

**SOUTH AFRICAN MARITIME SAFETY  
AUTHORITY  
(SAMSA)**

**STRATEGIC PLAN**



*For the years*

**2020 – 25**

*Beginning with the fiscal year*

**2020/21**

*Now implementing **2024-25** fiscal year*

## OFFICIAL SIGN OFF

It is hereby certified that this strategic plan:

- Was developed by the management of SAMSA under the guidance of the Board.
- Considers all recent and relevant developments in government policies, legislation, and other related mandates for which SAMSA is responsible.
- Accurately reflects the strategic outcomes and outputs which SAMSA will endeavour to achieve over the 2020 – 2025 strategic term.

**ACRING CHIEF FINANCIAL OFFICER**

**SIGNATURE:**



**MR JEAN GOODEY**

**ACTING CHIEF EXECUTIVE OFFICER**

**SIGNATURE:**



**MR. TAU MORWE**

**BOARD CHAIRPERSON**

**SIGNATURE:**



**MR. MAHESH FAKIR**

**EXECUTIVE AUTHORITY**

**SIGNATURE:**



**MS. SINDISIWE CHIKUNGA**

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## 1. OUR MANDATE (WHO ARE WE AND WHAT WE DO)

### 1.1 OUR LEGISLATIVE MANDATE

SAMSA is a public entity which derives its legislative mandate from the objectives from 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:

1. To ensure safety of life and property at sea.
2. To prevent and combat pollution of the marine environment by ships.
3. To promote the Republic's maritime interests.

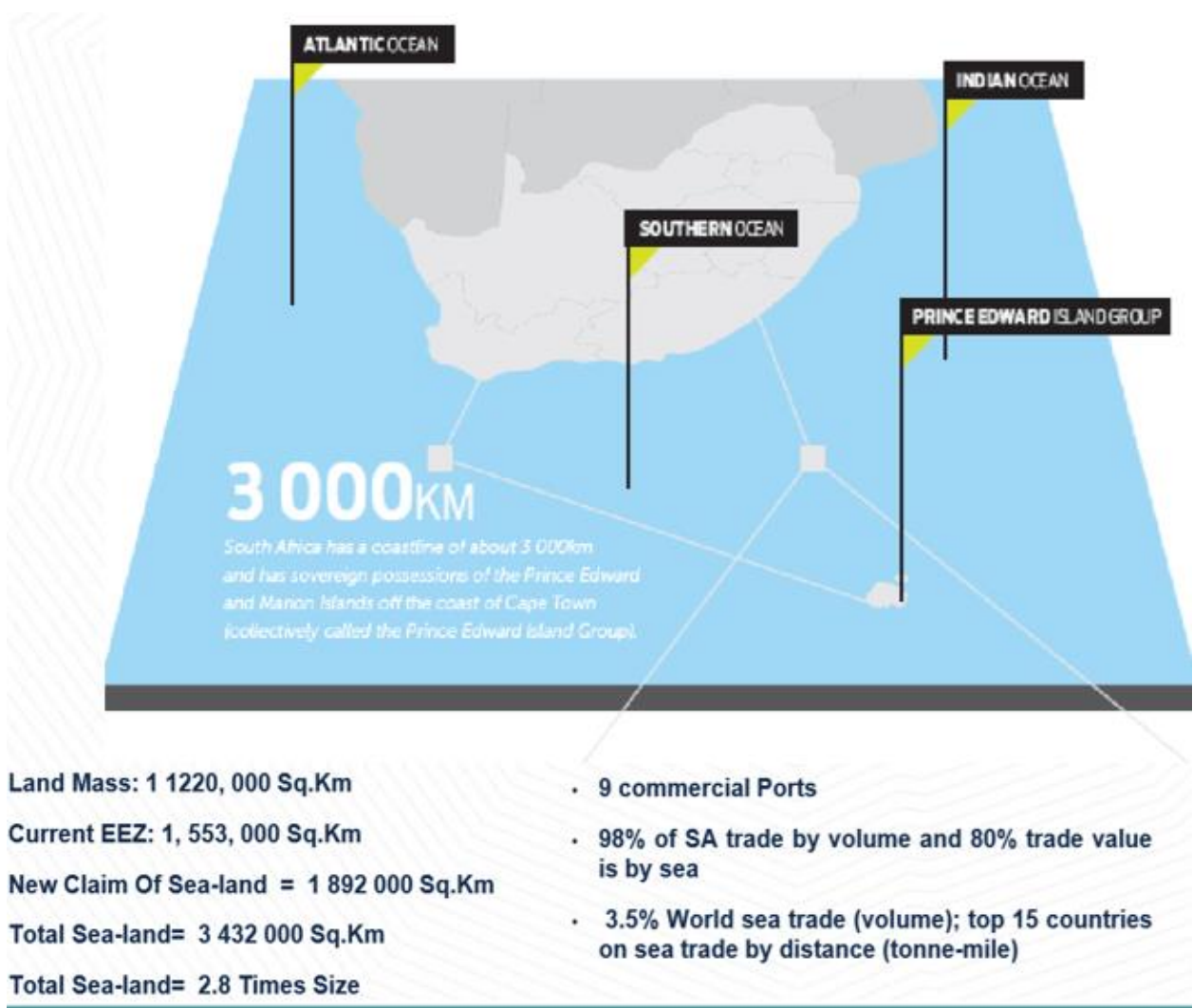
Section 7 (1) of the Act provides that "the Minister may give the Authority written directions regarding the performance of its duties" and in terms of section 356 of the Merchant Shipping Act, 1951 (Act no: 57 of 1951), the Minister promulgated the Merchant Shipping (National Small Vessel Safety) regulations 2007. This expanded SAMSA's obligation to include small vessel activities across South Africa's inland 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 through our Maritime Rescue and Coordination Centre (MRCC) and Maritime domain awareness.

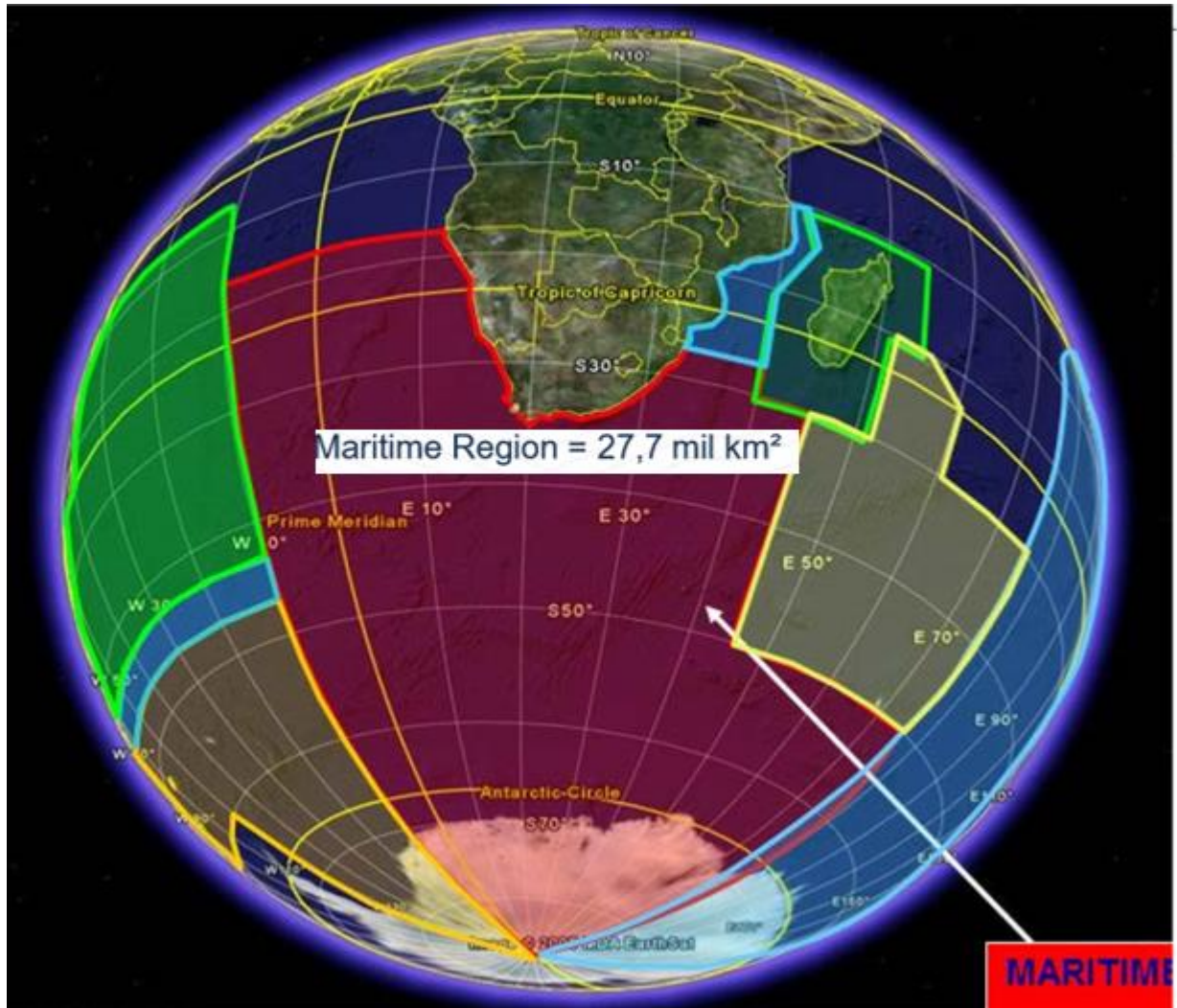
### 1.1.2 OUR LEGISLATIVE RESPONSIBILITY SCOPE

South Africa occupies an important geo-strategic position, a maritime choke point in the Southern hemisphere surrounded by three Oceans. As a result of its location and trade flows South Africa play a strategic role in the global maritime network. Without these, there would be limited cost-effective maritime shipping alternatives, which would seriously impair global trade.

Below is an overview of area three areas of our responsibility in line with our legislative mandate.

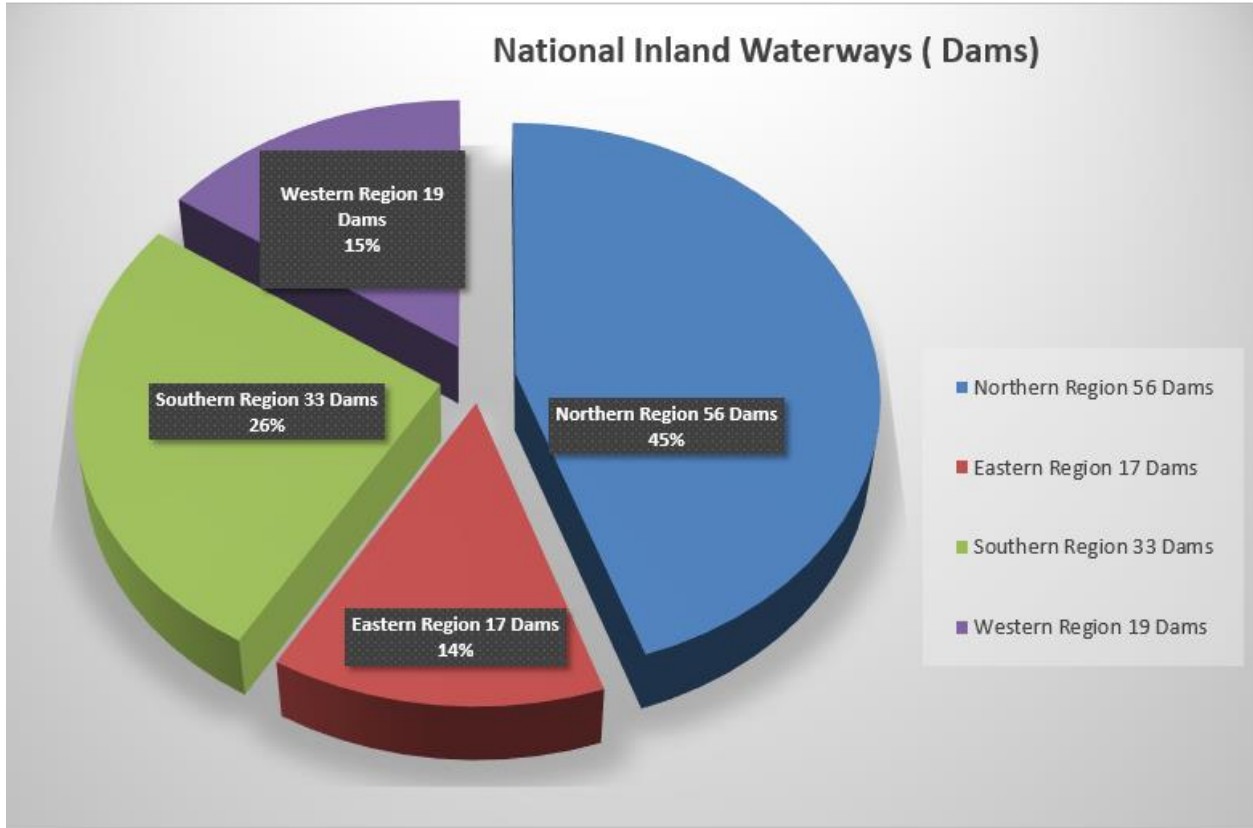


## OUR SEARCH AND RESCUE RESPONSIBILITY AREA



SAMSA has a fully functional Maritime Rescue Coordination Centre (MRCC) which operates 24hours/7 days with the focus primarily of the safety of life at sea and complies with the requirements of the Department of Transport's (DoT) South African Search and Rescue (SASAR) Act. The area of responsibility for search and rescue is 27.7mil square kilometres which is almost five (5) percent of the earth.

**OUR INLAND WATERWAYS RESPONSIBILITY (125 Dams /inland waterways)**



### 1.1.3 OUR WORK (What we do daily) IN LINE WITH OUR LEGISLATIVE MANDATE

In delivering on this mandate SAMSA has organised in a way that fully aligns with its obligations with the focus on following core business functions:

**Flag State Survey Activities:** these are surveys that customers book in order to comply with legislation that affects their operations. The surveys could be for initial certification, renewal certification, or for issuing of a certificate of approval to carry out an operation.

**Port State Control Inspections:** it is a process by which a nation exercises its authority over foreign vessels when those vessels are in waters subject to its jurisdiction. The vessels to be inspected, in normal circumstances, are those that have not been inspected in the previous six months in any of the countries that are members of the Indian Ocean Memorandum of Understanding (IOMOU) on Port State Control, in which South Africa is a member.

The inspections seek to ensure that the ships visiting South African waters comply with applicable conventions that deal with maritime safety, maritime security, and the protection of the marine environment from pollution by ships.

**Casualties and Incidents:** SAMSA is required to investigate casualties or incidents in terms of Section 264 of the Merchant Shipping Act 57 of 1951.

**Maritime Pollution Incidents:** pollution of the marine environment is strictly prohibited by international and national laws. However, such incidents still occur, and as a result, one of SAMSA's responsibilities is to investigate such incidents.

**Detentions:** a ship/vessel is detained if, because of its non-compliance with applicable legislation, poses a threat to safety of life at sea, or maritime security, or poses a serious risk of pollution of the marine environment.

**Admission of Contraventions** it is part of a procedure followed by SAMSA after investigating a contravention such as a pollution incident. In such a case, after the investigation, the master of a vessel is given all the relevant facts that show that some prescribed piece of legislation or procedure was not complied with. With such evidence at hand the master owner, owner representative, master,

agent on behalf of shipping company, etc. is requested to sign the “Admission of Contravention” form on which the contravention is stated as well as the fine imposed.

### **Fishing**

Its focus is to administer safety at sea, promote maritime awareness, implementation of international and national maritime policies and regulations to improve the living conditions of seafarers at sea; and ensure a competitiveness of the South African Fishing Industry.

### **Boating**

The function ensures compliance with the National Small Vessel Safety Regulations and responsible for surveying all small vessels, certify skippers, writing and amending policy, training, appointing and auditing external surveyors, auditing schools, examiners and Authorised agencies as well as assisting other authorities with implementation.

### **Seafarer Training and Certification**

In compliance with the STCW Convention, STCW-F Convention, and applicable national legislation, appointed examiners scrutinize seafarer’s applications for certificates of competencies, certificates of qualifications and certificates of proficiency. Applicants are examined to ensure that vessels are manned by competent officers and engineers. Examiners scrutinizes training institutions applications to conduct various courses that must be attended by seafarers, the approval of medical practitioners for seafarers accredited courses of international standards are available for seafarers. Training institutions are audited on regular basis to ensure that standards are maintained.

### **Maritime Occupational Health and Safety and Seafarer Welfare**

Surveyors perform audits of stevedoring and ship repair facilities to ensure that safety standards are adhered to whilst performing work on ships in port is complied with through application of the maritime Occupational Safety Regulations and the relevant codes and undertakes audits and safety awareness campaigns in this sector.

The Seafarer Welfare Unit is responsible for dealing with seafarer complaints relating to Chapter 4 of the MSA and the MLC and Work in Fishing Convention. In times of tragedy, the Unit assists families in dealing with government departments, insurers, and owners.

## **Naval Architecture**

The office of the Naval Architect is responsible for ensuring that all vessels comply with the requirements of the Load Line Regulations and Tonnage Regulations, working closely with the Surveyors and the Registrar of Ships. The Naval Architect liaises closely with external Naval Architects, ship builders regarding the verification of all Stability Books, Tonnage measurements and calculations to ensure compliance with the relevant regulations.

## **Ship Registration**

The Registrar of Ships is responsible for the maintenance of the South African Ships Register by ensuring that all vessels that are required to be registered onto the South African flag, complies with the Ship Registration Act 58 of 1998 (SRA). The Registrar of Ships receives and record all information and documents required or permitted to be lodged with the Registrar of Ships in the South African Ships Register; grants, issues, vary or revoke the certificates and other documents that are required or permitted to be granted or issued in terms of the Act.

The Registrar of Ships is the custodian of the Ship Registration Database and ensures that this database is always up to date.

## **Radio Services**

SAMSA discharges its radio survey and inspection mandate as legislated in terms of the Merchant Shipping Act, MS (Radio installations) Regulations, MS (National small vessel safety) Regulations, MS (EPIRB registration) Regulations, MS (Automatic Identification System) Regulations and MS (Long Range Identification and Tracking) Regulations.

In addition, SAMSA discharges its marine radio operator certification responsibilities in terms of a Memorandum of Understanding concluded with the Independent Communications Authority of South Africa (ICASA) and as legislated by the Electronic Communications Act, MS (Safe manning, training and certification) Regulations and the South African Code of Qualifications. SAMSA provides an inter-governmental marine radio technical consultancy service including service level agreement audits (Department of Transport and Telkom Maritime Safety Information Equipment provisions).

SAMSA provides stakeholder engagement at national and international level to assist in ensuring compliance with the IMO (SOLAS, STCW, STCW-F, HTW) and ITU (Radio Regulations) Conventions to which the South African government is a party.

## **Maritime Industry Development**

This function facilitates the growth of the maritime sector with a focus on domestic and international priority areas. Domestic maritime sector development focuses on Fishing through the National Fishing Forum and Boating through the Small Vessel Technical Committee by exploiting the existing opportunities within the sector for the benefit of identified national stakeholders.

International maritime sector development focuses on opportunities that could be derived from the registration of international trading ships on the South African Ships Register with an anticipation to increase the number of South African seafarer's employment opportunities working onboard ships trading internationally.

## **Sea Watch and Response**

In executing its responsibility for contributing towards ensuring safety of life and property at sea and the protection of the marine environment. This function includes the Maritime Rescue Co-ordination Centre (MRCC), Intervention and Safety of Navigation.

The MRCC is fully functional, operates 24/7, with the focus primarily on the safety of life at sea, and complies with the requirements of the Department of Transport's (DoT) South African Search and Rescue (SASAR) Act. This entails interaction with the various government and non-government entities involved with maritime rescue at sea.

The Intervention section is being developed and capacitated to respond to situations developing at sea relating to marine environment protection and maritime security. This is where interaction with vessels at sea and organisations ashore are executed; through radio communication, tasking of emergency standby tug, initiating the National Oil Spill Contingency Plan (NOSCP) and the Hazardous and Noxious Substances (HNS) Response Plan for specific pollution situations and calling on Defence and other assets to assist.

The Safety of Navigation section is also being developed and capacitated to ensure the safety of navigation in South African waters, both coastal and inland waterways through enhancing our maritime domain awareness (MDA) and regulation.

## **1.2. SAMSA`S RESPONSIBILITY AS PART OF GOVERNMENT PRIORITIES**

### **1.2.1 NATIONAL GOVERNMENT OBLIGATION**

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, led by the Department of Transport 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. 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.

As SAMSA enters its final year of the Medium-Term Strategic Framework (MTSF 2019-24), the entity has the responsibility of transforming the fortunes of our maritime Industry. The Medium-Term Strategic Framework (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 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.

Below are the seven priorities derived from the Electoral Mandate:

- ❖ Priority 1: A Capable, Ethical and Developmental State
- ❖ Priority 2: Economic Transformation and Job Creation
- ❖ Priority 3: Education, Skills, and Health
- ❖ Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services
- ❖ Priority 5: Spatial Integration, Human Settlements and Local Government
- ❖ Priority 6: Social Cohesion and Safe Communities
- ❖ Priority 7: A better Africa and World

The Minister of Transport has prioritised the Oceans economy programme that will guide the country further in unlocking the economic potential by focusing on the following areas:

Pillar 1: Enhancing South Africa's Shipping Register

Pillar 2: Mainstreaming maritime through empowering historically disadvantaged persons to access opportunities, support development of seafarers and support young people to get involved in maritime through recreation and economic opportunities.

Pillar 3: Rolling out coastal shipping and create partnership to ensure sustainable support system to enable effective implementation. The end goal is to have a SADC region-wide coastal shipping market. This to include all offshore shipping activities in the Oil and Gas sector (oil rigs, offshore supply vessels, offshore bunkering activities).

Pillar 4: Create programmes to elevate fluvial transport and open new economic opportunities by maximising the use of inland waterways.

Pillar 5: Unlocking maritime for economic stimulation and recreation.

## **1.2 SAMSA`S RESPONSIBILITY AS PART OF THE COMPREHENSIVE MARITIME TRANSPORT POLICY (CMTP) OBLIGATIONS**

The South African Comprehensive Maritime Transport Policy (CMTP) serves as the embodiment of Government's commitment to the growth, development, and transformation of South Africa's maritime transport sector. It represents South Africa's long-term vision, the underpinning philosophy and principles that inform its development and the direction that Government has committed to take the sector to reach its full potential. The current and desired future state of the sector demands CMTP. In being more comprehensive, CMTP provides an elaboration to the declared policy directives as of the White Paper on National Transport policy of 1996 and the subsequent macro national policies; and the National Development Plan and the other coterie of interventionist programmes including Operation Phakisa in the ocean economy.

### **The strategic objectives of the CMTP are:**

- (a) To develop and grow South Africa to be an international Maritime Centre (IMC) in Africa serving its maritime transport customers and world trade in general.
- (b) To contribute to Government's efforts of ensuring the competitiveness of South Africa's international trade by providing customer focussed maritime transport infrastructure and services through an innovative, safe, secured, reliable, effective, profitable, and integrated maritime supply chain, infrastructure and systems including safety of navigation.
- (c) To promote the growth and broadened participation of local entrepreneurs in the shipping industry and marine manufacturing and related services while vigorously through incentives and continuous improvement in ship registration to promote the increase of ships under the South African flag registry.
- (d) To Promote marine transport, manufacturing, and related services.
- (e) To provide guidance to the maritime transport sector stakeholders and customers about institutional arrangements, governance and regulatory interventions while ensuring effective and efficient co-ordination across Government on matters of common interest to the growth of the maritime transport sector.
- (f) To provide a clear framework around which operators, customers, investors, and funders can freely participate in maritime transport market to improve growth, performance, and competitiveness of the total Maritime Transport sector.

(g) Establish where feasible a sustainable funding and financing mechanisms and or facility for the growth of the broader maritime transport sector to facilitate infrastructure development and possible acquisition of ships and equipment necessary to meet the needs of customers in particular and the South African economy in general.

(h) To create and enhance viable and sustainable opportunities for historically disadvantaged entrepreneurs especially, women and youth to participate in maritime transport initiatives.

(i) To ensure efficient and effective regulation and clear separation between maritime operations and maritime regulation and these to be reflected in the institutional and governance frameworks.

(j) From an economic development perspective, create conducive climate for South African perishable goods businesses to take part in the global perishable products market either as producers or as consumers.

(k) Develop modalities for the creation of a national shipping carrier to serve the SA's economic and trade interests.

(l) Develop and maintain a competitive ship registration system.

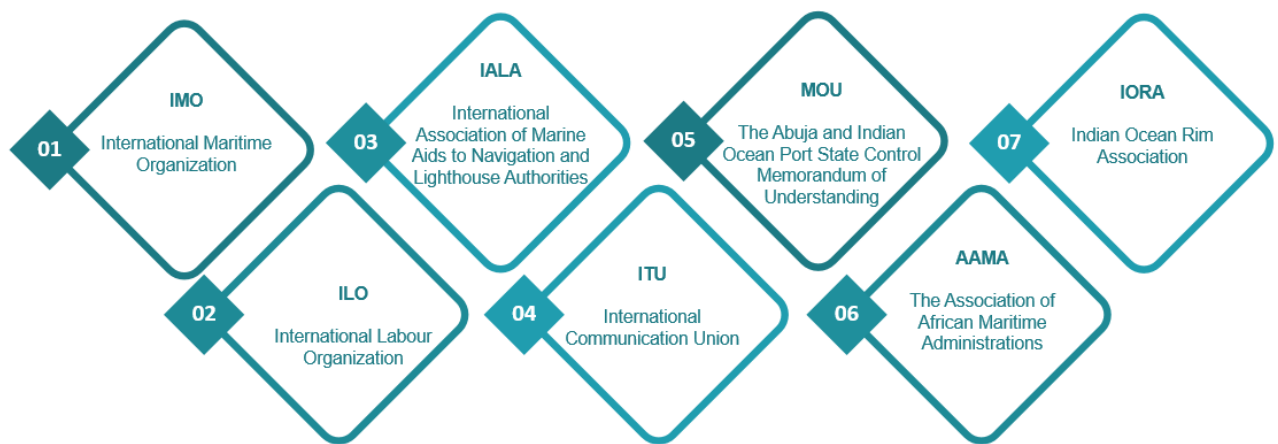
**SAMSA has identified the following priorities from government that will guide us and support delivery against our outcomes over the next five years are:**

1. Reducing the risk of accidents and casualties in the maritime transport sector
2. Reducing the risk of ship sourced pollution and degradation of the maritime environment
3. Supporting the beneficial development and transformation of the maritime sector, with a primary focus on ship registry development
4. Facilitating the creation of maritime jobs and contributing to the reduction of unemployment
5. Supporting in the achievement of increasing the number of highly competent and globally competitive South African Seafarers.
6. Ensuring that SAMSA contributes to an effective management government and deliver the mandate services to South African citizens and the global maritime stakeholders.

#### 1.4. SAMSA`S RESPONSIBILITY AS PART OF INTERNATIONAL OBLIGATIONS

South Africa is a signatory to numerous bilateral and multilateral agreements that advance development and technical maritime cooperation with other countries and their relevant 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 and executes nationally adopted obligations flowing from the following institutions and critical agreements:



##### 1. 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; and 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.

## **2. 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.

## **3. 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.

## **4. 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.

## **5. The Abuja and Indian Ocean Port State Control Memorandum of Understanding (MOU)**

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). The two MoU's on Port State Control 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. The inspection regime is guided by the IMO's resolution on Procedures for Port State Control.

## **6. The Association of African Maritime Administrations**

The Association of African Maritime Administrations (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 Secretariat 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 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.

## 2. OVERVIEW OF OUR STRATEGIC FOCUS (WHERE WE ARE AND WHERE WE WANT TO GO)

### 2.1 OUR VISION

“The Authority championing South Africa's maritime ambitions to be an International Maritime Centre by 2030”.

### 2.2 OUR MISSION

“To provide leadership in maritime safety, prevent and combat marine pollution for a sustainable maritime environment whilst supporting an innovative, progressive and a vibrant maritime economy”.

### 2.3 OUR VALUES

The core philosophy and values that guide and underlie each activity we undertake and how we behave as individuals and collectively when creating value for our stakeholders are as follows:

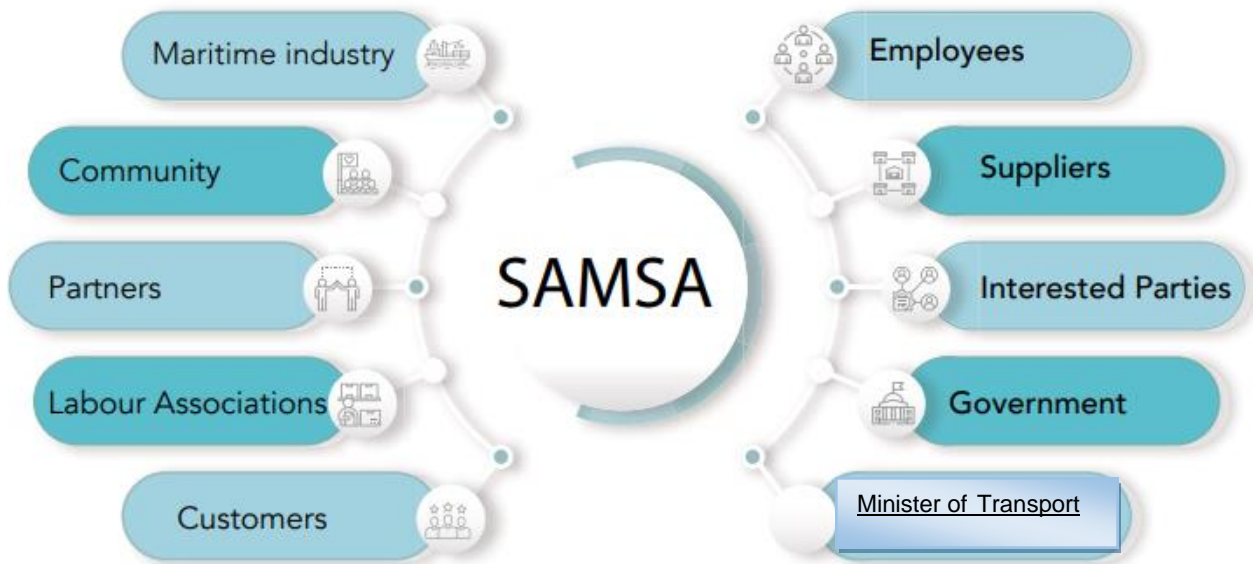
#### **DETHICS.**



***The underlying mantra of SAMSA is to be “An Entity inspiring excellence and mastering sustainable development”.***

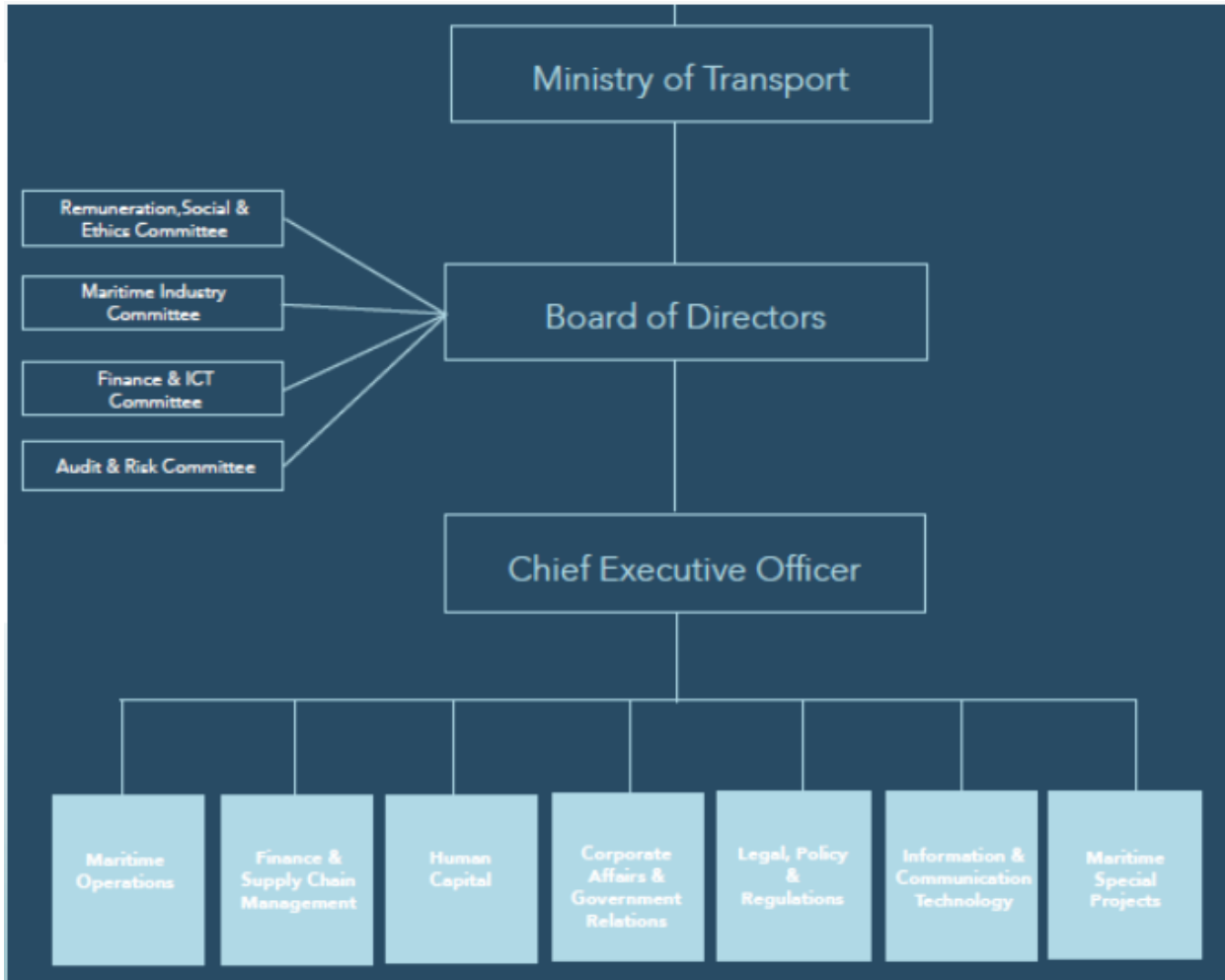
## 2.4 OUR STAKEHOLDERS

The ultimate outcome of SAMSA is to maximise the value generated for all our stakeholders. The stakeholders of SAMSA includes the International, Regional and National stakeholders categorised as follows; shipping industry, communities, partners, trade associations, suppliers, employees, customers, beneficiaries, interested parties and government who can be affected by or may affect, the delivery of a safe and sustainable maritime transport system.

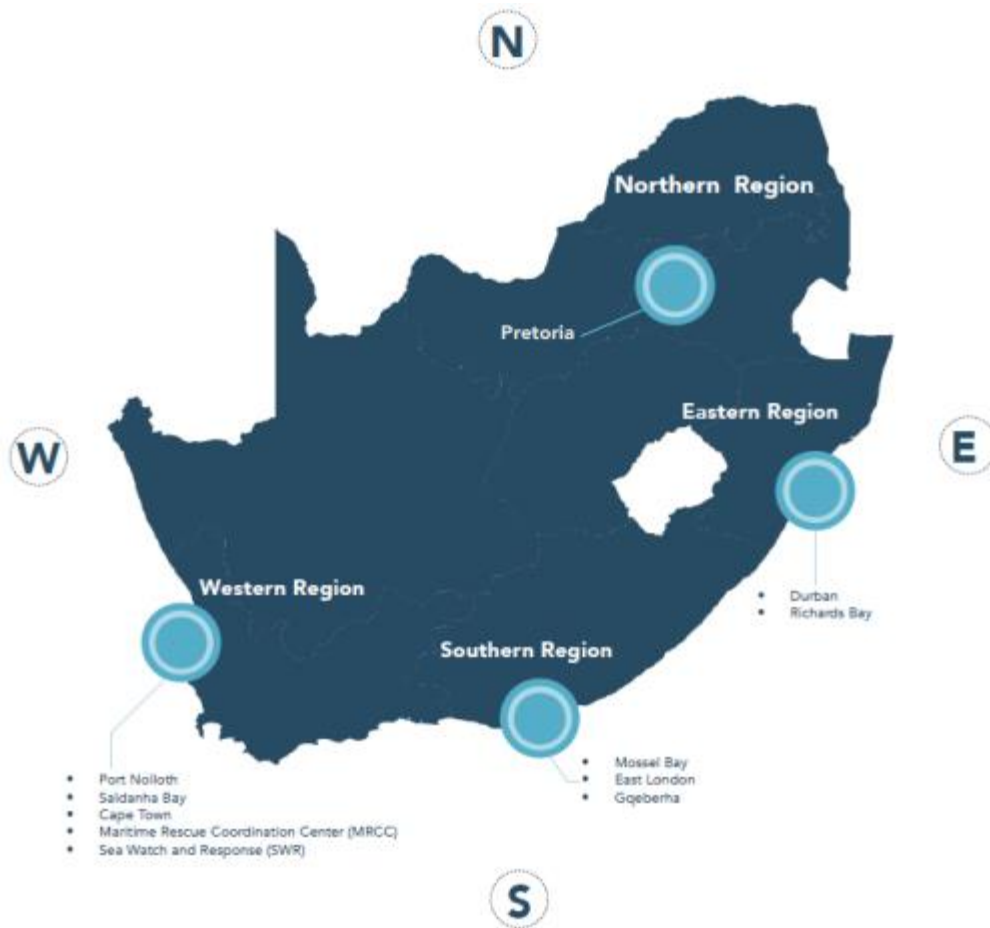


## 2.5 OUR ORGANISATIONAL STRUCTURE

The 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.



## 2.6 OUR FOOTPRINT



## 2.6 OUR BUSSINESS OPERATING MODEL



### 3. OUR SITUATIONAL ANALYSIS (UNDERSTANDING OUR OPERATING ENVIRONMENT)

Global shipping continues to navigate COVID-19 post-pandemic trends, the legacies of the 2021–2022 crunch in global supply chains, a softening in the container shipping market and shifts in shipping and trading patterns arising from the war in Ukraine. Global shipping continues to confront multiple challenges, including heightened trade policy and geopolitical tensions and is dealing with changes in globalization patterns. Additionally, shipping must transition to a more sustainable future, decarbonize, and embrace digitalization. Being at the intersection of these forces will influence how the sector adapts to the evolving operational and regulatory landscape while continuing to effectively service global trade.

Starting in early 2022, seaborne trade, in particular dry bulk, and tanker shipments, has been impacted by the war in Ukraine. The war led to changes in shipping patterns and increased the distances travelled for commodities, especially oil and grain. Maritime trade volume contracted marginally by 0.4 per cent in 2022, but it is projected to grow by 2.3 per cent in 2024. Containerized and dry bulk shipments declined in 2022. Weakened containerized trade reflects the slowdown in global economic growth, high inflation, reduced port call and normalizing of demand after the unusual surge during the COVID-19 pandemic.

Undoubtedly, the key challenge for the sector is that the maritime industry must embark on a transformative journey towards decarbonization while sustaining economic growth. Balancing environmental sustainability, regulatory compliance and economic demands is vital for a prosperous, equitable and resilient maritime transport future. Shipping is under pressure to decarbonize as soon as possible, with momentum arising from the confluence of regulatory and commercial drivers and growing demands for sustainability, as well as scrutiny from customers, partners, and the public. However, meeting the targets set out in IMO Revised Strategy on Reduction of GHG Emissions from Ships remains a challenge. Some of the factors hindering a more rapid pace of decarbonization in shipping include the availability and cost of alternative fuels, the maturity of available technology, technical feasibility, safety, bunkering infrastructure, on-board storage, crew skills and ship and engine design. The cost implications, in particular the cost of alternative fuels, need to be monitored and assessed to improve understanding of their impact and ways to mitigate their negative effects and ensure a smooth transition.

At a national level, South Africa was audited by the IMO under the IMO MEMBER STATE AUDIT SCHEME AUDIT. The IMO Member State Audit Scheme creates a basis to assess the extent to which a Member State complies with its obligations set out in the various IMO instruments to which it

is a Party. In addition, the IMO Instruments Implementation (III) Code (resolution A.1070(28)) stipulates several principles a Member State should adhere to for its maritime administration to deliver on its obligations and responsibilities, with respect to maritime safety and protection of the marine environment, and to be capable of improving its performance in the discharge of its duties. The improvements required at an Authority will be implemented as part of this strategy to ensure continued adherence to the IMO standards and legislations.

Below is the continued analysis of our operating environment.

### EXTERNAL ENVIRONMENTAL ANALYSIS. (PESTEL)

Political Factors	Impact on SAMSA
National Treasury policies e.g., PFMA procurement rules that apply to Regulators like SAMSA, even though they are not dependent on the fiscus.	Constraints on revenue increases and procurement regulations, which lead to difficulty in attracting and retaining critical skills and mandate delivery within the required standards.
Global and regional political instability (e.g., terrorism and conflict).	Reduced maritime activities leading to a decrease in SAMSA`s revenue.
South Africa`s re-election to the IMO Council as” one of “20 States	To ensure that South Africa `s special interests in maritime transport or navigation, are promoted at IMO.
Uncertainty in government policies such as taxation on ship registration.	May affect the growth of the maritime industry.
Economic Factors	Impact on SAMSA
The global economy and the current Russia - Ukraine and Israel- Palestine war, leading to instability in the exchange rate and the oil price.	Reduced maritime activities leading to a decrease in SAMSA`s revenue.
Global economic meltdown.	Decrease in vessels port calls numbers and the movement of goods between countries therefore affecting the funding of SAMSA.
Social Factors	Impact on SAMSA
Inequality and transformation, education, etc.	Untransformed maritime industry
Spread of Communicable diseases, e.g., Covid virus, Ebola.	Decreased maritime activities
Industrial action and community protests.	Business environment is adversely affected, and this leads to low / disrupted productivity and service.
Technological Factors	Impact on SAMSA
Cyber security threats.	Cyber threats have an adverse impact on business systems, which can create regulatory and confidentiality challenges.
Rapid advancement of technology, especially Artificial Intelligence and Robotics.	New developments and technologies will require revised processes and skill sets within SAMSA.

Legal Factors	Impact on SAMSA
National Treasury policies e.g., PFMA procurement rules that apply to Regulators like SAMSA, even though they are not dependent on the fiscus.	Constraints on revenue increases and procurement regulations, which lead to difficulty in attracting and retaining critical skills and mandate delivery within the required standards.
Global and regional political instability (e.g., terrorism and conflict).	Reduced maritime activities leading to a decrease in SAMSA`s revenue.
South Africa`s re-election to the IMO Council as” one of “20 States	To ensure that South Africa `s special interests in maritime transport or navigation, are promoted at IMO.
Uncertainty in government policies such as taxation on ship registration.	May affect the growth of the maritime industry.
Economic Factors	Impact on SAMSA
Proposed Merchant Shipping Bill, 2022	Improved maritime regulations and administration in line with the mandate requirements.
Proposed MARINE OIL POLLUTION (PREPAREDNESS, RESPONSE AND COOPERATION) BILL	Improved marine environment regulations in line with the mandate requirements.  Additional functions and responsibilities for SAMSA that requires funding
Environmental Factors	Impact on SAMSA
The introduction and implementation of the 2023 IMO Strategy on Reduction of GHG Emissions from Ships”	Noncompliance to the requirements that might have a negative perception of the country by the global community.  Increased costs of shipping due higher costs of cleaner fuels which in turn will affect the costs of goods.
Changing global weather patterns.	Adverse impact on the maritime sector because on the safety of passengers and vessels.

## **Situational Analysis continued**

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**

- SAMSA is viewed as a go to authority in terms of Maritime industry knowledge and expertise.
- Operating offices well positioned in all the commercial Ports in South Africa. The entity has a national footprint across all the commercial ports in the country which enables it to fully execute its mandate and reach all its stakeholders.
- Diverse Maritime Industry knowledge and skill base within the entity. The entity employs more than two hundred maritime technical experts in different roles ranging from vessels surveying, port state inspections, maritime environment protection, maritime search and rescue, maritime domain awareness, casualty investigations, maritime examinations and certification, maritime legislation, and maritime industry development.

### **The weakness in our resources and capabilities**

- Scarce and aging skilled maritime technical workforce to assist the entity to deliver on its core mandate. The maritime technical human resources required to fully execute the mandate is scarce due low base of qualified marine engineers and deck officers within the country and due to fact that most of qualified seafarers are employed at sea by shipping companies.
- Inadequate funding to capacitate and resource on maritime infrastructure and equipment to the full requirements of the entity`s mandate as per the Act. The limitation on funding also has had a huge impact on the entity ability to attract and retain scarce technical skills in critical positions.
- SAMSA enabling Information Communication Technology systems and Business Processes are not fully integrated to support the entity to fully optimise the existing information for decision to improve corporate performance in relation to effectiveness and efficiency of its standard of delivery to enhance customer and stakeholder experience.
- Lack of leadership culture and values systems to provide the organisation with direction, delivery on the SAMSA strategy and capacity to motivate employees to perform at their optimal performance.

## **The Threats from our external operating environment**

- Inadequate maritime regulatory and legislative framework (due to slow ratification, domestication, and review of maritime legislation environment). The slow domestication has resulted in huge risks such as having an ineffective penalty system (low value penalty charges) to deter non-compliance on all maritime transgressions.
- Inadequate national maritime incident response system due to a lack of the availability of assets and resources to respond effectively and efficiently to maritime incidents (Aerial capabilities, patrol vessels, helicopters) within the South African Exclusive Economic Zone.
- Non-compliance in line with the PFMA and SAMSA Act requirements with critical organisational issues resulting in qualified audit opinion with matters of emphasis for several financial years.
- Non-integration and collaboration of maritime issues within government in the implementation of key initiatives in line with the national priorities.
- The effect of emergence of autonomous vessels and cyber security on the maritime ecosystem, legislation, labour force, port state responsibility readiness and funding of the required systems to monitor and enforce compliance.
- The impact of COVID-19 on job security, health of the working force, economy, ways of working, service delivery and customer experience.
- The increase of marine traffic, especially that of scrapped tankers and cargo vessels sailing or being towed around South Africa's coastline on the way to Asian Scrapyards, combined with SAMSA's inability to respond during an emergency together effectively and resolutely with a significant increase in medical evacuations along our coastline and increase South Africa's Risk profile significantly to such an extent that our coastline is compromised.

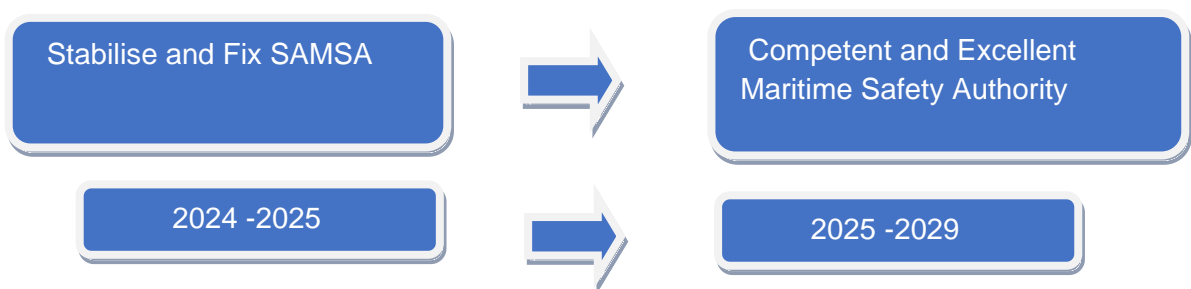
## **The Opportunities from our external operating environment**

- Implementation of the CMTP in focused areas of maritime transport.
- Exploiting the extensive global focus on South Africa as a significant international maritime economy and International Maritime Organisation (IMO) Technical Programs to build capacity for all member states.
- To fully execute marine environmental protection and combating objective function transfer from the Environment, Forestry and Fisheries (Ministry of) to the Department of Transport and then effectively to SAMSA.
- Integrated Partnership with Environment, Forestry and Fisheries (Ministry of) on the sharing of national resources and capabilities (aerial capabilities and vessels).
- Bilateral and multilateral agreements with South Africa that focus on technical collaboration and development initiatives.
- The effect of emergence of technological advancements would bring up new business opportunities in the maritime ecosystem i.e., autonomous vessels, alternatives fuels, business intelligence, etc

#### 4. WHAT IS OUR CORPORATE STRATEGY

As part of the review of the current SAMSA Strategic Plan 2020-2025 SAMSA evaluated their internal resources (incl. capabilities) and the external driver of change (incl. emerging trends) in the Maritime ecosystem to counter the negative effects with responsive institutional arrangements to achieve the strategic outcomes in agreement with the shareholder, key stakeholders, and customers.

The Corporate strategy is to ensure a more sustainable maritime safety authority through two key pillars as shown below:



#### **What will be our strategic intent under Pillar 1 of the Strategy\_ Stabilise and Fix SAMSA**

- ❖ To fully execute the mandate objectives and strategy priorities.
- ❖ To ensure the legislative environment requirements are in place for the Authority to execute the mandate objectives.
- ❖ To ensure a fit for purpose business operating model and delivery structure and funding model in line with our obligations
- ❖ To ensure short and long term financial sustainable SAMSA
- ❖ To have competent leadership and skills to run SAMSA.
- ❖ To standardise work and ensure business enablement through technology.
- ❖ Ensure sound corporate governance and management of the entity.

## **What will be our strategic intent under Pillar 2 of the Strategy\_ Competent and Excellent Maritime Safety Authority**

- ❖ To be a global recognised competent and excellent maritime authority.
- ❖ An optimally resourced (financial and infrastructure) maritime authority to deliver on its mandate objectives.
- ❖ Independent Recognition of the quality of SAMSA's service delivery from all stakeholders.
- ❖ Ensure a maritime sector that's absorbing South Africans into sustainable jobs and demographically and structurally transformed maritime sector.
- ❖ Building a maritime nation, elevating the oceans economy as a maritime nation with our commitment to position the oceans economy as a strategic contributor to economic stimulation and growth.

## 5. DETAILED 2020-25 SAMSA STRATEGIC PLAN IN LINE WITH OUR LEGISLATIVE MANDATE OBJECTIVES

### MANDATE OBJECTIVE 1: To ensure safety of life and property at sea.

<b>Context</b>	<p>Objective: ENSURE THE SAFETY OF LIFE AND PROPERTY AT SEA</p> <p>Three key elements interact and need to be managed to ensure the fulfilment of this objective:</p> <ol style="list-style-type: none"> <li>I. Life refers to <b>people</b> (working on the ship, whether it is at sea or in the Harbour)</li> <li>II. Property refers to the <b>ship</b>.</li> <li>III. The medium where the ship operates is the <b>sea</b>.</li> </ol> <p>The Interaction between the three entities mentioned above is as follows:</p> <p>The preparation of the three entities includes:</p> <ol style="list-style-type: none"> <li>I. The people value chain comprises Training and Certification. Seafarers must be trained and certified for competence (or proficiency) in terms of legislation.</li> <li>II. The ship value chain comprises Ship Design and construction.</li> <li>III. The sea is equipped with aids to navigation (charts, lighthouses, buoys, etc) and means of communication.</li> </ol> <p>The act of ensuring safety involves:</p> <ul style="list-style-type: none"> <li>• Compliance of the ship, the seafarers, and the sea (during the normal course of the operation of the ship that is doing what it was built to do and sailing in any part of the sea as allowed by law): <b>ensuring compliance; monitoring continued compliance and enforcing compliance.</b> <ul style="list-style-type: none"> <li>○ For the Ship this is done by surveys. These include Approval for ship design (including stability), Statutory Surveys, ad hoc inspections, Port State Control Inspections)</li> <li>○ For the Seafarers this is done by accreditation of training institutions, ad hoc inspections at the institution. Seafarer qualifications compliance is monitored by checking the validity of certificates. This is done when the seafarers are on Board during the ship survey.</li> </ul> </li> <li>• The second part to “ensuring” safety involves intervention in cases where the ship or the seafarers face or could face danger: <b>managing incidents, emergency response including search and rescue</b></li> </ul>
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### OUR STRATEGY BENEFITS AND HOW WE WILL MEASURE THEM

<b>Expected Impact</b>	<b>To safeguard life and property across the maritime transportation environment such that we have a reduced occurrence of maritime fatalities, maritime incidence, and accidents in South African waters.</b>			
	<b>Outcomes</b>	<b>Outcomes Indicator</b>	<b>Baseline Performance</b>	<b>Five Year Target</b>
	A Safe South Africa Maritime Transport System- (Safer Lives and Property)	State of Maritime Transport Safety Index (Trend analysis) – including variables such as <ol style="list-style-type: none"> <li>1. Reportable Maritime Incident rate from all types of vessels.</li> <li>2. Maritime fatalities rate reported from all types of vessels.</li> </ol>	16.87 Reportable Incident Rate reported in 2018-19 (April 2022- March 2023) financial period.  2.84 Reportable Incident Rate reported in 2018-19 (April 2022- March 2023) financial period.	Below 15 Reportable Maritime Incident Rate  Below 2 Reportable Maritime fatalities rate reported from all types of vessels

## ANTICIPATED STRATEGIC RISKS AND HOW WE WILL MANAGE THEM

Strategic Risks	Identified Risks	Risk Description	Action to mitigate Risks
	A serious and very serious maritime incident occurs involving the total loss and damage to property and loss of life.	A maritime safety incident occurring because of human errors, vessels technical issues and act of God.	<p>A review of the SAMSA funding model such considerations of environmental Levies and other alternatives to fund maritime domain awareness responsibility.</p> <p>Key partnership with stakeholders on maritime resources to ensure that the maritime resources required to respond effectively are in place through enforcement agreements with key partners and that plans are in place to address the short- and long-term funding of the maritime resources required to ensure full capacity to mitigate the maritime safety risk.</p> <p>Port State Control Inspections, Flag State surveys, adhoc inspection of SA Vessels and conducting maritime safety awareness campaigns.</p> <p>Ensure that all the maritime technical skills are addressed in line with the manpower plan.</p>
	A serious or very serious maritime oil, harmful and harmful noxious substances, pollution incident occurs.	A major pollution incident occurring because of human errors, vessels technical issues and act of God	<p>An assessment on existing capacity and resources within the maritime environment in line with the requirements to respond effectively to maritime incidents.</p> <p>Implement the 2019 South Africa Maritime Risk Workshop resolution on response capability in line with the ETV feasibility report.</p> <p>Continual training programs are in place to ensure Surveyors, Principal Officers and Regional Managers are appropriately trained in terms of Safety and Pollution Prevention</p>

## OUR STRATEGIC MEDIUM-TERM PERFORMANCE WILL BE MEASURED AS FOLLOWS:

No. Outcome	Outputs	Output Indicators	Baseline Performance	Medium Term Strategic Forecasted Targets				
				2024/25	2025/26	2026/27	2027/28	2028/29
A Safe South Africa Maritime Transport System- (Safer Lives and Property)	Reduction in maritime safety Incidents.	Reportable Maritime Incident rate from all types of vessels.	16.87 Reportable Maritime Incident rate from all types of vessels.	Below 20 Reportable Maritime Incident Rate	Below 20 Reportable Maritime Incident Rate	Below 15 Reportable Maritime Incident Rate	Below 15 Reportable Maritime Incident Rate	Below 10 Reportable Maritime Incident Rate
	Reduced maritime fatalities.	Reportable Maritime fatalities rate reported from all types of vessels	Below 2 Reportable Maritime fatalities rate reported from all types of vessels	Below 2 Reportable Maritime fatalities rate reported from all types of vessels	Below 2 Reportable Maritime fatalities rate reported from all types of vessels	Below 2 Reportable Maritime fatalities rate reported from all types of vessels	Below 2 Reportable Maritime fatalities rate reported from all types of vessels	Below 1 Reportable Maritime fatalities rate reported from all types of vessels
	Number of Lives saved.							

## STRATEGIC INTERVENTIONS TO BE IMPLEMENTED

STRATEGIC INTERVENTIONS 1	REVIEW AND UPDATE THE SOUTH AFRICA MARITIME SAFETY AUTHORITY (SAMSA) FUNDING MODEL
<b>Context</b>	Currently the SAMSA funding model is enshrined in the SAMSA Levies act with 80% of funding coming through from the levies paid by foreign vessels calling in our ports, 18 % from direct user charges which is direct payments from fee paying clients and other revenue sources contributing close to 2% including government grant resulting in a total funding of <b>R460 million</b> . SAMSA in 2019 conducted a South Africa maritime risk workshop to understand the total funding required to ensure that the country has a safe maritime transport system. The workshop estimated that for managing the maritime safety risk for the country effectively in line with the mandate an estimate of <b>R10 billion</b> is required.
<b>Strategic Intervention</b>	<ul style="list-style-type: none"> <li>Revised SAMSA Funding model and Roadmap implementation</li> <li>Implementation of the South African Managing of Maritime Risk Roadmap</li> </ul>
<b>Priority</b>	Extremely High priority
<b>Financial Implications for the intervention</b>	Estimated +/- <b>R800 000, 00</b> (for the review and update of funding model)
<b>Period of Implementation</b>	2024-25 financial period
<b>Owner</b>	Chief Financial Officer
<b>Benefits</b>	A fully funded SAMSA and full execution of the mandate including the inland waterways obligations.
<b>Key Constraints</b>	<ul style="list-style-type: none"> <li>Currently the marine resources to respond to an incident lies beyond the control of SAMSA.</li> <li>The SAMSA Levies Act 1998, stipulates the way the levies are charged and has its limitation.</li> <li>The SAMSA Maritime Fund also has limitation to the sources of funding.</li> </ul>

## STRATEGIC INTERVENTIONS 2.

STRATEGIC INTERVENTIONS TO BE IMPLEMENTED	INTEGRATED MARITIME OPERATING SYSTEMS AS WELL AS MARITIME DOMAIN MONITORING TECHNOLOGY
<b>Context</b>	<p>SAMSA’s intention is to coordinate the response to save all lives at risk. In practicality, the circumstances surrounding individual incidents, i.e. severe medical conditions requiring specialist treatment, bad weather— affect the possibility of success of a search and rescue response. Develop South Africa’s search and rescue infrastructure and systems through strategic partnerships to ensure an appropriate, timely emergency response capability that can save lives, protect property at sea and provide a place of refuge when required. The lifecycle management of the ships and seafarer compliance requires a system that enables SAMSA to build a file with all the entries associated with the ship or seafarer. Each ship and seafarer must continuously be managed for compliance and each transaction in this regard must be recorded and properly archived. SAMSA is also required to provide confirmation and assurance to other authorities and employers about the qualifications of its seafarers.</p> <p><b><i>Seafarer have lost employment opportunities because SAMSA was not able to issue seafarer certificates in time.</i></b></p> <p>Delays in finalising statutory inspections are due to the speed and availability of the current system.</p>
<b>Board Intervention</b>	<ul style="list-style-type: none"> <li>• Approve the implementation of the Integrated Maritime Operations System.</li> <li>• Approve Sea Watch Technology Upgrading Project</li> </ul>
<b>Priority</b>	Extremely High priority
<b>Financial Implications</b>	Estimated Costs +/- <b>R15 000 000, 00</b>
<b>Period of Implementation</b>	2024-25 and 2025-26 financial periods
<b>Owner</b>	Chief Operations Officer
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Improved maritime domain awareness for the country.</li> <li>• Our technology infrastructure and data management must keep pace with the rate of change in our regulated community and meet its demand for digital service delivery.</li> <li>• Ensuring our people have the capability and capacity to deliver our core business and support business transformation is pivotal to realising SAMSA’s Strategy 2030.</li> <li>• Capability that can save lives, protect property at sea and provide a place of refuge when required.</li> <li>• Competitive and employable South African seafarers</li> </ul>
<b>Key Constraints</b>	<ul style="list-style-type: none"> <li>• Funding for immediate implementation of the Operating system.</li> </ul>

## MANDATE OBJECTIVE 2: TO PREVENT AND COMBAT POLLUTION OF THE MARINE ENVIRONMENT BY SHIPS

### Context

The objective: TO **PREVENT** AND **COMBAT** POLLUTION OF THE **MARINE ENVIRONMENT** BY **SHIPS**

Two entities interact and need to be managed to ensure the fulfilment of this objective.

- I. The ship must carry out its work (underway or stationary) utilising the water medium (the sea). The discharge from the ship could end up in the water, on land and in the atmosphere.
- II. Marine Environment are all the living and non-living organisms in the water that must be protected from any pollution resulting from the ship that is utilising the water.

Thus, the environmental protection mandate, while explicit to the protection of the marine environment, also extends to land and atmosphere, to the extent that the pollution originates from the ship.

Action deriving from the mandate: "prevention".

The action of preventing applies to the ship during its normal operation (and extends to the owner). SAMSA carries out prevention by monitoring compliance with pollution prevention requirements by the ship. Thus, the ship must carry out certain functions to ensure compliance. It must also avoid doing certain things (pumping sewerage overboard, stopping in prohibited areas, etc). From a SAMSA perspective both the compliance and enforcement are carried out via surveys and are discharged along with the safety mandate.

**Incident Management and Emergency Response:** The function of incident management and emergency response is carried out in the same way as the safety mandate. There is no delineation between safety response and environmental response when the ship is facing danger or potential danger.

#### Combating

The action of combatting starts once oil (or other hazardous substance) leaves the ship and enters the water. It involves isolating the oil by booming around the spill and recovery by scheming the water surface. Oil dispersants may be applied to break the oil.

The function of combatting is delegated to Department of Environmental Affairs and Tourism (now DEFF) in terms of Section 52 of the SAMSA Act.

#### Other environmental protection work

**Prevention of Migration of Organisms:** Other environmental protection work involves prevention of migration of organisms carried in ballast water from one region to the other (alien species). The waters around those SA ports dealing with bulk cargoes (Saldanha Bay and Richards Bay) are particularly vulnerable to this type of pollution. The action of preventing this migration of species by ships is also carried out by enforcing the legal instruments meant to prevent that and this is also done via survey work.

**Prevention of Air Pollution by Ships:** This area of work has received a significant focus in the past decade owing to the global climate change discussion. There is a program of work set out by IMO via the decarbonisation roadmap to 2050 and it has milestones that are mandatory that South Africa needs to comply with (refer to the IMO Decarbonisation Roadmap). The work largely involves a lot of research and developing the country position on one hand to influence further decisions by IMO. On the other hand there is a need to develop legislation to enforce the mandatory instruments from the IMO process. The importance of this work is that it affects the ability of the trade of the country to compete in international markets. Because South Africa is far removed from its trading partners, the logistics costs are a significant input in the landed goods (imports and exports). These logistics costs are significantly influenced by the decisions taken at IMO

## OUR STRATEGY BENEFITS AND HOW WE WILL MEASURE THEM

Expected Impact	The ensure clean seas through 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.			
	Outcomes	Outcomes Indicator	Medium Term Strategic Forecasted Targets	
			Baseline Performance	Five Year Target
1.	Clean Seas through the reduction of the maritime pollution incidence and impact of marine pollution by ships in South African waters.	Status of Reportable Maritime pollution Incidents. (Trend analysis) on Maritime pollution incidents rate from all types of vessels	2.76 maritime pollution incidents rate from all types of vessels	Below 2 maritime pollution incidents rate from all types of vessels

## ANTICIPATED STRATEGIC RISKS AND HOW WE WILL MANAGE THEM

Strategic Risks	Identified Risks	Risk Description	Action to mitigate Risks
	A serious or very serious maritime oil, harmful and harmful noxious substances, pollution incident occurs.	A major pollution incident occurring because of human errors, vessels technical issues and act of God	<ol style="list-style-type: none"> <li>1. An assessment on existing capacity and resources within the maritime environment in line with the requirements to respond effectively to maritime incidents.</li> <li>2. Implement the 2019 South Africa Maritime Risk Workshop resolution on response capability in line with the ETV feasibility report.</li> <li>3. Continual training programs are in place to ensure Surveyors, Principal Officers and Regional Managers are appropriately trained in terms of Safety and Pollution Prevention</li> </ol>

## OUR STRATEGIC MEDIUM-TERM PERFORMANCE WILL BE MEASURED AS FOLLOWS:

Outcome	Outputs	Output Indicators	Baseline Performance	Medium Term Strategic Forecasted Targets				
				2024/25	2025/26	2026/27	2027/28	2028/29
Clean Seas – Reduced reportable maritime pollution incidents by all types of vessels.	Reduction in reportable maritime pollution Incidents.	Reportable Maritime pollution incidents rate from all types of vessels	Below 2.67 Reportable Maritime pollution incidents rate from all types of vessels	Below 4 Reportable Maritime pollution incidents rate from all types of vessels	Below 4 Reportable Maritime pollution incidents rate from all types of vessels	Below 2 Reportable Maritime pollution incidents rate from all types of vessels	Below 2 Reportable Maritime pollution incidents rate from all types of vessels	Below 2 Reportable Maritime pollution incidents rate from all types of vessels

## STRATEGIC INTERVENTIONS 1.

STRATEGIC INTERVENTIONS TO BE IMPLEMENTED	MARINE OIL POLLUTION (PREPAREDNESS, RESPONSE AND COOPERATION) BILL IMPLEMENTATION PLAN –OPRC
<p><b>Context</b></p>	<p>The introduction of the OPRC Bill will make it mandatory for the Authority to undertake a national marine oil pollution risk assessment within two years after coming into operation of the envisaged Marine Oil Pollution (Preparedness, Response and Cooperation) Act, and thereafter at least every five years or whenever there is new development that alters the risk of marine oil pollution incidents in a port facility, oil-handling facility or offshore installation, whichever comes first.</p> <p>The risk assessments undertaken under subsection (1) must be reported to the Director-General and lodged further with the Incident Management Organisation and must, as a minimum, define— (a) the main shipping routes and characterise the types, quantities and frequencies of marine pollutants carried on each route; (b) the locations and describe marine oil pollution risks including spatial zone of influence of a potential pollution event, for all present offshore installation. (c) the locations and describe marine oil pollution risks including spatial zone of influence of a potential pollution event, for all ports; (d) the highest risk areas for marine oil pollution incidents, including shipping accidents, other sea-based resources and land-based sources; (e) those parts of South African waters and the coastline which are most at risk of a negative impact from marine oil pollution; (f) protected environmental sensitive sea areas; and (g) high risk biodiversity features and ecological processes that may be affected by marine oil pollution events</p> <p><b>The implementation of this bill will mean additional mandate obligations for SAMSA.</b></p>
<p><b>Board Intervention</b></p>	<p>Approval of the Authority OPRC implementation plan</p> <p>Engagements with the Executive authority and other key stakeholders on the funding of the implementation of the OPRC implementation plan.</p>
<p><b>Priority</b></p>	<p>High priority for the entity.</p>
<p><b>Financial Implications</b></p>	<p>Estimated Costs +/- <b>R100 000 000, 00</b></p>
<p><b>Period of Implementation</b></p>	<p>2024-25, 2025- 26 and 2026-27 financial periods</p>
<p><b>Owner</b></p>	<p>Chief Operations Officer</p>
<p><b>Benefits</b></p>	<ul style="list-style-type: none"> <li>• Provide for the safe, effective, and efficient management and deployment of resources in response to, cooperation in and control of, spills of oil, or any other pollutant from ships or any other sources within South African waters or which pollute or threaten to pollute South African waters, aquatic resources, coastline, or related interests.</li> <li>• Provide for the effective cooperation with neighbouring countries in matters pertaining to marine oil pollution preparedness, response, and control.</li> <li>• Incorporate into law of the Republic, the relevant provisions of the International Convention on Oil Pollution Preparedness, Response and Cooperation, 1990; and</li> <li>• Reduce and control the pollution of the marine environment, wildlife and associated impacts on</li> </ul>

STRATEGIC INTERVENTIONS TO BE IMPLEMENTED	MARINE OIL POLLUTION (PREPAREDNESS, RESPONSE AND COOPERATION) BILL IMPLEMENTATION PLAN –OPRC
	biodiversity and ecological processes by oil from ships, offshore installations, seaports and oil-handling facilities.
<b>Constraints</b>	<ul style="list-style-type: none"> <li>The Bill funding modalities are not yet clear thus a funding model need to be developed and approved</li> </ul>

### STRATEGIC INTERVENTIONS 2.

STRATEGIC INTERVENTIONS TO BE IMPLEMENTED	TRANSFER OF THE MARITIME POLLUTION COMBATING FUNCTIONS TO SAMSA FROM THE DEPARTMENT OF ENVIRONMENTAL AFFAIRS
<b>Context</b>	<p>Section 52 of the SAMSA Act provides for certain functions of Authority to be performed by Department of State: “52. (1) The responsibility for matters relating to the combating of pollution mentioned in Marine Notice No. 2 of 1996 issued by the Department on 24 January 1996 as amended from time to time is, for all purposes, regarded as having been assigned to the Department of Environmental Affairs and Tourism by this Act.</p> <p>(2) The Minister may, with the concurrence of the Minister of Environmental Affairs and Tourism, by notice in the Gazette, amend, or repeal this section in accordance with the further development of rationalisation policy.”</p> <p>In 2023-24 financial period the Department of Environmental Affairs and the Department of Transport are in the process of finalising the transfer of the maritime combating function back to the Department of Transport and the to the Maritime Safety Authority.</p>
<b>Intervention</b>	Approval of the Maritime Pollution Combating Transfer function plan (with a funding plan)
<b>Priority</b>	High priority for the entity.
<b>Financial Implications</b>	Estimated Costs +/- <b>R100 000 000, 00</b>
<b>Period of Implementation</b>	2025-26 financial period
<b>Owner</b>	Chief Operations Officer
<b>Benefits</b>	Effective management of broader environmental impacts from shipping and a changing risk landscape
<b>Key Constraints</b>	The funding modalities are not yet clear thus a funding model need to be developed and approved

### STRATEGIC INTERVENTIONS 3.

STRATEGIC INTERVENTIONS TO BE IMPLEMENTED	MARITIME CLIMATE CHANGE PLAN
<b>Context</b>	IMO developed a decarbonisation of shipping emissions roadmap by 2050. The roadmap has milestones, the first of which is in 2030. There is no country plan to meet this milestone and there is no process to develop such a plan. The roadmap has consequences for trade as any of the interventions have cost implications that need to be factored into the economy.
<b>Strategic Intervention</b>	<ul style="list-style-type: none"> <li>• Approval of the Maritime Climate Change Plan</li> <li>• Approve the Decarbonisation workshop.</li> </ul>
<b>Priority</b>	Extremely High priority for the entity.
<b>Financial Implications</b>	Estimated Costs R 900 000,00
<b>Period of Implementation</b>	2024-25 financial period
<b>Owner</b>	Chief Operations Officer
<b>Benefits</b>	A South Africa that has a plan and understands the implications of climate change program on the economy.

## MANDATE OBJECTIVE 3: TO PROMOTE THE REPUBLIC'S MARITIME INTERESTS

### Context

The objective: TO PROMOTE SOUTH AFRICA'S MARITIME INTEREST

The primary issue is to determine what is meant by Maritime Interest.

- Maritime is defined as anything connected (related) with the sea.
- Maritime interests are those that derive from the sea and include:
  - Strategic Interests (sovereign rights in the maritime zones, maritime trade routes)
  - Economic Interests (maritime trade and logistics; maritime related economic activity)
  - Social Interests
  - Political Interests (maritime geopolitical interests)
  - Environmental Interest

The secondary issue is to deal with the meaning of Promote in the context of the SAMSA objective:

- The dictionary definition of "Promote" means "to support or actively encourage; further the progress of..."
- The definition envisages proactive behaviour on the part of the promoter (SAMSA)
- SAMSA is thus expected to support or actively encourage the maritime interests, but more pertinently to "further the progress" of the maritime interests.

The function of "promotion" is carried out through initiatives that support and, in some instances, facilitate the furtherance of the sector. Conduct maritime awareness initiatives, Engage in lobbying activities including engaging with other arms of government to create an enabling environment for the maritime industry players. Actively promote and support those existing business and start-up ventures that support the government objectives of job creation and transformation. Facilitate projects and programs that enhance South Africa's value offering on the international maritime value chain.

The principles that govern the approach are:

- SAMSA does not participate in the operations of any venture it supports or facilitates its establishment.
- SAMSA does not provide financial support for the creation of private ventures.
- Any research information of support initiative is meant for the sector even if it is requested by a particular entity (research information, etc).

## OUR STRATEGY BENEFITS AND HOW WE WILL MEASURE THEM

Impact Statement:	To grow and transform the South Africa maritime industry to ensure jobs creation in line our maritime global ambitions priorities whilst ensuring growth of the maritime contribution to the country's gross domestic product.			
	Outcomes	Outcomes Indicator	Performance	
			Baseline Performance	Five Year Target
	South Africa's Maritime industry that contributes to the National Gross Domestic Product And creates jobs	Jobs created in the South Africa maritime industry	New	200 jobs facilitated in South Africa maritime industry
	Growth of the South Africa ship register	Number of merchant vessels registered onto the South Africa Ship Register	Five of merchant vessels registered onto the South Africa Ship Register	Ten new merchant vessels registered onto the South Africa Ship Register
	A Transformed South Africa's Maritime industry	Small, Medium and Micro-Enterprises (SMME's) assisted in South Africa maritime industry	None	Ten new SMME's assisted in South Africa maritime industry

## ANTICIPATED STRATEGIC RISKS AND HOW WE WILL MANAGE THEM

Strategic Risks	Identified Risks	Risk Description	Action to mitigate Risks
	Non-Aligned governmental approach in the implementation of the government policies and strategies in the maritime sector	The maritime sector, of which maritime transport is a key element, is vital for South Africa's economic prosperity which requires a coherent and integrated delivery structure. The current National institutional arrangement doesn't ensure collaborations and integration as entities deliver based on their legislative mandates which in most cases contradicts each other key outcomes	<ol style="list-style-type: none"> <li>Alignment in the implementation of the Comprehensive Maritime Transport Policy</li> <li>Institutional memorandum of understanding to ensure effective collaborations</li> </ol>
	Loss of South African ships from the South African Register	<p>Loss of ships registered on the SA ships register due to among other factors such as:</p> <ol style="list-style-type: none"> <li>Business factors as: financial viability, investment decision, operating country factors such as the political risk of a country.</li> <li>Circumstances that can lead to a vessel being written off such as accidents.</li> <li>SAMSA internal efficiency in the ship registration process: turnaround time, easiness of the registration process (automation of the ship registration process), uncompetitive ship registration costs</li> <li>Uncompetitive incentives scheme to ship owners: preferential treatment, port charges discounts, taxation (income tax, customs and excise and Customs VAT, PAYE for seafarers</li> </ol>	<ol style="list-style-type: none"> <li>Continuously conduct comparative studies on ship register incentives to devise informed promotion and retention strategies.</li> <li>Address the treatment of Customs and Excise, and Customs VAT, involving relevant institutions among them, National Treasury, SARS, the Department of Trade and Industry (DTI), DoT and SAMSA. Also, seafarers doing duty on qualifying ships are exempt from Pay As You Earn (PAYE) tax.</li> <li>Approval of the Ship registration and promotional plan</li> </ol>

**OUR STRATEGIC MEDIUM-TERM PERFORMANCE WILL BE MEASURED AS FOLLOWS:**

No	Outcome	Output	Output Indicators	Baseline Performance	Medium Term Strategic Forecasted Targets				
					2024/25	2025/26	2026/27	2027/28	2028/29
1	A Transformed South Africa's Maritime industry	Fast Track the implementation of the Maritime Transformational Agenda in collaboration with Strategic Partners	Percentage Implementation of the Maritime Transformational Strategy Action Plan	25% implementation of the Maritime Transformational Strategy Action Plan	50% implementation of Maritime Transformational Strategy Action Plan	80% implementation of Maritime Transformational Strategy Action Plan	90% implementation of Maritime Transformational Strategy Action Plan	100% implementation of Maritime Transformational Strategy Action Plan	100% implementation of Maritime Transformational Strategy Action Plan
2		Merchant vessels registered onto the South Africa Ship Register	Number of merchant vessels registered onto the South Africa Ship register	Five merchant vessels registered onto the South Africa Ship register	One merchant vessel registered onto the South Africa Ship register	One merchant vessel registered onto the South Africa Ship register	One merchant vessel registered onto the South Africa Ship register	One merchant vessel registered onto the South Africa Ship register	One merchant vessel registered onto the South Africa Ship register

## STRATEGIC INTERVENTIONS 1.

GROWTH OF THE SA SHIP REGISTER	
<b>Context</b>	<p>South Africa introduced a new tax regime via the Income Tax Act in 2014 (reviewed in 2015). This created a favourable tax environment in that SA Registered ships would pay zero tax. However, SARS deems a ship to be imported once put on the SA Flag and while it does not pay tax, the act of “importation” triggers import duty. The duty is also zero rated but it in turn creates a VAT implication. According to SARS, all ships that join the SA Register are liable to pay 15% VAT. This creates a cash flow disincentive and no other regime in the world does this. SARS went onto issue tax assessments to those companies that it deems owes them VAT. The problem has been ongoing since 2016 and is yet to be resolved.</p> <p>There is a Ministerial discussion that has been going on for the past few years and the process is yet to reach resolution. The shipping companies that would have added ships onto the register has taken a view that it will not be increasing the number of their ships on the register to more than three. This impacts the growth of the register. A few other companies that would have joined the register have been reluctant to put their ships on the register until the VAT issue is resolved.</p>
<b>Intervention</b>	Approved policy directive on the VAT implication on Ship register through to stakeholders’ engagements through different channels.
<b>Priority</b>	Extremely High priority for the entity.
<b>Financial Implications</b>	None
<b>Period of Implementation</b>	2024-25 financial period
<b>Owner</b>	Chief Operations Officer
<b>Benefits</b>	A growing SA Register will ensure employment of South African seafarers and economic contribution to the country.
<b>Key Constraints</b>	Government entities operates under different legislative regimes without aligned on key country priorities.

## STRATEGIC INTERVENTIONS 2.

MARITIME EMPLOYMENT PROGRAM	
<b>Context</b>	The Shipping Sector creates seafaring and other jobs on the ship (including hospitality jobs on board) in each various sub sectors. South Africa's participation in this job market is insignificant. This is mainly because there is no employment creation program for the country and the employment of ship workers is a function of individual employer companies. It is not organised and not supported. Government supported programs have training as an outcome and not employment. This results in a few youths who are not able to secure jobs after being trained. - Also, there are jobs that only require matric (particularly in the cruise industry) but South Africans do not get to access those opportunities.
<b>Intervention</b>	Approval of the Maritime Employment Program  Approval of the the Seafarer Employment and Development Program as a sub sect of the Maritime Employment Program
<b>Priority</b>	Extremely High priority for the entity.
<b>Financial Implications</b>	There is no cost of implementing the program. However, SAMSA has to carry the cost of facilitation including organising workshops, travelling associated with the promotion of SA seafarers, etc.
<b>Period of Implementation</b>	This is a multi-year project and will be delivered as per the determined annual targets.
<b>Owner</b>	Chief Operations Officer.
<b>Benefits</b>	Maritime employment is international and all the wages when repatriated contribute to the foreign currency earnings which cumulatively will contribute towards the balance of payments
<b>Key constraints</b>	Third party reliance _ reliance on partners to deliver on the jobs directly (direct control outside the entity).

### STRATEGIC INTERVENTIONS 3.

RURAL MARITIME ECONOMY DEVELOPMENT PROGRAM	
<b>Context</b>	The 3000 km coastline of South Africa has eight commercial ports and ten fishing harbours and estuaries that dot the coastline. All maritime activity is linked to the port cities (and big inland cities). There is very little maritime economic activity in the rural coastal areas whereas there are activities which bring more economic value in coastal cities. As an example, tourism in Knysna, Wilderness, and George contributes substantially to those local economies as compared to tourism in Port St Johns, Coffee Bay and other rural areas. The skewed economic development against rural coastal areas contributes to the rural urban migration. This has implications for the socio-economic challenges for the country.
<b>Intervention</b>	Approval and implementation of the Rural Maritime Economy Development Program
<b>Priority</b>	High priority for the entity.
<b>Financial Implications</b>	There is no cost of implementing the program. However, SAMSA must carry the cost of facilitation including organising workshops, travelling associated with the promotion of SA seafarers, etc. Actual budget to be determined.
<b>Period of Implementation</b>	This is a multi-year project and will be delivered as per the determined annual targets.
<b>Owner</b>	Chief Operations Officer.
<b>Benefits</b>	Growth in rural coastal economic activity will reduce the rural urban migration, contribute to the social stability of those areas, and create employment
<b>Key Constraints</b>	Third party reliance _ reliance on partners to deliver on the jobs directly (direct control outside the entity).

## THE ADMINISTRATION OF SOUTH AFRICA MARITIME SAFETY AUTHORITY

### 1. POLICY AND REGULATIONS

<b>Context</b>	<p>There is a detailed legislative and regulatory framework that governs the maritime industry in South Africa. These govern the key mandate issues including safety and environmental protection and include international treaties and conventions that have been domesticated. SAMSA is responsible for developing regulations to support the implementation of the legislation subject to the approval of the Minister of Transport. The current state is that there are massive backlogs in both updating regulations as well obtaining Ministerial approvals.</p> <p>South Africa has outdated maritime legislation which needs to be prioritised for urgent reviewing and International Conventions that South Africa recently acceded to be not domesticated expeditiously into local laws to ensure execution of enforcement. Penalties for transgression of legal requirements are also very low in comparison with other countries and environmental laws and thus is not a real deterrent for offenders. For South Africa through SAMSA to realise the above mandates all acceded conventions must be ratified and domesticated into national laws. Current principal Acts and Regulations are also outdated and must be emended to ensure standards of surveys are consistent and in line with latest technological developments and industry best practice.</p> <p><b>The current process for the approval of Regulations submitted by SAMSA to the Department of Transport (DoT) is informal, ad-hoc and not regulated.</b></p>
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### OUR STRATEGY BENEFITS AND HOW WE WILL MEASURE THEM

<b>Impact Statement:</b>	<p>To ensure 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 outcomes will reflect the role played by SAMSA at international and regional levels of cooperation and partnerships, principally the IMO, ILO, IALA, Indian Ocean Memorandum of Understanding (IOMOU), the Abuja Memorandum of Understanding on Port State Control and other SAMSA Memorandum of Understanding and agreements aimed at improving regional maritime governance and sector development.</p>			
	Outcomes	Outcomes Indicator	Performance Targets	
			Baseline Performance	Five Year Target
1	Enforcement of domesticated maritime legislation and regulations to ensure effective implementation of the entity's responsibility.	Number of maritime legislation and regulations updated, implemented, and monitored.	Three (3) sets of amendment Regulations finalised and submitted to the Department of transport for processing.	All maritime legislation and regulations updated. implemented and monitored in line with plan

## ANTICIPATED STRATEGIC RISKS AND HOW WE WILL MANAGE THEM

Strategic Risks	Identified Risks	Risk Description	Action to mitigate Risks.
	COMPLIANCE TO NATIONAL AND INTERNATIONAL REGULATORY REQUIREMENTS	Failure to comply with prescribed regulatory requirements to effectively regulate SAMSA due to lack of awareness and capacity to implement regulatory requirements, ineffective evaluation and monitoring of regulatory requirements and inadequate training on the interpretation and implementation of legislation.	<ol style="list-style-type: none"> <li>1. Sign off the Outstanding domestic regulations in line with the Priority List</li> <li>2. Formalisation of the legislation and regulations drafting of all maritime legislations</li> </ol>

## OUR STRATEGIC MEDIUM TERM PERFORMANCE WILL BE MEASURED AS FOLLOWS:

No.	Outcome	Output	Output Indicators	Baseline Performance	Medium Term Strategic Forecasted Targets				
					2023/24	2024/25	2025/26	2026/27	2027/28
1	Enforcement of domesticated maritime legislation and regulations to ensure effective implementation of the entity's responsibility	Maritime legislation and regulations updated, implemented, and monitored.	Number of maritime legislation and regulations updated, implemented, and monitored.	Three (3) maritime legislation and regulations updated, implemented, and monitored.	All maritime legislation and regulations updated, implemented, and monitored in line with plan	All maritime legislation and regulations updated, implemented, and monitored in line with plan	All maritime legislation and regulations updated, implemented, and monitored in line with plan	All maritime legislation and regulations updated. implemented and monitored in line with plan	All maritime legislation and regulations updated, implemented, and monitored in line with plan

## STRATEGIC INTERVENTIONS 1.

FORMALIZATION OF LEGISLATIVE DRAFTING PROCESS: THE LEGISLATION DRAFTING PROCESS BETWEEN SAMSA AND DOT	
<b>Context</b>	<p>South Africa runs a risk of not being able to comply with IMO requirements, a big reputational damage. Countries that do not comply with international instruments are deemed high risk countries and this carries an insurance risk premium which in turn increases the cost of trade.</p> <p>South Africa is not able to enforce some of the mandatory instruments from IMO. The result is that it cannot act against some ships that are not compliant and is failing to uphold the integrity of the international compliance system that is implemented via Port State Control. This is a reputational issue and contributes to the loss of respect by the international maritime community South Africa is experiencing.</p>
<b>Intervention</b>	Approval of the new formal legislative drafting model (i.e. similar to other public entities)
<b>Priority</b>	Extremely High priority for the entity.
<b>Financial Implications</b>	Estimated R 900 000,00
<b>Period of Implementation</b>	2024-25 financial period.
<b>Owner</b>	Executive: Policy Legal and Regulations
<b>Benefits</b>	The enhancement of the efficiency of the approval process for legislation and regulations and ultimately contributing to compliance with applicable international conventions, national (domestic) legislations and regulations.

## 2. CORPORATE GOVERNANCE, MANAGEMENT, CAPACITY AND SERVICES

### Context

#### Context

To be an International Maritime Centre by the year 2030, capable of delivering on its mandate, SAMSA needs to be appropriately resourced and capacitated, with complete and correct financial resources, manpower, competencies (processes, systems, leadership, structures, management approaches, etc.), ICT infrastructure and able to retain the inherent institutional knowledge. 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.

Due to a lack of enough resources, a significant number of surveys are outsourced to third parties, such as Authorised Agencies (small vessels), External Surveyors or Recognised Organisations (Classification Societies), which could lead to SAMSA failing in providing effective oversight. Should any incident occur, the ability of SAMSA to respond is limited, due to a lack of resources and capability.

Advancements in technology in the next five years is expected to rapidly change our operating environment. New Technologies, Autonomous ships, Remotely Operated Ships, the threat of cyber-attacks, the adoption of new environmental regulations to reduce emission from ships, will require a new type of skill for SAMSA to deliver on its mandate. Remote Surveying Technology provide new methods which will allow SAMSA to execute its mandate in safer and more efficient way, removing the risks which surveyors are exposed to daily.

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. adopt an institute wide continuous improvement approach to managing SAMSA's business processes, systems and operational culture with the objective of streamlining operations and achieving superior stakeholder performance results.

## OUR STRATEGY BENEFITS AND HOW WE WILL MEASURE THEM

Impact	Without a competent, engaged workforce that is properly resourced and capable to fully execute the mandate, the entity will not be able to promote South Africa's Maritime interests on a national and global platform to become a Maritime Centre. The entity will be able to retain scarce skills, become an employer of choice, and improve service delivery using an integrated management system with effective and efficient processes and systems, as well as using technology to improve our service delivery to all our Stakeholders.			
	Outcomes	Outcomes Indicator	Baseline Performance	Five Year Target
1.	A Highly Competent Maritime Authority with engaged, diverse and sustainable workforce capable of delivering on SAMSA's mandate and other global initiatives and a Certified Quality Management System in place.	Certified Quality Management System	No Quality Management System in place.	Certified Quality Management System fully implemented in line with the plan.
		Top Quality Workforce - Best Company to Work for Employee Survey Rating	Number of Vacancies as per Human Resource Plan  Scarce Skills Turnover rate  Current employment equity ratio  360 Degree evaluations	An engage and highly competent staff complement with the right knowledge, skills and competencies capable of delivering on SAMSA's mandate other global initiatives
2	A Digitalised SAMSA with all systems fully optimised with new technologies embraced to ensure better work practises and greater synergies, allowing for integrated systems, to prevent pollution incidents and safer ships and people and promoting the maritime interests for the country.	Percentage (%) implementation of Information Communication Technology (ICT) plan in line with the Digital Strategy	70% implementation of Information Communication Technology (ICT) plan in line with the Digital Strategy	100% implementation of Information Communication Technology (ICT) plan in line with the Digital Strategy  Better MDA with the coastline monitored 24/7 through integrated intelligence systems.
3	A Financially sustainable SAMSA with enough resources to implement SAMSA's mandate and other global initiatives.	Cash cover period	Level 4 of the SAMSA's Long term financial sustainability model	A Financially Sustainable SAMSA
4	Improved governance and strengthened control environment	Institutionalise Governance Oversight Framework incorporating inclusive businesses approach to capable, ethical and developmental state requirements.	90% resolution of reported incidents of corruption  Ethics Committees operationalised.	A well governed SAMSA in line with the maturity plan

## ANTICIPATED STRATEGIC RISKS AND HOW WE WILL MANAGE THEM

Strategic Risks	Identified Risks	Risk Description	Action to mitigate Risks
	Limited technical and support skills to deliver on the SAMSA mandate.	<p>Inability to attract and retain maritime technical skills the following skills have been identified as critical: Vessels (Deck and Engine and radio) surveyors, Naval architects, MRCC Chief, Chief Examiner, Senior examiners, Registrar of Seafarers. Registrar of Ships, Principal Officers.</p> <p>The loss of scarce technical skills affects our ability to successfully perform our Mandate and contributes to the loss of Inherent Knowledge and Skills</p>	<ol style="list-style-type: none"> <li>1. Implement the SAMSA Funding Model to ensure Market Related salaries and the recruitment of scarce technical skills</li> <li>2. Implement the SAMSA Employee Value Proposition</li> <li>3. Training and Development Programs for all employees</li> <li>4. Review the current Age Profile of scarce technical skills and introduce programs to reduce the profile allowing for a younger workforce.</li> </ol>
	ICT System Failure and Poorly integrated Systems and Processes	<p>Down time of Network Infrastructure and ICT Systems that host business application.</p> <p>The implementation of SAMSA Digital Strategy that can allow for greater synergies between integrated systems.</p>	<ol style="list-style-type: none"> <li>1. Conduct Cloud service benchmarking in preparation for the procurement of the SAMSA Cloud hosting solution.</li> <li>2. Procurement underway for the new servers to replace servers that have reached end-of-life.</li> <li>3. Implementation of SD-WAN solution commenced with the new service provider.</li> </ol>
	SAMSA funding cannot meet its mandate obligations	SAMSA's funds are inadequate to fund the mandate due to the limitation of the current funding model.	<ol style="list-style-type: none"> <li>1. SAMSA to conduct an analysis of previous maritime incidents to determine the adequacy of the Maritime Fund.</li> <li>2. SAMSA and DoT to ensure immediate implementation of the SAMSA Funding Model</li> <li>3. Timeous approval of the SAMSA Tariffs on a short- and long-term period.</li> <li>4. Development and implementation of the SAMSA Short- and Long-term Financial Strategy.</li> <li>5. Finalisation and submission of the SAMSA Determination of Charges regulations to the Executive Authority.</li> </ol>
	CYBER SECURITY RISK	Interruption of ICT services due to cybersecurity related incidents can be attributed to the fast pace changing nature and type of cyber threats including the third-party risks. .	<p>Development and implementation of information security procedures.</p> <p>Implementation of Information Security Program supported by continuous cybersecurity awareness sessions.</p> <p>implementation of the developed Security Reference Architecture (SRA) that is aimed to implemented</p>

			security controls across the security domain..  Ensuring the issue of security is incorporated across ICT domains.
	Load shedding Risk	The state of not having electricity which comes after more frequent bouts of stage 6 load shedding that has damaged already precarious infrastructure. As a result, some parts of the country have been left without power for over 12 hours a day with little communication about when electricity will be restored. Although the risk of load shedding has long been a concern, its frequency and unpredictability as of late have caused further worry.	Power Capacity management plan for SAMSA including the procurement of alternative power sources such as generators for use during the load shedding periods.  Business Continuity Management Insurance cover to be invoked for all key infrastructures such as ICT servers and equipment.

**OUR STRATEGIC MEDIUM-TERM PERFORMANCE WILL BE MEASURED AS FOLLOWS:**

No.	Outcome	Output	Output Indicators	Baseline Performance	Medium Term Strategic Forecasted Targets				
					2024/25	2025/26	2026/27	2027/28	2028/29
1	Digitalised SAMSA with all systems fully optimised with new technologies to ensure better work practices and greater synergies, allowing for integrated systems	Fit for Purpose Technological and Digitisation as an Enabler for the business and its customers.	Percentage (%) implementation of Digital Strategy Implementation Roadmap	70 % implementation of Digital Strategy Implementation Roadmap	100 (%) implementations of Digital Strategy Implementation Roadmap	100 (%) implementations of Digital Strategy Implementation Roadmap	100 (%) implementations of Digital Strategy Implementation Roadmap	100 (%) implementations of Digital Strategy Implementation Roadmap	100 (%) implementations of Digital Strategy Implementation Roadmap
2	A Financially sustainable SAMSA with enough resources to implement SAMSA's mandate obligations.	A Financially sustainable SAMSA	Cash Cover period	Cash Cover for Two months	Cash Cover for Three months	Cash Cover for Four months	A Financially sustainable SAMSA in line with plan	A Financially sustainable SAMSA in line with plan	A Financially sustainable SAMSA in line with plan
3	Improved governance and strengthened control environment	Institutionalise Governance Oversight Framework incorporating inclusive businesses	Level of maturity of governance in line with the plan	Level of maturity of governance in line with the plan	Level of maturity of governance in line with the plan	Level of maturity of governance in line with the plan	Level of maturity of governance in line with the plan	Level of maturity of governance in line with the plan	Level of maturity of governance in line with the plan

No.	Outcome	Output	Output Indicators	Baseline Performance	Medium Term Strategic Forecasted Targets				
					2024/25	2025/26	2026/27	2027/28	2028/29
		approach to capable, ethical and developmental state requirements.							

### STRATEGIC INTERVENTIONS 1.

A FIT FOR PURPOSE BUSINESS OPERATING MODEL AND DELIVERY STRUCTURE AND IN LINE WITH OUR OBLIGATIONS	
<b>Context</b>	<p>In September 2022 SAMSA conducted an analysis on a rationale for the South Africa Maritime Safety Authority (SAMSA) organizational reorganisation, in alignment with the changing key business drivers. The dynamic and complex business environment within which SAMSA operates requires the entity to review and adapt their operating models, value propositions and structures to appropriately respond to and address these challenges, and to satisfy the ever-changing needs of the Stakeholders (customers, partners, shareholders, and communities).</p> <p>The Board approved the phased implementation of the reorganisation and realignment business case, and the entity has started the implementation, however other key material elements been noted by management such that delivery structure needs to be reviewed to provide more focus to specific delivery areas. There is a need for a further review the delivery structure and to appropriately resource also in line with the forthcoming legislations such OPRC Bill, Merchant Shipping Act etc.</p> <p>Also the SAMSA employee value proposition has resulted in the inability for the entity to fill vacant positions due to inability to offer attractive salary offers as the recommended candidate's salary are at the exit of SAMSA salary bands and sometimes above.</p> <p>The current structure not adequately capacitated with an urgent requirement for additional positions across the corporate.</p>
<b>Intervention</b>	Approval of the Updated Phased SAMSA Business reorganization and realignment project
<b>Priority</b>	Extremely High priority for the entity.
<b>Financial Implications</b>	<b>Estimated R19 663 800 (baseline estimate in line with the previous board approved business case)</b>
<b>Period of Implementation</b>	2024-25 financial period.
<b>Owner</b>	Chief Executive Officer
<b>Benefits</b>	<p>SAMSA's capability to ensure the solutions delivered are fit-for-purpose for our stakeholders.</p> <p>A fit for purpose structure to deliver on the vision of the entity.</p>

## STRATEGIC INTERVENTIONS 2.

SAMSA TARIFFS APPROVAL PROCESS INTERVENTION	
<b>Context</b>	Currently in line with the SAMSA Act the tariffs are approved by the Minister of Finance after consent from the Minister of Transport and historically the approvals of tariffs have been on time with other years the entity operating without tariffs approvals. This has drastically affected the Authority resulting in the implementation of strategies such as cost containment which impacted the delivery of mandate objectives.
<b>Board Intervention</b>	Engagements with the Minister of Transport and Finance to have a new formal approval framework to ensure timeous approvals of the tariffs.
<b>Priority</b>	Extremely High priority for the entity.
<b>Financial Implications</b>	None
<b>Period of Implementation</b>	2024-25 financial period.
<b>Owner</b>	Chief Executive Officer
<b>Benefits</b>	A financially stable SAMSA

## STRATEGIC INTERVENTIONS 3.

TO HAVE COMPETENT LEADERSHIP AND MANAGEMENT SKILLS TO DELIVER ON THE SAMSA MANDATE	
<b>Context</b>	<p>The SAMSA Act No 5 of 1998 Section 12 1(a) stipulates that the Minister must, after consideration of the recommendation from the Board, appoint a Chief Executive Officer. The entity has been with a Permanent Chief Executive Officer for over seven year, and this has drastically compromised the strategic direction of the entity, as there are key uncertainties in setting up the Strategy and implementation thereof.</p> <p><b>The Ship Registration Act Section (1)</b> established the South African Ship Registration hereby established.</p> <p><b>Appointment of Registrar and Deputy Registrars.</b> —The Registrar and Deputy Registrars must be <b>appointed by the Minister</b> from the staff of the Authority appointed in terms of section 27 of the South African Maritime Safety Authority Act, 1998. The Minister has not yet official appointed both the <b>Registrar and Deputy Registrars of Ships.</b></p> <p>For purposes of capacity building, talent management and succession planning, there is a need to ensure that SAMSA continue to identify, develop, and nurture competent leadership and management skills, which radiates the D-Ethics corporate values and facilitate delivery on the mandate. Organisation wide, employees are encouraged and supported to close the identified skills gaps through capacity development initiatives such as mandatory training, on the job training, leadership and management</p>
<b>Board Intervention</b>	<p>Appointment of the Chief Executive Officer</p> <p>Appointment of the Chief Financial Officer</p>

	TO HAVE COMPETENT LEADERSHIP AND MANAGEMENT SKILLS TO DELIVER ON THE SAMSA MANDATE
	Appointment of key legislated roles by the Executive Authority
<b>Priority</b>	Extremely High priority for the entity.
<b>Financial Implications</b>	In line with the budget
<b>Period of Implementation</b>	2024-25 financial period.
<b>Owner</b>	Chief Human Capital Officer
<b>Benefits</b>	A well governed and managed SAMSA led and managed with competent skills to deliver on the SAMSA mandate

#### STRATEGIC INTERVENTIONS 4.

	IMPLEMENTATION OF SAMSA DIGITAL STRATEGY
<b>Context</b>	Our technology infrastructure and data management must keep pace with the rate of change in our regulated community and meet its demand for digital service delivery. Ensuring that we have the capability and capacity to deliver our core business and support business transformation is pivotal towards realising SAMSA's Strategy 2030. This require SAMSA to have adequate and secure technology infrastructure including systems that are fit-for-purpose informed by the requirements of internal system owners to ensure the ease of conducting business with our customers. Given the critical need for automation, there is an urgent need for development systems across Centres prioritising the systems aimed to automate or digitise the Operations environment.
<b>Board Intervention</b>	<ul style="list-style-type: none"> <li>• Approval of the ICT Investment Costs in line with the SAMSA Digital strategy</li> <li>• Approval of ICT human resources capacity plan in line with market related benefits</li> </ul>
<b>Priority</b>	Extremely High priority for the entity.
<b>Financial Implications</b>	Estimated costs of R20 000 000
<b>Period of Implementation</b>	2024-25 and 2025-26 financial periods.
<b>Owner</b>	Chief Information Officer
<b>Benefits</b>	<ul style="list-style-type: none"> <li>▪ Effective delivery of SAMSA strategic objectives.</li> <li>▪ Streamlined, integrated, and optimised business processes. T</li> <li>▪ Better management of organisational data critical for insights and decision making.</li> <li>▪ Secure and resilient ICT environment capable of withstanding imminent cybersecurity threats.</li> <li>▪ A digitalised SAMSA that provides simplified delivery of services – ease of doing business with SAMSA.</li> </ul>
<b>Constraints</b>	<p>Lack of adequate human resource capacity within the Centre for ICT with requisite competencies.</p> <p>Delays with filling of critical positions due to salary challenges.</p>

**IMPLEMENTATION OF SAMSA DIGITAL STRATEGY**

Protracted procurement process which impacts projects delivery timeframes.

**STRATEGIC INTERVENTIONS 5.****SAMSA STAKEHOLDERS' ENGAGEMENT AND MANAGEMENT PROGRAMME**

<b>Context</b>	<p>Our stakeholder engagement is a critical element of our business. We engage with a diverse range of domestic and international stakeholders on a variety of issues, including seeking and receiving feedback, communicating regulatory and compliance issues, raising awareness, and educating, shaping outcomes, delivering services, and coordinating responses, or other activities. It's crucial that all our communication and engagement activities are effective, that is, coordinated, targeted, customised and fit-for-purpose. Our multilateral international engagement aims to shape global standards and agreements to meet South Africa's maritime interests.</p> <p>Our engagement with our bilateral partners serves two purposes: to collaborate to share information, knowledge, and technology; and to work with key partners to help build their capability and resilience in maritime safety, environment pollution response, and search and rescue.</p>
<b>Board Intervention</b>	Approval of the SAMSA Stakeholders Engagement and Management Programme
<b>Priority</b>	Extremely High priority for the entity.
<b>Financial Implications</b>	Estimated Costs R 2 000 000
<b>Period of Implementation</b>	2024-25 financial period.
<b>Owner</b>	Executive: Corporate Affairs
<b>Benefits</b>	To ensure that stakeholder management is a central element in achieving its vision of becoming an international Maritime Centre by 2030.

## 6. KEY DEPENDENCIES TO ENSURE DELIVERY OF THE OUTCOMES

1. **Our Financial Resources** \_ Annexure 1 provides the details of the how the strategy will be funded in line with mandate.
2. **Our Human resources Capacity Plan** \_ Annexure 2 will provide details of the human resources to implement the strategy.
3. **Our Strategic Risk Register** \_ Annexure 3 will provide details of the anticipated risks and our mitigation plans.

## 7. CONCLUSION

This Strategic Plan reflects the steps will be taking to ensure that it delivers on its mandate objectives and set out strategy priorities. The annual focus on the implementation of the corporate strategy will reflect in the 2024-25 SAMSA Annual Performance Plan.

The Strategic Plan has been developed in compliance with the new South Africa Frameworks on Strategic and Annual Performance Plans and aligned with the new 2019-24 Medium Strategic Term Framework.