. It has prioritised two overarching areas, namely **Radical Economic Transformation and Improving Service Delivery** as the strategic themes and pillars for all of government over the next five years. It identifies 14 priority outcomes, building on the previous MTSF for 2009 – 2014, the New Growth Path (NGP) and the NDP. Its strategic themes are as follows:

Theme 1: Radical Economic Transformation

Radical economic transformation theme focuses on placing the economy on a qualitatively different path that ensures more rapid, sustainable growth, higher investment, increased employment, reduced inequality and deracialisation of the economy. It is aligned to the NGP, which aims at delivering five million new jobs from 2010 to 2020. This target will require vigorous action to reduce concentration and diversify the economy, while ensuring adequate infrastructure, skills and appropriate regulatory frameworks. It also seeks to promote more rapid private sector investment for higher growth, as the private sector accounts for 80% of production and employment. The NDP indicates that South Africa needs to increase its level of investment to at least 30% of GDP by 2030.

Theme 2: Improving Service Delivery

Improving the capacity of the public service is one of the core issues addressed by the NDP, but it is an issue that relates to all other specific functions. MTSF notes that both the persistence of service delivery backlogs as well as the the quality of service delivery remains uneven across some parts of the country. It suggests that to improve the quality and consistency of service delivery, requires improvements in the performance of the entire public service system. It places a high priority on measures to improve the capacity and developmental commitment of the state over the MTSF period, (2014-2019).

The MTSF elaborates on the electoral priority outcomes of government into broad objectives and a detailed set of specific sub-outcomes specifying the actions required. It further elaborates on the Cabinet Minister accountable for their delivery including the relevant outcome indicators with current baselines and the MTSF targets. A set of core 'impact indicators' have been drawn from the sub-outcomes that will be used to monitor and evaluate performance in each of the relevant areas.

OUR STRATEGIC MANDATE

The 2014-2019 electoral mandate focuses on the following national priorities:

- Radical economic transformation, rapid economic growth and job creation
- Rural development, land and agrarian reform and food security
- Ensuring access to adequate human settlements and quality basic services
- Improving the quality of and expanding access to education and training
- Ensuring quality health care and social security for all citizens
- Fighting corruption and crime
- Contributing to a better Africa and a better world
- Social cohesion and nation building.

The following 14 National Priority Outcomes have been adopted by the Presidency over the 2014 – 2019 MTSF period:

1. Quality basic education.
2. A long and healthy life for all South Africans.
3. All people in South Africa are and feel safe.
4. Decent employment through inclusive growth.
5. A skilled and capable workforce to support an inclusive growth path.
6. An efficient, competitive and responsive economic infrastructure network.
7. Comprehensive rural development and land reform.
8. Sustainable human settlements and improved quality of household life.
9. A responsive, accountable, effective and efficient local government.
10. Environmental assets and natural resources that are well protected and continually enhanced.
11. Creation of a better South Africa that will eventually contribute to a better and safer Africa and World.
12. An efficient, effective and development-oriented public service.
13. An inclusive and responsive social protection system.
14. Nation building and social cohesion.



The Minister of Transport has signed a performance agreement with the President, wherein the Minister has been assigned the responsibility for implementing sub outcome actions/interventions to advance the realisation of the following national outcomes.

- Outcome 4:** Decent employment through inclusive economic growth.
- Outcome 6:** An efficient, competitive and responsive economic infrastructure network.
- Outcome 7:** Vibrant, equitable, sustainable rural communities contributing towards food security for all.
- Outcome 10:** Protect and enhance our environmental assets and natural resources.

OUR STRATEGIC MANDATE

The Department of Transport's Strategic Outcome oriented Goals:

The DoT in its 2015 - 2020 strategic plan seeks to achieve the following Strategic Outcome Oriented Goals:

Strategic Outcome Oriented Goal 1: Efficient and integrated infrastructure network and operations that serve as a catalyst for social and economic development

Develop policies and promulgate Acts that are set to drive investments for the maintenance and strategic expansion of the transport infrastructure network, and support the development of transport asset management systems in rural and provincial authorities. The definitive drive of these interventions is to improve the efficiency, capacity and competitiveness of transport operations in all modes.

Strategic Outcome Oriented Goal 2: A transport sector that is safe and secure

Ensure implementation of policy interventions and strategies that seek to reduce accidents and incidents in the road, rail, aviation and maritime environment.

Strategic Outcome Oriented Goal 3: Improved rural access, infrastructure and mobility

The DoT aims to increase mobility and rural access by implementing integrated transport services in district municipalities. Learner transport and a Non-Motorised Transport (NMT) services will also be improved in the medium term.

Strategic Outcome Oriented Goal 4: Improved public transport services

Facilitate and promote the development of integrated public transport networks in urban and rural areas through legislation, policies, strategies and regulations.

Strategic Outcome Oriented Goal 5: Increased contribution to job creation

Increase job creation in the transport sector through the implementation of labour-intensive projects; the industry empowerment model; the finalisation and approval of the maritime policy underpinned by industry development; and implementation of the Broad-Based Black Economic Empowerment (B-BBEE)

Strategic Outcome Oriented Goal 6: Increase contribution of transport to environmental protection

Reduce the impact of transport on climate change by reducing greenhouse gas (GHG) emission through the use of more energy efficient modes of freight and passenger transport; and promoting the use of cleaner fuels.

Strategic Outcome Oriented Goal 7: Effective and efficient management and support

Improve departmental performance by strengthening functions of policy, planning and monitoring; audit, investigations and legal; human resources and financial risk management; communications and knowledge management.

SAMSA shall focus its resources on contributing to the achievement of the following strategic outcome oriented goals:

- Strategic Outcome-oriented Goal 2: A transport sector that is safe and secure
- Strategic Outcome-oriented Goal 5: Increased contribution to job creation
- Strategic Outcome-oriented Goal 6: Increase contribution of transport to environmental protection
- Strategic Outcome-oriented Goal 7: Effective and efficient management and support

OUR OPERATING ENVIRONMENT

SAMSA's business is impacted by a wide range of factors, there are those factors that are internal to the entity, and those that are external. Understanding how these current and emergent factors interact with each other to create an organisational context is central to devising an appropriate strategy and way to navigate the future.

To this end SAMSA has undertaken an analysis of its operating environment to assess both the internal and external environments so as to gain material insights into the strategic options facing the entity. This analytical tool has been used to engage and agree on the set of strategic choices facing SAMSA. The following section presents a summary of the strategic analysis conducted through the SWOT analytical framework:

Internal Analysis

The internal situational analysis interrogates the level, quality and appropriateness of current organisational resources and capabilities against optimal organisational requirements for gaining a sustainable advantage and maximising the achievement of the SAMSA mission. This analysis has been undertaken to develop a deep insight into the strategic strengths and weaknesses of SAMSA

The Strengths of our resources and capabilities

- Strong maritime technical competencies thus enabling the entity to deliver on its core mandate and assist the South African government at international maritime technical forums and engagements in the promotion of the maritime interests.
- Strong reputation in the maritime ,related industries and international network of stakeholder relationships
- Operating offices well positioned in the regions and co located with Ports

The Weakness in our resources and capabilities

- Scarce and aging skilled technical workforce
- Inadequate funding to resource the full requirements of the entity mandate in particular the infrastructure and equipment required to deliver on the mandate as per SAMSA Act No 5 of 1998.
- Slow integration of SAMSA ICT systems

- Inability to attract and retain skills in critical and scarce positions due to the limitation of resources to influence a competitive employee value proposition.

External Analysis

Shipping, as the key element around which much of SAMSA's mandate revolves, is a cyclical business on its own but is also largely linked to the real economies of South Africa's trading partners. However, shipping as contemplated in the SAMSA strategy is broader than the element of transportation as would be ordinarily envisaged. SAMSA's broader maritime business model incorporates a wide range of stakeholders who in turn form a large opportunity pool of subsectors and industries from which SAMSA can derive and capture socio economic value.

The macro-environmental variables (economic, political, technological, regulatory etc) remain stable in the medium to long term. This is in so far as they affect SAMSA, but may as well be unstable as they affect other entities.

The Threats from our external operating environment

- Inadequate maritime regulatory and legislative framework (due to slow ratification, domestication and review of maritime legislation)
- An ineffective penalty system (low value penalty charges) to deter noncompliance in particular on pollution transgressions.
- Inadequate national maritime incident response system due to a lack of the availability of assets and resources to respond to maritime incidents (Aerial capabilities, vessels, helicopters)
- Cyber threats and information/data loss

The Opportunities from our external operating environment

- Implementation of the National Comprehensive Maritime Transport Policy in focused areas of maritime transport.
- Exploiting the extensive global focus on South Africa as a significant international maritime economy due to its confirmation as the next host of the IMO Assembly in 2020.
- South Africa's election to the IMO Council as one of "20 States which have special interests in maritime transport or navigation, and whose election to the Council will ensure

the representation of all major geographic areas of the world.”

- To fully execute marine environmental protection and combating objective function transfer from the Department of Environment Affairs (DEA) to the DoT and then effectively to SAMSA.
- Bilateral and multilateral agreements with South Africa that focus on technical collaboration and development initiatives.
- Free Trade Agreement of the African Union (AU) will free up cargoes for trading amongst African Countries thus creating demand for maritime transport.



OUR AMBITIONS

In light of key developments in South Africa's maritime environment and factors influencing our operating environment SAMSA seeks to pursue the following broad aspirations:

To have a South African maritime transport system that is safe for the boating, shipping and trading (cargo owning) communities.

To ensure a high standard of competence for small vessels, skippers and operators in all of South Africa's inland waterways for the boating community.

To have a South African maritime transportation environment that is free of pollution from ships and sustainable.



To promote the maritime sector, achieve development, job creation and transformation, whilst ensuring that South Africa cultivates its global competitiveness.

To ensure a high standard of competence for seagoing vessels, seafarers and shipping operations in South Africa

To be efficient and effective in the provision of internal support and external industry services and products





NAVIGATING INTO A
**PROSPEROUS
FUTURE**

03

An aerial photograph of a red boat with a yellow stripe, moving across a vast expanse of teal water. The boat is in the bottom left corner, leaving a white wake. The water's surface is textured with small ripples. A thin white vertical line is positioned to the left of the text.

MARITIME IN CONTEXT

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OUR STRATEGY



STRATEGIC OUTCOME ORIENTATED GOAL 1

A Highly Competent Maritime Safety Authority by 2020

The strategic outcome orientated goal sets its sight on building an exceptional level of internal competence across all administrative and core support services, whose practices and processes enable SAMSA to achieve its core mandate and strategic goals. This will be achieved by undertaking a much more systematic and structured approach to improving the internal resources (human, financial, technology, culture, knowledge, etc.) and capabilities, which include processes, systems, leadership, structures, management approaches, etc..

This goal will also place a significant focus on implementing the SAMSA's funding model to ensure financial sustainability and that sources of funding are aligned to the demands and obligations it is required to effectively execute the mandate. The focus of the goal will see SAMSA ensuring that organisational capabilities and capacity are aligned with the requirements of changes in the maritime regulatory environment, and with emerging new requirements around maritime transport, maritime technology information and intelligence, climate change, maritime pollution and seafarer maritime education systems and welfare.



STRATEGIC OUTCOME ORIENTATED GOAL 2

Excellence in Maritime Service Delivery by 2020

Service delivery excellence is a critical driver for SAMSA's success and a key part of our approach to successfully executing our strategy. It represents the systematic management and continuous improvement of SAMSA business processes, focusing on the effective performance of processes, delivering value for money, efficiency and reliability so that we achieve a superior stakeholder satisfaction with our products and services. Our strategic intent over the MTSF period is to enhance the quality, efficiency, reliability and value for money of the products and services we deliver to all our stakeholders.

OUR STRATEGY



STRATEGIC OUTCOME ORIENTATED GOAL 3

Clean Seas, Safe People and Property in South Africa's Maritime Transport Environment By 2020

It is SAMSA's responsibility to ensure that all partners and stakeholders operating within the South African maritime environment responsibly observe the applicable maritime safety, security and pollution legislation, regulations and practices so as to effectively facilitate a maritime environment that is clean, safe, sustainable and economically viable. SAMSA as its mandate must promote a safe and secure culture, fostered through the application of global and local safety and security standards and their rigorous enforcement. These global standards should ensure a "level playing field", but the safety culture should go beyond mere regulatory compliance and deliver added value for the broader global maritime transportation system through the promotion of safety, security and sustainable practices.

Vessel operations pose a risk to the marine environment as they may discharge harmful emissions of various substances. Intentional and unintentional discharges of oil, chemical cargo residues, garbage and cleaning agents, anti-fouling paint, exhaust and other air emissions and non-indigenous species from ballast water have an ongoing adverse impact on life in the world's seas. Marine exhaust emissions have damaging consequences on both the marine and the shore based environment as the health of people in coastal and harbour areas can be negatively affected by the operation of ships. The IMO states that a clean and sustainable maritime transportation system must minimise the environmental impact of shipping and activities of maritime industries. Environmental stewardship should be reflected in the development and implementation of global standards for pollution prevention and protection of the marine environment. The SAMSA goal therefore seeks to ensure that there is a reduction in the loss of lives, pollution of our waters, air, loss of property and assets from marine related transportation (vessel) activities.

The people at risk include South African communities, national and international seafarers, fishers, stevedores and shipyard workers, skippers and passengers on a vessel at sea and inland.

The cargo at risk on board a vessel includes both the goods being conveyed by a vessel as well as the vessel propulsion fuel. Property at risk refers to the vessel and its related equipment and the marine environment (air and sea) at risk from vessel activities at sea. In addition to these risks the South Africa's global trade and supply chain is at risk if there are major disturbances or incidents that negatively impact on the efficient and effective transportation of cargos to its consumption points.

The main aim of this goal is will also ensure that a cooperative partnership approach is adopted in the regulation and governance of the maritime sector across the global, regional continental and national spheres of maritime transportation. This is where a collaborative approach with multilateral formations, regional communities, bilateral country to country arrangements, public entities, government departments, industry, academia, communities, and labour all participate in the formation of integrated policy, strategy and regulations. This we believe can improve governance results as it ensures that all stakeholders are aligned and that any potential conflicts are identified and addressed amicably and to the benefit of the broader stakeholders.

OUR STRATEGY



STRATEGIC OUTCOME ORIENTATED GOAL 4

A Developing, Transforming and Job Creating Maritime Sector by 2020

The maritime sector is of huge importance to the country as it represents the blue frontier for its growth and development. It offers offshore natural resources, food supply, energy, trade, employment, industry, research, sciences, tourism and recreational activities. It is estimated that 98% (volume) of international trade is transported to market by sea and that this component of trade currently contributes approximately 53% (2011) to the GDP of South Africa. Over the years South Africa's maritime sector has been neglected with inadequate investments being channelled towards the sector, largely due to a lack of knowledge about the country's maritime endowments. Recent studies have confirmed the potential of South Africa's maritime sector, which have led to a renewed focus by government to unlock the economic opportunities that are inherent in the broader oceans economy with the potential for job creation, poverty alleviation and driving sustainable economic growth. Marine transportation is one of the core focus areas over the next five years for SAMSA in contributing towards the achievement of this goal.



STRATEGIC OUTCOME ORIENTATED GOAL 5

A Competent, Supported and Globally Competitive South African Seafarer

This goal will focus on the development and maintenance of an excellent maritime education and training system that is current, flexible and supports industry needs and South Africa's national maritime development aspirations. The purpose of maritime education and training (MET) is to supply manpower for the shipping industry and covers a wide range of training institutions which range from delivering short courses to post graduate studies. SAMSA is the custodian of the entire MET system and is entrusted with the mandate of developing and maintaining a South African system for STCW (Standards of Training Certification and Watch keeping for Seafarers) in line with the international standards set by the IMO. The need to develop a world class system has gained impetus since the launch of government's national oceans economic development programme (Operation Phakisa) with an aim of increasing the capacity of developing skills for 1,200 ratings and 720 officers per year and ensure that all SA flagged vessels in the future are manned by South African Seafarers.



SAMSA GOALS ALIGNMENT MATRIX

The SAMSA strategic outcome oriented goals are in alignment with the legislated mandate of the authority, the national priorities and initiatives of government, the department of transport strategic goals as depicted in the table below:

National Government		Oceans Economy (Operation Phakisa)	DoT	SAMSA		
National Priorities			Strategic Goals	SAMSA Mandate	Strategic Goals	Strategic Objectives
1	An efficient, effective and development-oriented public service		Effective and efficient management and support	Batho Pele Principles, PFMA Act, Skills Development Act, SAMSA Act, etc.	A highly competent Maritime Safety Authority by 2020	To improve the level of organisational resources and capabilities from 2016-17 baseline to level 4 ¹ by 2020.
	Theme 2: Improved service delivery				Excellence in maritime service delivery by 2020	To improve the quality of SAMSA services and products to our stakeholders from Good (3) to Very Good (4) ² by 2020.
2	All people in South Africa are and feel safe	Marine Protection and governance Lab	A transport sector that is safe and secure	To ensure safety of life and property at sea	Clean seas, safe people and property in South Africa's maritime transport environment by 2020	To reduce the incidence of reportable marine casualties in South African waters over the years 2015 and 2020
				Administration of inland small vessel regulations		
				The monitoring ships traversing South African waters and ensuring their safe navigation at distance for purposes of securing our country and its territorial interests.		
				Maritime security regulations in line with the ISPS Code		

¹ Based on the SAMSA Organisational Capability Maturity Model describes an evolutionary improvement path from an ad hoc state of processes, practices and capabilities (Level 1), to developing (Level 2), Defined (Level 3), Managed (Level 4), Optimised (Level 5) and finally Thought leadership (Level 6).

² Rating on a Likert Rating Scale of 1 to 5) where <2 =Poor, 2 – 2.9 = Below Expectations, 3-3.99 Good, 4 – 4.49 =Very good and Above 4.5=Excellent)

SAMSA GOALS ALIGNMENT MATRIX

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National Government		Oceans Economy (Operation Phakisa)	DoT	SAMSA		
National Priorities			Strategic Goals	SAMSA Mandate	Strategic Goals	Strategic Objectives
3	Environmental assets and natural resources that are well protected and continually enhanced	Marine Protection and governance Lab Manufacturing Lab	Increase contribution of transport to environmental protection	To prevent and combat pollution from ships in the marine environment	Clean seas, safe people and property in South Africa's maritime transport environment by 2020	To reduce the incidence of reportable marine casualties in South African waters over the years 2015 and 2020
	Create a better South Africa and contribute to a better and safer Africa and the World.		A transport sector that is safe and secure			To strengthen the regulation of South Africa's Maritime transport system from a fragmented (2) level to a mature status (4) by 2020
5	A skilled and capable workforce to support an inclusive growth path.		Increased contribution to Job Creation	To promote the Republic's Maritime Interests	A competent, supported and globally competitive South African seafarer by 2020	To improve the quality of South Africa's MET System by 2020
	Theme 1: Radical economic transformation					
6	An efficient, competitive and responsive economic infrastructure network		An efficient, competitive and responsive economic infrastructure network		A developing, transforming and job creating maritime sector by 2020	To increase the number of merchant vessels on the SA Ships Register from zero(0) to ten(10) ships by 2020
7	Decent employment through inclusive growth					

GOAL 1: A HIGHLY COMPETENT MARITIME SAFETY AUTHORITY BY 2020

Strategic Outcome Oriented Goal 1	A Highly Competent Maritime Safety Authority by 2020
Goal Statement	SAMSA seeks to develop its internal resources and capabilities to aid its development towards becoming a Maritime Authority that is highly recognised for the excellent manner in which it creates value for its multiple stakeholders by 2020.
Rationale	<p>SAMSA has evolved over the past 5 years and transformed into a centre for maritime expertise with a deep strategic focus on excellence and thought leadership. The demand on our services and expertise has developed at a very rapid pace. The ever developing maritime transport sector and the expectations of our core stakeholders place higher demands on our resources, skills and expertise across the maritime transport value chain. We therefore seek to reconcile our internal resource and capabilities with the services and technical support demands placed on the entity so that we are best able to meet current and future strategic obligations over the next 5 years. To this end the current strategic resource and capability challenges facing SAMSA include the rapid loss of critical senior technical skills and expertise due to retirement, increasingly complex service demands from our stakeholders, long running unfunded mandates and obligations, , and the displacement of key maritime infrastructure, and inadequate recovery of costs associated with delivering core services, the need to upgrade our technologies and systems, rapid corporate governance systems requirements just to name a few.</p>
Alignment	<p>MTSF Outcome 12: An efficient, effective and development-oriented public service MTEF Outcome(s): Fiscal sustainability and Allocative Efficiency Dot Outcome Goal: Effective and efficient management and support</p>
Expected Outcomes	<p>A competent and high performing SAMSA staff An optimally resourced (financial and infrastructure) maritime authority to deliver on its mandate Best practice corporate governance practices Fully optimised and matured SAMSA business processes. Financially sustainable SAMSA</p>

Strategic Objective 1.1		To improve the level of organisational resources and capabilities from the 2016-17 baseline to a level 4 ³ by 2020.	
Objective Statement	To improve the level of performance against the SAMSA organisational capability maturity model from a 2016/2017 baseline to a Level 4 by 2020.		
Rationale	<p>Building a sustainably resourced and dynamic set of organisational capabilities can assist us to integrate, build and reconfigure internal and external competencies to address SAMSA's rapidly changing environments for today and into the future. SAMSA's resources and capabilities are a source of long-term sustainable advantage and can effectively position the entity as it pursues its strategic aspirations, goals and objectives. It is therefore important that SAMSA places a significant focus on building and integrating new and improved resources and capabilities over and above the "business as usual" aspects to ensure that the core mandate of SAMSA is successfully executed. SAMSA will therefore focus on developing its human resources, infrastructure, systems, financial resources and management, organisational culture, supply chain effectiveness, brand and stakeholder management, corporate governance and leadership into the future. These will be positioned to provide much more developmental support to the core business areas of our mandate and enable us to excel in our service delivery and value creation activities.</p>		
Baseline	2016-17 baseline (Level 2)		
Strategic Risks	Identified Risks	Risk description	Action to mitigate Risks
	<p>SAMSA cannot meet its funding obligations</p> <p>Limited technical skills to deliver on the SAMSA mandate</p>	<p>SAMSA's funds are inadequate to fund the mandate due to the limitation of the funding model and the SAMSA allocative efficiency of the received resources.</p> <p>Inability to attract and retain maritime technical skills the following skills have been identified as critical : Vessels and radio surveyors, Naval architects, MRCC Chief, Duty controllers, Chief Examiner, Senior examiners, Registrar of Seafarers. Registrar of Ships, Principal Officers.</p>	<p>1. Obtain agreement for DoT to approve price increases timeously, especially inflationary price increases.</p> <p>1. Enhance the SAMSA Employee Value Proposition by ensuring that the total proposition is competitive enough to attract the scarce maritime skills required by the entity. 2. Employ additional retention strategies through a comprehensive implementation of a succession model that enables career growth for all the employees.</p>

³ Based on the SAMSA Organisational Capability Maturity Model describes an evolutionary improvement path from an ad hoc state of processes, practices and capabilities (Level1), to developing (Level 2), Defined (Level 3), Managed (Level 4), Optimised (Level 5) and finally Thought leadership (Level 6).

Strategic Objective		Strategic Outcome Oriented Goal 1: A Highly Competent Maritime Safety Authority					
Strategic Objectives		MTSF Target					
		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
1	To improve the level of organisational resources and capabilities from the 2016-17 baseline to level 4 ⁴ by 2020.	Assessment at Level 2	Level 3 Self - Assessment achievement	Level 4 Self - Assessment achievement	Level 4 Self - Assessment achievement	Level 5 Self - Assessment achievement	Level 5 Self - Assessment achievement

⁴ Based on the SAMSA Organisational Capability Maturity Model describes an evolutionary improvement path from an ad hoc state of processes, practices and capabilities (Level 1), to developing (Level 2), Defined (Level 3), Managed (Level 4), Optimised (Level 5) and finally Thought leadership (Level 6).

Organisational Capability Development Programme	
Programme 1	<p>The purpose of this programme is to develop adequate and suitable resources, capabilities and core competencies to aid the achievement of our mandate. As part of our ongoing investment in our people, and promoting career development at SAMSA, a particular emphasis will be made in developing our next generation of leaders with a particular focus on developing women and youth involvement. We will also continue to establish initiatives for recognition and reward to celebrate our achievements and successes. We will also concentrate on recruiting high calibre staff and continuing our important interventions in employee retention and well-being programmes. The intention over the next five years is to develop best practice governance and strategic control systems, administrative capability and a financially resourced, staffed and structured SAMSA with the required physical infrastructure to fully execute its mandate.</p> <p>To this end SAMSA has adapted a Capability Maturity Model (CMM), which is used to support organisational improvement; capability maturity models are focused on the improvement of organisational processes (SEI 2002). CMM describes an evolutionary improvement path from processes and capabilities characterised as ad hoc (Level 1) Developing (Level 2) Defined (Level 3), Managed (Level 4) Optimised (Level 5) and finally Thought leadership (Level 6). The levels provide the key practices for activities in selected administrative and support service areas that enhance the resource and process capability in an area of focus. By focusing on the issues and implementing the common features, the organisation matures. The main point of CMM is the objective evaluation of the "ability to perform" and as been applied to many areas beyond technology and engineering, notably risk management and business process optimisation (Hamel, 2009). A "Maturity Level" means that an organization or sub unit, when appraised, was found to be achieving the goals required by that level (X). These goals are a combination of specific and generic goals from a specific set of Process and Capability Areas (PCAs). Each "Maturity Level" has a specific set of process and capability Areas (PCAs) associated with it, and in turn, within those PAs have a specific set of goals.</p>
Expected Outputs	<ul style="list-style-type: none"> • IT and Physical Infrastructure Improvement • Implementation of the People Performance Management System • Implementing a SAMSA Talent Management Strategy (including Succession planning, mentoring etc.) • Implement a Long Term Financial Sustainability Strategy (Funding model , revenue enhancement, cost reduction) • Develop and implement a SAMSA Knowledge Management System • Organisational Culture and Change Management initiative • Implementation of the New Organisational Structure • Implementation of Enterprise Corporate governance, compliance and Risk Management systems • Implementation of the SAMSA Capability Maturity Model

Organisational Capability Development Programme Sub Programmes (aligned with our Implementation structure)

- **Office of the CEO** is responsible for strategic support to the CEO, EXCO and the organisation as a whole. It is responsible for the formulation and translation of Strategic Plans and Annual Performance Plans. It also carries out corporate performance monitoring, evaluation and reporting activities to ensure that SAMSA delivers on its strategic objectives and project management services to support SAMSA in the implementation of all strategic initiatives aimed at delivering SAMSA's strategies and plans.
- **Human Resource Management (HRM)** is responsible for transactional and transformational HR support enabling SAMSA to attract, develop, support and retain skilled people towards the achievement of the mandate.
- **Finance & Supply Chain Management (FM)** is responsible for managing the financial resources of the organisation by ensuring compliance with all relevant governance, financial statutes and regulations with the aim of maintaining the long term financial sustainability of the entity. It is also responsible for managing facilities and security management which ensures physical and information security. The Centre is also responsible for establishing and managing effective commercial arrangements to deliver the SAMSA's purchasing requirements at best value for money (time, quality and budget).
- **Information and Communication Technology (ICT)** is responsible for providing the long term development and maintenance of SAMSA's IT infrastructure and information processing capabilities. It further provides day to day support in respect of ICT needs, services and systems

GOAL 2: EXCELLENCE IN MARITIME SERVICE DELIVERY BY 2020

Strategic Outcome Oriented Goal 2		Excellence in Maritime Service Delivery by 2020
Goal Statement	The achievement of a service delivery excellence standard from our stakeholder ratings by 2020	
Rationale	<p>The Batho Pele Principles of government puts forward the rationale for viewing the citizen as a customer, and argues in favour of evaluating service delivery using the same principles that apply to competitive, profit-oriented behaviour in private sector service delivery. This approach used in conjunction with the demands of our core D-Ethics corporate values will be deployed to put pressure on our systems, procedures, attitudes, and behaviour to reorient them in our stakeholder's favour, and place them at the centre of service delivery approach.</p> <p>The objective is to ensure that SAMSA, in the eyes of the stakeholder, is an organisation that is honest, gives good value to its stakeholders for money, has a high reputation, meets deadlines, has quality products and services, has easy to understand processes, responds to criticism, encourages queries and complaints and handles them well, and demonstrates that it is passionate about stakeholders. At all levels people are respected, well trained, friendly, contactable, flexible, knowledgeable, honest, trusted, stable, involved and consistent. The perceived culture is one of professionalism, efficiency, teamwork, caring and respect. This is all done under the clear objective of ensuring continuous improvement across all service lines in strict alignment with the SAMSA D-Ethics corporate values.</p>	
Alignment	<p>MTSF Outcome: Theme 2: Improving Service Delivery National Outcomes: An efficient, effective and development-oriented public service Dot Outcome Goal: Effective and efficient management and support Batho Pele Principles</p>	
Expected Outcomes	<p>Independent Recognition of the quality of SAMSA's Service Delivery Excellent Stakeholder Satisfaction Rating (with a specific focus to customers) Value for money - services should be provided economically and efficiently in order to give stakeholders the best possible value for money</p>	

Strategic Objective 2.1		To improve the quality of SAMSA services and products to our stakeholders from Good (3) to Very Good (4) by 2020.	
Objective Statement	To improve the level of service experienced by all our stakeholders from Good (3) to Very Good (4) by 2020.		
Rationale	<p>To achieve and sustain superior stakeholder satisfaction, we aim to develop a strong focus on improving the performance of our operations and business processes throughout SAMSA. The maritime service environment continues to evolve against a backdrop of a tightening economic climate and rising customer and broader stakeholder demand. Our service delivery excellence approach will focus on leadership, improving processes, systems, behaviour, product and service results. This requires a whole entity, stakeholder centric view of our work, which means that we view our work and evaluate our success through the eyes of our core service beneficiaries, which include all our shipping, boating, stevedore and seafarer stakeholders.</p> <p>Improving the capacity of the public service is one of the core areas addressed by the NDP, but it is an issue that relates to all other specific functions. The 2015 – 2020 MTSF notes that the persistence of service delivery backlogs and that the quality of service delivery as key areas of focus. It suggests that the challenge is to improve the quality and consistency of service delivery, which requires improvements in the performance of the entire public service system. It places a high priority on measures to improve the capacity and developmental commitment of the state over this MTSF period.</p>		
Baseline	Achieved a rating level Good (3) based on the SAMSA Client Survey (71.4%)		
Strategic Risks	Identified Risks	Risk description	Action to mitigate Risks
	IT systems failure	Down time of Network Infrastructure and IT Systems that host business application.	<ol style="list-style-type: none"> 1. Establish a Disaster Recovery site by Hosting Servers and business application at Internet Service Provider (ISP). 2. Establishment of the IT Steering Committee 3. Review all IT SLA to ensure alignment with the IT requirements

⁵ Rating on a Likert Rating Scale of 1 to 5) where <2 =Poor, 2 – 2.9 = Below Expectations, 3-3.99 Good, 4 – 4.49 =Very good and Above 4.5=Excellent)

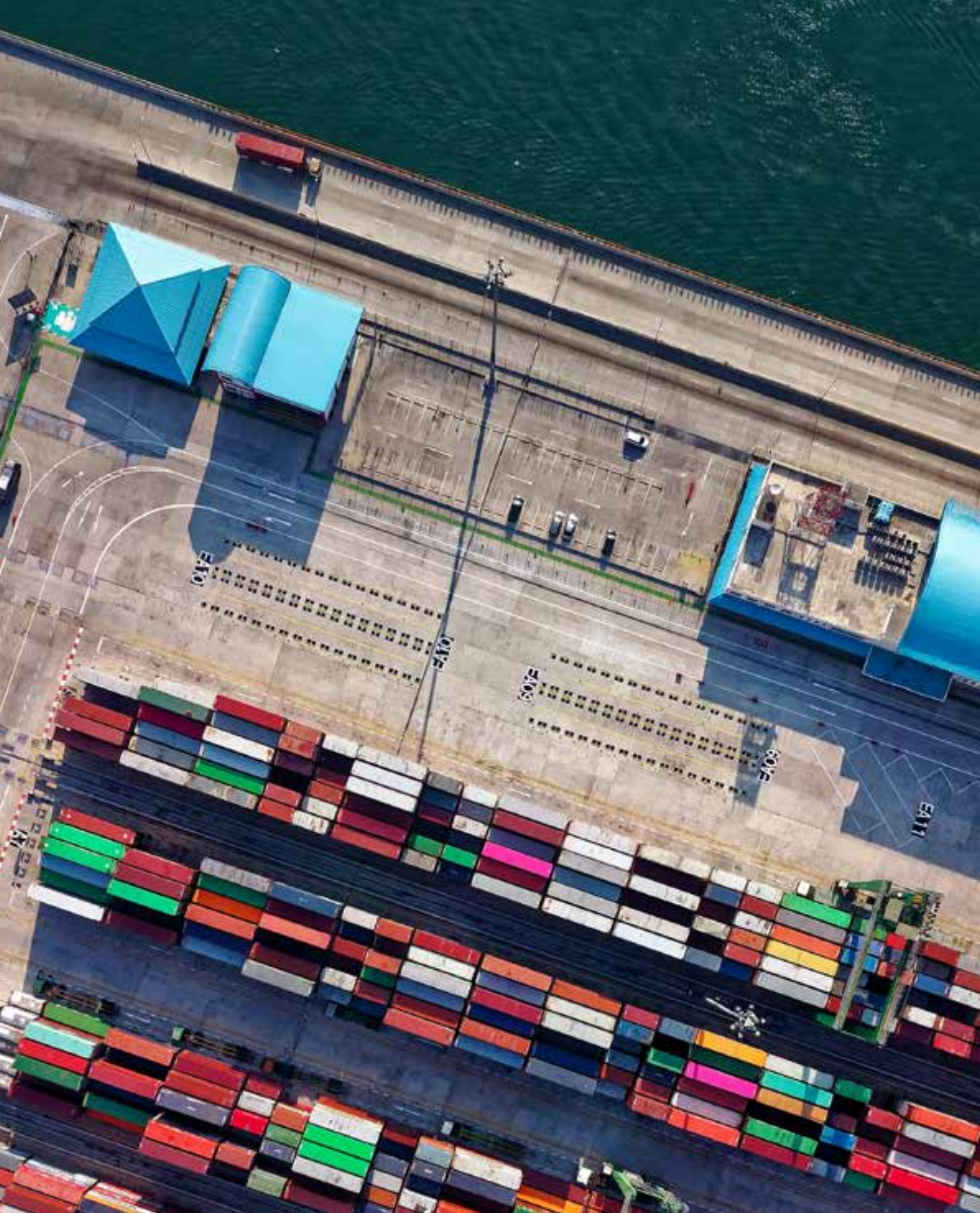
Strategic Objective 2.1		Strategic Outcome Oriented Goal 2: Excellence in Maritime Service Delivery by 2020					
Strategic Objectives		MTSF Target					
		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
2.1	To improve the quality of SAMSA services and products to our stakeholders from Good (3) to Very Good (4) by 2020.	Level 3 achieved on the SAMSA Stakeholders ratings	Level 3 achieved on the SAMSA Stakeholders ratings	Level 4 achieved on the SAMSA Stakeholders ratings	Level 4 achieved on the SAMSA Stakeholders ratings	Level 5 achieved on the SAMSA Stakeholders ratings	Level 5 achieved on the SAMSA Stakeholders ratings

⁶ Rating on a Likert Rating Scale of 1 to 5) where <2 =Poor, 2 – 2.9 = Below Expectations, 3-3.99 Good, 4 – 4.49 =Very good and Above 4.5=Excellent)

Service Delivery Excellence Programme	
Programme 2	<p>Our vision and corporate values place the highest priority on embedding a culture of high performance in line with our mantra of being “an enterprise of integrity”. We believe that it is not enough to have High Performance as a value but to demonstrate it through the quality of our service delivery system and to delight our customers and broader stakeholders when accessing products and services.</p> <p>We contend that our stakeholder value proposition, properly delivered, can make a significant contribution towards delivering sustainable value and benefits to our stakeholders. It is steeped on excellent high performance service execution as the main value creating process that is our core focus in transforming our service delivery approach. To this end SAMSA has adopted a phased approach to implementing a SAMSA Integrated Operations Management System (SIOMS), which aims to translate our values and objectives into the necessary tangible and implementable change through automated operational process excellence. SIOMS is a comprehensive means through which SAMSA aims to improve the quality of service provision, faster throughput, and improved use of resources, less waste and operational excellence. We believe that people are the lifeblood of SAMSA and that our processes enable them to do their work effectively and thus a drive towards achieving accreditation and subsequently a standard of excellence in respect of the management of quality across the entity is essential.</p> <p>We believe that our corporate culture is the typical way of doing things. It particularly relates to our strategy enabling idiosyncratic behaviour patterns and relationships that create value for our stakeholders. The D-ETHICS values and high performance culture of SAMSA and the dreams that it seeks to turn into reality are fundamental in creating a dynamic culture of high performance. A “high performance culture” exists when everyone in the organisation shares the same vision, they have worked out and implemented the best ways of doing the work and where they trust and value each other’s contribution.</p> <p>SAMSA will follow a Stakeholder Centric approach to designing, creating and delivering value to all our customers, service users, partners, the shareholder ministry, employees, targeted communities, industry associations and the general public. Putting our stakeholders at the heart of SAMSA’s service design and delivery will result in ensuring that every individual stakeholder can access services with ease and that they experience attentiveness and responsiveness to their specific needs. Designing services around stakeholders also means that all the different services that contribute to this particular outcome are seamlessly integrated in their delivery. Ensuring a stakeholder focus will mean greater attention to stakeholder experiences and perceptions of services as a valuable indicator of service performance.</p>
Expected Outputs	<ul style="list-style-type: none"> • Develop and Implement a SAMSA Service Charter • Develop and Implement the Stakeholder Management Strategy and Plan • Implementing initiatives that enhance stakeholder experiences and satisfaction levels with SAMSA when accessing our services and products • Management of corporate events and promotions • Corporate Social Investment

Service Delivery Excellence Programme Sub Programmes (aligned with our Implementation structure)

- **Corporate Affairs** is responsible for ensuring effective communication and relations between SAMSA and its internal and external stakeholders.



GOAL 3: CLEAN SEAS, SAFE PEOPLE AND PROPERTY IN SOUTH AFRICA'S MARITIME TRANSPORT ENVIRONMENT BY 2020

Strategic Outcome Oriented Goal 3	Clean Seas, Safe People And Property In South Africa's Maritime Transport Environment by 2020
Goal Statement	<p>To safeguard life and property across the maritime transportation environment such that we have a reduced occurrence of maritime fatalities and maritime incidence and accidents. The goal is meant to deliver the following outcomes:</p> <ul style="list-style-type: none"> - Safer lives, vessels, equipment and cargo - A marine environment with minimum pollution from vessels - A secure maritime environment.
Rationale	<p>It is SAMSA's responsibility to ensure that all partners and stakeholders operating within the South African maritime environment responsibly observe the applicable safety and security legislation, regulations and practices so as to effectively facilitate a maritime environment that is clean, safe, secure, sustainable and economically viable. Safe and secure maritime environment must promote a safety culture, fostered through the application of global and local safety and security standards and their rigorous enforcement. These global standards should ensure a "level playing field", but the safety culture should go beyond mere regulatory compliance and deliver added value for the broader global maritime transportation system through the promotion of safety.</p> <p>Vessel operations pose a risk to the marine environment as they can discharge harmful emissions of various substances. Intentional and unintentional discharges of oil, chemical cargo residues, garbage and cleaning agents, anti-fouling paint, exhaust and other air emissions and non-indigenous species from ballast water have an ongoing adverse impact on life in the world's seas. Marine exhaust emissions have damaging consequences on both the marine and the shore based environment as the health of people in coastal and harbour areas can be negatively affected by the operation of ships. The IMO states that a clean and sustainable maritime transportation system must minimise the environmental impact of shipping and activities of maritime industries. Environmental stewardship should be reflected in the development and implementation of global standards for pollution prevention and protection of the marine environment. The SAMSA goal therefore seeks to ensure that there is a reduction in the loss of lives, pollution of our waters, air, loss of property and assets from marine related transportation (vessel) activities.</p> <ul style="list-style-type: none"> • The people at risk include seafarers, fishers, stevedores and shipyard workers, skippers and passengers on a vessel at sea and inland. • The cargo at risk on board a vessel includes both the goods being conveyed by a vessel as well as the vessel propulsion fuel. • Property at risk refers to the vessel and its related equipment • The marine environment (air and sea) at risk from vessel activities at sea
Alignment	<p>MTSF Outcome: Theme 3: All people in South Africa are and feel safe DoT Outcome Goal: A maritime transport sector that is safe and secure Legislative Mandate: To ensure safety of life and property at sea; To prevent and combat pollution of the marine environment by ships Oceans Economy Initiatives: Integrated Enhancement Enforcement Initiative.</p>

Expected Outcomes	<p>A reduced risk of shipping incidents and accidents</p> <p>A reduced risk of boating incidents and accidents</p> <p>A reduced risk of fishing incidents and accidents</p> <p>A reduced risk of loss of life incidents and accidents</p> <p>A reduced risk of maritime security incidents</p> <p>A well-regulated and governed maritime environment</p>
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Strategic Objective 3.1		To reduce the incidence of reportable marine casualties in South African waters over the years 2015 and 2020	
Objective Statement	To reduce the incidence of reportable casualties from a baseline average of 80 casualties to an average of 60 over the next five years (2015-2020).		
Rationale	<p>The IMO, Merchant Shipping Act 1951 categorises maritime accidents⁷ into three categories, based on their consequences: very serious accidents (reportable), serious accidents (reportable), and other accidents. Very serious maritime accidents refer to accidents that result in loss of human life, substantial damage to the environment or total loss of the vessel. Serious casualty means a casualty which does not qualify as a very serious casualty and involves:</p> <ul style="list-style-type: none"> • Fire, explosion, grounding, contact, heavy weather damage, ice damage, hull cracking or suspected hull defect resulting in • Structural damage rendering the ship unseaworthy such as penetration of the hull underwater, immobilization of main engines, extensive accommodation damage etc., or • Pollution and/or • Breakdown necessitating towage or shore assistance <p>They can be viewed as situations in which safety measures designed to ensure maritime safety have failed, or as manifestations of a poor safety culture. This classification system also includes a separate category for various near misses, hazardous situations and breaches of safety regulations. Accidents classified as very serious form the only category on which international comparative information is available.</p>		
Baseline	Average of 80 casualties between 2006 and 2012.		
Strategic Risks	Identified Risks	Risk description	Action to mitigate Risks
	A serious or very serious maritime oil pollution incident occurs	A major pollution incident occurring as a result of human errors, vessels technical issues and act of God	<ol style="list-style-type: none"> 1. National Oil Contingency plan under review awaiting approval by minister 2. Lobby for the establishment of the Maritime Disaster Fund (engagement with the - Guarantees Certificate Committee at National Treasury (NT)

⁷ Marine Accidents include loss of life or major injury to any person on board, the actual or presumed loss of a ship, her abandonment or material damage to her, collision or grounding, disablement, and also material damage caused by a ship.

Maritime Operations Programme

The programme is aimed at ensuring that strict observance of safe maritime practices by seafarers, stevedores and inland waterway skippers, compliance and safe operation of ships, the safe performance of commercial activities at sea and the safety of cargoes being transported by vessels and related equipment. Safe practices are monitored through the imposition of maritime standards and conducting inspections to ascertain compliance with set conventions and legislative requirements. Investigative and regulatory powers are essential for an authority to review accidents and incidents, determine responsibility, and ascertain what corrective actions can be undertaken to promote safe practices and prevent future recurrence of all preventable incidents.

In addition, maritime security is concerned with the prevention of damage and disturbance to the South African and global maritime supply chain network, trade security, elimination of sabotage in the sea environment, acts of piracy, illegal exploitation of South African sea based resources, vessel security, etc. Although SAMSA is a key role player and has a significant interest in the effective governance of the maritime sector, ensuring maritime security rests on the existence of a collaborative and functional coordinating mechanism with key stakeholders such as the South African National Defense Force, South African Police Service, DoT, Telkom, Department of Home Affairs etc. to effectively delivery maritime security. Maritime systems are always exposed to variety of organisational and environmental risks that may disrupt their services and potentially result in large amounts of direct and indirect financial losses. These threats range from natural to man-made disasters. The aim of the programme is to ensure security of the national maritime infrastructure, the maritime economy (incl. trade and supply chains) and the broader maritime domain, which we have defined as all areas and things of, on, under, relating to, adjacent to, or bordering on a sea, ocean, or other navigable waterway, including all maritime-related activities, infrastructure, people, cargo, and vessels and other conveyances.

Programme 3

The infrastructure and systems that span the maritime sector has increasingly become a target for the conveyance of dangerous and illicit activities. The rapid spread of piracy and other illegal maritime activity, impacts of climate change and an environmental consequence of toxic biochemical discharge unto the sea and broader environment continues to threaten the sustainability of maritime. The impact and likelihood of such events has risen significantly over the past few years and has emerged as a key focus area of our strategy moving forward. These factors, as well as any other avoidable disruptions to South African trade demand an effective coordination mechanism with multi stakeholder activities to ensure that we effectively respond to these threats to maritime. SAMSA will ensure that best practice technologies are implemented to enhance maritime security awareness and detection by implementing the implementation of maritime security regulations, AIS systems and Long Range Identification and Tracking Systems to monitor maritime traffic in our waters.

The programme is also aimed at developing and enforcing regulations to avert the introduction of invasive species into the maritime environment, stop unauthorised ocean dumping of hazardous substances and prevent oil and chemical spills from vessels. The pollution sources include ships (tankers and other vessels), offshore installations (fixed and floating), exploration rigs and pipelines. The programme is primarily about enhancing regulatory activities in and on South African waters to prevent pollutants and waste from being deposited by vessels during their leisure and commercial operations and to competently combat such pollution in the event of a discharge. SAMSA through this programme shall approve the manner in which potential pollutants are handled and discharged and improve the standards relating to managing noxious, oil and other chemical discharges by providing a framework for the disposal of waste, ballast water, and hazardous and noxious substances at sea. The pollution sources include ships (tankers, bunkers and other vessels), offshore installations (fixed and floating), exploration rigs and pipelines. The programme is primarily about enhancing policy and regulatory activities in and on South African waters to prevent Climate Change and pollution impacts by setting up control and monitoring measures in line with MARPOL Conventions and other legislations. To help achieve this outcome, SAMSA shall undertake multi stakeholder research and analysis to provide technical policy and environmental advice to government that reflects international standards set by the IMO, leading to the development of marine protection rules, codes of practice and industry guidelines.

SAMSA shall also undertake inspections of visiting foreign ships each year and, where appropriate, detain or impose conditions on these vessels if they fail to meet the environmental protection standards that South Africa is party to, mainly the MARPOL convention. South Africa has acceded to MARPOL IV and VI Annex and will give effect when legislation has been domesticated, which will introduce new aspects of marine protection and further develop the management of pollution risk from ships. This program is complemented by the SAMSA maritime safety programme pollution prevention activities. The multi stakeholder multi-disciplinary approach involves among other interventions the development of integrated policies and regulations, national contingency plans, and joint oil spill preparedness interventions as well as other related multi stakeholder strategies.

Shipping Operations

- Maritime Safety awareness campaigns (safe fishing, safe shipping, boating and safe navigation interventions and seminars)
- Improve safety standards and vessel inspection rates (Port and Flag State)
- Implement up to date legislation and regulations
- Maritime Incident investigations and reviews
- Safe seafaring, stevedoring and ship repair workers - improved compliance with Occupational Health and Safety requirements for employees in the maritime sector (Stevedores and Ship repair workers).
- ISSC security certification
- Implementation of a quality management system.

Maritime Environment Protection

- Prepare and implement the DoT resolution on reassignment of the objective number 2 of the SAMSA Act 1998 No 5.
- Support MARPOL Annex (IV & VI) implementation programme
- Develop and implement the SAMSA Maritime Environmental Protection and Climate Change Strategy
- Develop and implement a Greenhouse Gas (GHG) Inventory and Monitoring Plan.
- Conduct research and scientific analysis of Ships Energy Efficiency Demands and related Climate Change impacts.
- Conduct research on impacts of the implementation of the 0.5% Sulphur content cap on the South African maritime industry and the economy at large

Safe Boating

- Maritime Safety awareness campaigns (Boating)
- Implement up to date legislation and regulations

Safe Fishing

- Safe Fishing – Improved fishing safety practices in collaboration with the National Fishing Forum

Sea Watch & Response

- Implementation of AIS System
- Maritime search and rescue operations – enhanced ability to coordinate responses to calls of distress
- Implement amended maritime security regulations
- An updated and Draft National Oil Spill Contingency Plan for DoT
- Provision of a timely and effective emergency response capability
- Effective management of pre arrival notifications by ships when entering South African waters.

Expected Outputs

Maritime Governance Enhancement Sub (aligned with our Implementation structure)

Centre for Maritime Operations - is responsible the management of the safety of the vessel including matters of design, construction as well as ensuring safe operation including manning, maintenance and management of incidents that may arise, administering the small vessel regime. This includes implementation of policies, auditing of training institutions, examiners and authorised agencies and maintaining standards on examinations for skippers, the promotion of Safe Fishing and Fishing Industry development by provide the overall management, support, & promotion, and address developmental challenges thereof and monitoring shipping to ensure safety of navigation and protection of the marine environment so as to protect South Africa's maritime region.

Strategic Objective 3.2		To strengthen the regulation of South Africa's Maritime transport system from a fragmented (2) level to mature status (4) by 2020	
Objective Statement	To improve the efficient and effective regulation of South Africa's maritime transport system		
Rationale	<p>Our main focus on strengthening such integrated delivery of maritime governance will be on improving stakeholder and partner relationships with other International maritime organisations, agencies and government departments to ensure an multi stakeholder maritime governance programme, which when implemented can deliver much greater benefits for all maritime stakeholders. The current scenario promotes a fragmented approach and practices towards addressing marine and broader ocean challenges and opportunities, whether they relate to regulation or economic development. Integrated Maritime governance is a process that unites government and the community, science and management, sectoral and public interests in preparing and implementing an integrated approach for the protection and development of the International and South African maritime sector.</p> <p>South Africa's legislation and inter-governmental agreements regarding oceans have been described as "fragmented and complex" because it developed from combining legislation, international treaties and other related instruments. This results in a poorly coordinated optimisation of governance and exploitation of the maritime environment for sustainable socio economic development.</p> <p>This objective also extends to the role played by SAMSA at international and regional levels of cooperation and partnerships, principally the IMO, ILO, IALA, the Association of African Maritime Administrators (AAMA), Programmes of the AU, Indian Ocean Memorandum of Understanding (IOMOU), the Abuja Memorandum of Understanding on Port State Control and other SAMSA Memoranda of Understanding and agreements aimed at improving regional maritime governance and sector development. It will include contributing to integrating maritime surveillance through cooperative partnerships across government departments and entities, bilateral arrangements, regional and international mechanisms should result in more efficient operations at sea and reduce operating costs for SAMSA. The potential savings by South Africa are significant given the growing need to detect, track, intercept and control unlawful activities at sea as well as to prevent accidents at sea, detect illegal oil discharges, monitor fishing activities and safeguard the environment</p>		
Baseline	Level (2) Maritime Governance Framework (Self-Assessment)		
Strategic Risks	Identified Risks	Risk description	Action to mitigate Risks
	Non - compliance to the maritime regulatory requirements	Failure to comply with prescribed regulatory requirements to effectively regulate SAMSA	<ol style="list-style-type: none"> 1. SAMSA Compliance Framework (Universe, Charter & Policy) developed. 2. Conduct staff workshops on the developed SAMSA Compliance Framework 3. SAMSA Compliance Framework monitoring and evaluation plan developed

Strategic Objective 3.2		Strategic Outcome Oriented Goal 3: Clean Seas, Safe People and Property in South Africa's Maritime Transport Environment by 2020					
Strategic Objectives		MTSF Target					
		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
3.1	To strengthen the regulation of South Africa's Maritime transport system from a fragmented (2) level to early mature status (4) by 2020	Fragmented (Level 2)	Defined (Level 3)	Mature (Level 4)	Mature (Level 4)	Optimised (Level 5)	Optimised (Level 5)

	Maritime Governance Enhancement Programme
Programme 4	<p>Effective maritime governance includes all the systems, instruments, processes and institutions by which coastal and ocean areas are managed by authorities in association with communities, industries, partners, NGOs and other stakeholders through national, regional and international laws, policies, processes and programmes in order to improve and sustain the socio economic conditions of all communities and the protection of maritime resources. The broader maritime sector is the lifeblood of South Africa and requires the effective implementation of governance frameworks and a coherent system to enable greater levels of accountability and oversight on the functioning as well as the sustainable socio economic development of South Africa.</p> <p>The programme aims at strengthening maritime governance with a focus on collaborative stakeholder participation and the sharing of responsibilities and actions at national, regional and international perspectives of governance to ensure effective implementation of the South African Maritime agenda.</p> <p>The next five years will see South Africa move towards a much more strategically aligned strategic, legislative, policy and regulatory framework for protecting the oceans and maritime environment and pursuing economic exploitation of our oceans and seas. This programme has integrated initiatives and principles of the Oceans Economic Development Programme (Operations Phakisa) of government, which advances the following aspiration for integrated oceans governance.</p> <p>As an influential member of the global maritime community, SAMSA plays a pivotal role in the region and the continent in supporting technical capacity building initiatives and participating in maritime development cooperation across the continent and globally. This involves best practice exchange programmes, country visits to and from partner countries, participation in regional and continental instruments such as those established by the Abuja and Indian Ocean MoU, etc. Liaison with broader regional organisations helps to ensure that SAMSA's technical cooperation activities have tangible achievable outcomes consistent with the broader regional and political objectives of SAMSA and South Africa.</p>
Expected Outputs	<ul style="list-style-type: none"> • Compliance with applicable national laws, and that South Africa adheres to the relevant regional, Continental and International Instruments • Implement and provide technical support to the Oceans Economy Development Initiatives (Marine Protection and Governance) • Technical support to the DoT on the drafting of maritime policies, legislation, strategies and regulations • Implement approved National maritime policies, legislation, strategies and regulations • Participation at country to country bi-literals and Implementation of maritime agreements • Implementation of technical cooperation at a continental and regional level • Conduct an evaluation of all applicable maritime legislation and regulations

Maritime Governance Enhancement Sub (aligned with our Implementation structure)

- **Centre for Legal, Policy & Regulation** is responsible for drafting, amending and providing technical advisory to the DoT regarding maritime transport policies and legislations and ensuring effective implementation and compliance of the legal instruments within SAMSA

GOAL 4: A DEVELOPING, TRANSFORMING AND JOB CREATING MARITIME SECTOR BY 2020

Goal	A Developing, Transforming and Job Creating Maritime Sector by 2020
Goal Statement	To enhance the competitiveness of South Africa's Maritime industry and exploit the potential for job creation, transformation and economic contribution to the country's GDP.
Rationale	<p>The South African maritime transport sector has the potential of playing a pivotal role in addressing the developmental challenges facing South Africa and delivering economic benefits of a significant nature whilst contributing towards the national growth path of creating 5 million jobs and that of growth and development goals of the NDP. Maritime transportation is a key enabler of international trade and remains the most essential facilitator of trade between South Africa, global markets and our regional trade partners. It is estimated that 98% (volume) of international trade is transported to market by sea and that this component of trade currently contributes approximately 53% (2011) to the GDP of South Africa.</p> <p>In 2010 the ocean contributed approximately R54 billion to South Africa's GDP and accounted for approximately 316,000 jobs. South Africa's oceans are estimated to have the potential to contribute up to R177 billion to GDP and between 800 and 1 million direct jobs by 2033. To this end an oceans economy lab was held as part of the Operation Phakisa process to development a detailed programme aimed at unlocking the oceans economic potential. The key challenges being targeted for address include the fact that South Africa currently has four merchant vessels in spite of the three hundred million (300 million) tons of cargo that moves through its ports in imports and exports. It has therefore forsaken thousands of employment opportunities, particularly seafaring jobs, which could be made available to South Africans, should the country achieve significant registration of ships on the SA Ship Register. The targeted initiatives arising out of the marine transportation and marine manufacturing lab are expected to increase the ocean economy's GDP contribution by more than 20 billion rand by 2019.</p> <p>SAMSA's goal over the next five years will be to contribute to the achievement of the oceans economy development aspirations by implementing those initiatives for which it is directly responsible and to provide technical and advisory support to those partners tasked with delivering the other initiatives.</p>
Alignment	<p>This strategic goal contributes to the following national government outcomes:</p> <ul style="list-style-type: none"> National Outcome 4: Decent rewarding employment through inclusive growth National Outcome 5: A skilled and capable workforce to support an inclusive growth path National Outcome 6: An efficient, competitive and responsive economic infrastructure network National Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World National Outcome 12: An efficient, effective and development-oriented public service <p>The Oceans Economy Development Programme –Operation Phakisa</p> <p>DoT's Outcomes:</p> <ul style="list-style-type: none"> An efficient and integrated Infrastructure Network that serves as a catalyst for social and economic development" Increased contribution to Job Creation , including DoT's Transport BBBEE Council plans

Expected Outcomes	<ul style="list-style-type: none">• A maritime sector absorbing South Africans into sustainable jobs.• A globally competitive and attractive South African Ship registry• A demographically and structurally transformed maritime sector• Realised aspirations of the National Oceans Economic Development Programme (Operation Phakisa) – Initiative 15.2 (MTM Lab)• A South Africa that is aware of the opportunities and impact in the maritime sector.
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Strategic Objective 4.1.		To increase the number of merchant vessels on the SA Ships Register from zero (0) to ten (10) ships by 2020	
Objective Statement	SAMSA will increase the number of registered merchant vessels on the South African ship register from the zero baseline of 2014-15 to 10 in 2019-20.		
Rationale	<p>SAMSA is the custodian of the South Africa Ships Register in line with the Ship Registration Act (1998).</p> <ol style="list-style-type: none"> The intended benefits of the ship registration development Link of sustainable jobs with number of ships Other maritime service (direct and other) <p>South Africa has placed the oceans economy on the socio economic development agenda of the country with a clear and detailed programme of action for accelerating a process to unlock the economic potential of the various oceans industries. This is an industry, government and community multi stakeholder approach, which proposes a collaborative development and implementation of agreed upon targeted initiatives to effectively realise the aspirations for increased contribution to GDP and job creation for South Africans in fairly new, but exciting industries in the oceans space. SAMSA is the maritime transport safety authority, which is tasked with the responsibility of managing and promoting the ship registry, an essential cog in the development of beneficial trade and shipping by South Africans. The strategic intention is to increase the number of South African owned merchant ships on the register, managed, manned and serviced predominantly by South Africans or South African companies. The effect is that the socio economic benefits that normally accrue from merchant shipping will be for the enjoyment of South Africans and this will open up enormous opportunities along the maritime value chain.</p>		
Strategic Risks	Identified Risks	Risk description	Action to mitigate Risks
	Loss of South African ships from the South African Register	Loss of South African ships from the South African Register	<ol style="list-style-type: none"> Continuously conduct comparative studies on ship register incentives in order to devise informed promotion and retention strategies Advise policy makers on new trends and propose revision of incentives for merchant ship owners / shipping Implementation of the Comprehensive Maritime Transport Policy and alignment of the Shipping Incentives policy statement with other relevant government instruments such as Tax Laws, Mining Charter, Transport Charter.

Strategic Objective		Strategic Outcome Oriented Goal 4: A Developing, Transforming and Job Creating Maritime Sector by 2020					
Strategic Objectives		MTSF Target					
		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
4.1	To increase the number of merchant vessels on the SA Ships Register from zero (0) to ten (10) ships by 2020	Four merchant vessels on the SA Register.	Eight merchant vessels on the SA Register.	Ten merchant vessels on the SA Register	Ten merchant vessels on the SA Register.	Ten merchant vessels on the SA Register.	Ten merchant vessels on the SA Register.

Maritime Sector Development Support programme (Including Operation Phakisa)	
Programme 5	<p>This programme will focus on promoting and facilitating the economic contribution of maritime to GDP, the development and demographic and structural transformation of the sector. It should enable effective leveraging of economic benefits sought from the maritime industry towards achieving South Africa's socio economic development priorities at a local, national, regional and global level.</p> <p>The core outcome areas of the programme include the facilitation and support of targeted interventions to develop South Africa's maritime skills and expertise, growth of the maritime sector, the development of South Africa's ship register, enhancing Maritime's contribution to the GDP of the country, the demographic and structural transformation of the South African maritime sector towards a globally competitive and leading maritime destination</p>
Expected Outputs	<ul style="list-style-type: none"> • Develop and implement Ship Registry development Strategy • Promote meaningful participation of black people, youth and women entrepreneurs in South Africa's maritime sector. • Implement the Comprehensive Maritime Transport Policy (still to be approved) • Conduct an evaluative study to assess the registered vessels contribution to the SA economy • Maritime Special Project

Maritime Sector Development Support Sub Programmes (aligned with our Implementation structure)

- Centre for Maritime Operations (Maritime Industry Development) focuses on supporting the development of South Africa's maritime transport sector and promoting the development of maritime competencies by collaborating with industry stakeholders on the creation of awareness, skills development and research.



GOAL 5: A COMPETENT, SUPPORTED AND GLOBALLY COMPETITIVE SOUTH AFRICAN SEAFARER

Goal Statement	A Seafarer education training and development system that enables and supports an increase in the number of new entrants to seafaring.
Rationale	<p>This goal will focus on the development and maintenance of an excellent maritime education and training system that is current, flexible and supports industry needs and South Africa's national maritime development aspirations. The purpose of MET is to supply manpower for the shipping industry and covers a wide range of training institutions which range from delivering short courses to post graduate studies. The national oceans economic development programme (Operation Phakisa) has the aspiration of Increasing the capacity to develop skills for and ensure that the majority of SA flagged vessels in the future (at least 10 years) are manned by South African Seafarers.</p> <p>The goal also aims to ensure that all seafarers within the sector have the knowledge, skills and competency to effectively perform their roles in safely operating vessels, in a manner that protects lives, property and the environment. This competency is at the core of seafarer development, seafarer registry, seafarer employment, seafarer/stevedore welfare and its administration. The human environment is highly regulated by IMO from a quality and safety point of view as well as by ILO from a welfare point of view.</p>
Alignment	<p>National Outcome 4: Decent rewarding employment through inclusive growth National Outcome 5: A skilled and capable workforce to support an inclusive growth path National Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World National Outcome 12: An efficient, effective and development-oriented public service Oceans Economy Labs (Operation Phakisa) under the Maritime Transport and Marine Manufacturing Lab Initiative 14: increased capacity to develop skills for seafarers</p>
Expected Outcomes	<ul style="list-style-type: none"> • SAMSA's Quality Management System as prescribed under STCW I/8 requirements • Increased number of agreements and maintain existing STCW Agreements with other Maritime Administrations • A world class Seafarer Welfare Programme • South African Seafarers qualifications are accepted in most maritime jurisdictions across the globe • Maintain IMO Whitelist Status • Increase the number of Qualified South African Seafarers and Ratings

Strategic Objective 5.1		To improve the quality of South Africa's Maritime Education and Training (MET) System by 2020	
Objective Statement	To ensure that SAMSA accredited training meets and exceeds the requirements to maintain the IMO white list status		
Rationale	<p>For a South African seafarer to be competitive in a Global Market, training has to meet international standards set by IMO. There are two main standards; STCW Convention (and the Code) and STCW-F Convention. The principles in establishing an effective MET are based on some of the following considerations:</p> <ul style="list-style-type: none"> • Application of Internationally recognised standards including STCW • Cooperation with accrediting, awarding and licensing authorities as well as MET institutions worldwide • Meeting local requirements • Close cooperation with shipping industry to meet their requirements • The review and adopting new education and training technologies into MET • Updating programmes to cover new requirements and technologies applied to shipping industry • Providing continuous education for industrial updating • Covering all stage of MET to achieve continuous education • Balancing and matching academic studies and on board training. • The system is ultimately intended to make use of advances in technology to provide accurate online information and enable applications to be made online, allowing quick turnaround times and meeting the requirements of being easy to use, logical and relevant. 		
Rationale	South Africa is on the IMO's Whitelist		
Strategic Risks	Identified Risks	Risk description	Action to mitigate Risks
	Other Maritime Administrations and the Maritime Industry cease to recognise the Certificates issued by SAMSA for Seafarers	Failure to achieve the aims of the strategic objective could cause SA to lose its STCW Convention 'White List' status within the IMO, thus resulting in all seafarers holding SA Certificates losing their international employment.	<ol style="list-style-type: none"> 1. A project proposal has been approved to rectify all the EMSA findings 2. Improve on the Centre's ability to monitor, supervise and control the activities performed by the examiners and other approved persons and/or institutions by conducting regular auditing 3. Complete the review of the Quality Standard System for the Seafarers training, assessment and certification.

Strategic Objective		Strategic Outcome Oriented Goal 3: Clean Seas, Safe People and Property in South Africa's maritime transport environment by 2020					
Strategic Objectives		MTSF Target					
		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
1	To improve the quality of South Africa's MET System by 2020	Maintain IMO Whitelist Status	Maintain IMO Whitelist Status	Maintain IMO Whitelist Status	Maintain IMO Whitelist Status	Maintain IMO Whitelist Status	Maintain IMO Whitelist Status

Seafarer Development and Welfare Programme	
Programme 6	<p>The Programme addresses important requirements of developing and enhancing Seafarer training and welfare. The standardisation of seafarer examination systems is an important initiative that requires immediate attention to ensure that state holders place reliance on our ability to produce world-class seafarers. Addressing audit findings and non-conformance issues from VIMSAS, EMSA and DNV Independent Audit will provide an opportunity to continuously improve our work and meet rigorous standards that will ensure we maintain global recognition in seafarer training. Expansion of the training offering to include fishers (STCW-F) competencies will require projects that translate these objectives into action and invariably contribute to the increase in the numbers and seafarer competency types that come out of South Africa. SAMSA intends to develop a world-class seafarer education, training and certification system that is robust, addresses industry needs and makes use of advances in technology to provide accurate online information and enable applications to be made online, allowing quick turnaround times and meeting the requirements of being easy to use, logical and relevant. Key benefits to the stakeholders provided through the new framework include:</p> <ul style="list-style-type: none"> • A stronger emphasis on seafarer demonstrable competence and employability • Greater emphasis on practical and assessment components and recognition of quality of sea service • Implementation and incorporation of STCW-F • Alignment with international standards to ensure portability of qualifications • A clear career path for seafarers, starting with a basic qualification for a small inshore vessel right through to the qualification required to operate a large oceangoing international vessel. <p>The programme will involve carrying out a thorough assessment of the existing situation in South African METs regarding MET. This assessment involves evaluating MET personnel, the legal framework, and physical (for example examination centres, seafarers database) and organisational (for example, the functioning of public bodies, examination procedures) structures. This will lead to the development and execution of a five-year strategy to overcome the shortcomings identified in the assessment by bringing South Africa's MET's into full compliance with international standards</p>
Expected Outputs	<ul style="list-style-type: none"> • Comprehensive review and implementation of improvements on the provision of standardised education, training and examination systems • SAMSA Technical & Advisory -support Maritime Skills Development. • STCW -F Accreditation post ratification. • Maintained IMO Whitelist Status

Seafarer Development and Welfare Sub Programmes (aligned with our Implementation structure)

Centre for Maritime Operations - Seafarers is responsible for maintaining international standards in accreditation, examination and certification in order to sustain SAMSA's status as a respected international Maritime Authority as well as the registry for seafarers and seafarer welfare.

ABBREVIATIONS

AAMA	Association of African Maritime Administrations
AIM	Africa Integrated Maritime
ANC	African National Congress
AU	African Union
B-BBEE	Broad-Based Black Economic Empowerment
CMM	Capability Maturity Model
CRS	Continuous Synopsis Report
DoT	Department of Transport
EMSA	European Maritime Safety Authority
ETA	Expected Time of Arrival
FM	Finance & Supply Chain
GDP	Gross Domestic Product
GHG	Greenhouse Gas
HRM	Human Resource Management
IALA	International Association of Marine Aids to Navigation and Lighthouse Authorities
ICT	Information Communication Technology
ILO	International Labour Organization
IMO	International Maritime Organisation
IOMOU	Indian Ocean Memorandum of Understanding
ISP	Internet Service Provider
ISSC	International Ship Security Certificate
ITU	International Communication Union
MARPOL	Maritime Pollution
MDA	Maritime Domain Awareness
MET	Maritime Education and Training
MOU	Memorandum of Understanding
MRCC	Maritime Rescue and Coordination Centre
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NGO	Non Government Organisation

NGP	New Growth Path
NT	National Treasury
NTP	National Transport Policy
PAN	Pre-Arrival Notification Report
PCA	Process and Capability Areas
PFM	Public Finance Management
PSC	Port State Control
SAMIC	South Africa Maritime Industry Conference
SAMSA	South African Maritime Safety Authority
SIOMS	SAMSA Integrated Operations Management System
SLA	Service Level Agreement
STCW	Standards of Training Certification and Watch keeping for Seafarers
SWOT	Strength Weakness Opportunities Threats

