



**SAMSA ANNUAL PERFORMANCE PLAN**  
**for the**  
**2025-26 Financial Year**

## STATEMENT BY THE MINISTER OF TRANSPORT



The Seventh Administration has placed inclusive and sustainable economic growth at the forefront of South Africa's development agenda.

Over the 2024 – 2029 Medium Term Development Plan (MTDP) period, government has identified three national policy outcomes to drive this vision:

- Inclusive economic growth and job creation
- Maintain and optimise the social wage
- A capable, ethical, and developmental state

The Department of Transport and its entities play a crucial role in advancing these priorities by facilitating the efficient movement of goods and people, strengthening our logistics sector, and enhancing transport infrastructure. To revitalise the transport and logistics sector and support economic recovery, the Department has set ambitious targets for 2030, including:

- Increasing annual freight volumes on the Transnet rail network to 250 million tonnes.
- Doubling crane moves per hour at ports from 16 to 30.
- Increasing the number of annual passenger rail trips to 600 million.
- Handling 1.5 million tonnes of airfreight and over 42 million passengers through South African airports.
- Reducing the annual number of road fatalities by half.

The South African Maritime Safety Authority's (SAMSA) Annual Performance Plan aims to enhance safety in the country's maritime sector through a number of measures. These include: addressing outdated legislative tools to enable effective maritime compliance and enforcement; creating a digitised database of small vessels and skippers licenses; combatting marine pollution; and promoting South Africa's maritime interests. The objectives included in these focus areas are aligned with the MTDP goal of creating a capable, ethical and developmental state

The entity will achieve these goals through fostering a culture of accountability, ethical decision-making, upholding public trust, filling vacancies and improving audit outcomes.

I hereby present the SAMSA Annual performance Plan for the 2025–2026 financial year.



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**MS. BARBARA CREECY**  
**MINISTER OF TRANSPORT**

## CHIEF EXECUTIVE OFFICER'S FOREWORD



The South African Maritime Safety Authority (SAMSA) has begun to experience gradual stabilisation since we embarked on the journey of turning around the entity in 2023. The stabilisation and mapping of the new journey aims to embed a sustainable foundation for the successful execution of our strategy and mandate obligations.

Marine pollution and maritime safety incidents have been on the rise recently consistent with the increase in maritime traffic along our coast, specifically oil tankers, ships choosing to use the Cape trade route in the wake of instability in the Middle East and Eastern Europe, thus exerting unprecedented pressure on our marine eco system. The closure of the Red Sea to shipping due to the Israel/Palestine conflict caused and increase in ships traffic along the SA coast, while on the other hand, the war in the Ukraine with Russia affected the availability of certain food products and the supply of seafarers from Ukraine and Russia was cut out, leaving a short supply of seafarers. Coupled with climate change effects that give rise to bad weather, these presents a complex set of circumstances that require careful consideration and prioritisation, if we are to develop the most appropriate and sustainable strategic responses to address these challenges.

The maritime sector continues to face an array of challenges, which have had a constraining effect on the ability of South Africa to optimally benefit from its maritime interests. The slow pace of transformation within the sector, steady progress on maritime education for the development of scarce and critical maritime skills, inadequate investment in maritime infrastructure, and the lack of beneficial ownership of merchant ships remain a significant challenge for South Africa.

The 2025-26 SAMSA Annual performance plan describes the challenges we face in our environment and articulates the key strategies we intend to pursue towards meeting our objectives over the next financial year. In the 2025-26 financial our priorities will be on the following outputs:

- Ensuring regulated vessels are operating safely and meeting standards.
- Ensuring regulated vessels are operating safely and meeting standards
- Development and enforcement of marine environmental Standards, procedures and policies and marine notices.
- Development and implementation of the South African Ship registry growth strategy
- Ensuring a financially stable and adequately funded SAMSA on all its obligations including core and support functions.
- A competent SAMSA with all the required skills to deliver on the mandate and strategy.
- An ethical and high-performance culture supporting the strategy.

In conclusion, I believe that the annual performance plan presented here is robust and ambitious in its philosophy, goals, objectives, programmes of action and targets. I extend my gratitude to the members of the Board and the SAMSA cohort for their commitment, time, and effort in contributing towards the compilation of the plan.

**Signature**



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**Acting Chief Executive Officer**

**Ms Mbalenhle Golding**

## OFFICIAL SIGN OFF

It is hereby certified that this 2025/26 SAMSA annual performance plan:


- Was developed by the management of SAMSA under the guidance of the SAMSA Board of Directors.
- Considers all recent and relevant policies, legislation, and other related mandates for which SAMSA is responsible.
- Accurately reflects the strategic outcome-oriented goals and objectives which SAMSA will endeavour to achieve over the 2025/26.

**Senior Manager: Strategy**

Signature:  \_\_\_\_\_


**Mr. Walter Simakani**

**Acting Chief Financial Officer**

Signature:  \_\_\_\_\_

**Mr. Douglas Malatji**

**Acting Chief Executive Officer**

Signature:  \_\_\_\_\_


**Ms. Mbalenhle Golding**

**Board Chairperson**

Signature:  \_\_\_\_\_

**Mr. Mahesh Fakir**

**Minister of Transport**

Signature:  \_\_\_\_\_

**Ms. Barbara Creecy**

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## **PART A: OVERVIEW OF THE SOUTH AFRICA MARITIME SAFETY AUTHORITY (SAMSA)**

### **1. INTRODUCTION (WHO WE ARE AND WHAT WE STAND FOR)**

#### **1.1 SAMSA` s LEGISLATIVE MANDATE OBJECTIVES**

The South African Maritime Safety Authority was established as a juristic person in terms of the South African Maritime Safety Authority Act, 1998 (Act No. 5 of 1998) (SAMSA Act). The mandate of SAMSA is to administer laws mentioned in the first column of the Schedule of the SAMSA Act and any applicable regulations developed under those laws. SAMSA can generally carry out such other duties as are assigned to it under any other law and may carry out any duty as directed by the Minister of Transport as per Section 7 of the SAMSA Act.

The South African Maritime Safety Authority, 1998 (Act No. 5 of 1998) is the enabling legislation, which establishes the Authority and details the key activities and functions of the South African Maritime Safety Authority. The legislated objectives of the Authority are:

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

Further, duties for SAMSA were also extended through the South African Maritime and Aeronautical Search and Rescue Act, 2002 and Merchant Shipping (maritime security) Regulations, 2004 to include the responsibility for implementing Safety of Life at Sea (SOLAS), Regulations on Safety of Navigation. SAMSA ensures comprehensive Maritime Domain Awareness involving the constant monitoring of the safety and behaviour of ships in our coastal waters. SAMSA ensures the implementation of the Safety of Navigation Regime for SAMSA, including ensuring availability of Navigational Aids, communications with maritime traffic, other navigational warnings. 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.

Further, the Minister of Transport through written directions through the National Small Vessel Safety Regulations in 2007 expanded the duties to include the regulation of marine activities on South Africa's inland waters (inland waters are made up of dams, lagoons, lakes, rivers and wetlands, but do not include tidal lagoons and tidal rivers). SAMSA was given the responsibility for administering inland small vessel regulations, which include duties such as inland water vessels inspections, licensing, surveying, safety promotion and awareness, accident investigation, development of examination standards and certificates of competence for seafarers and skippers.

SAMSA must also perform its functions in accordance with South Africa's international obligations, such as the conventions and treaties to which our country is a party to. SAMSA discharges the mandate obligations of the South African Government to the following conventions:

- International Convention for the Safety of Life at Sea (SOLAS)
- The International Convention on Load Lines (CLL)
- International Convention on Tonnage Measurement of Ships
- Convention on the International Regulations for Preventing Collisions at Sea, 1972 (COLREGs)
- International Convention on Maritime Search and Rescue (SAR)
- Convention on the International Maritime Satellite Organisation
- 2012 Cape Town Agreement to enhance fishing safety
- International Convention on Standards of Training, Certification and Watchkeeping for Seafarers
- International Convention for Safe Containers (CSC)
- Intervention Convention
- Civil Liability Convention, 1969 & IOPC Fund Convention, 1971
- International Convention for the Prevention of Pollution from Ships (MARPOL)
- International Convention on Civil Liability for Oil Pollution Damage (CLC)
- International Convention on the Establishment of an International Fund for Compensation for Oil Pollution Damage (FUND)
- International Convention on Oil Pollution Preparedness, Response and Co-operation (OPRC) – *the convention not yet adopted into domestic legislation.*
- International Convention on Liability and Compensation for Damage in Connection with the Carriage of Hazardous and Noxious Substances by Sea (HNS)
- Anti-fouling Convention - *the convention not yet adopted into domestic legislation.*
- Ballast Water Management Convention - *the convention not yet adopted into domestic legislation*
- Nairobi International Convention on the Removal of Wrecks - *the convention not yet adopted into domestic legislation*
- London Convention
- Convention on the International Maritime Organization
- The Convention on Facilitation of International Maritime Traffic (FAL)
- Athens Convention - This Convention was adopted by the IMO in 1974.
- The Maritime Labour Convention, 2006, as amended, (MLC, 2006)
- C188 - Work in Fishing Convention, 2007

SAMSA pursues the effective and efficient achievement of its international and national mandate objectives through the enforcement of the following main legislative instruments:

- South African Maritime Safety Authority Act, 1998
- South African Maritime Safety Authority Levies Act, 1998
- South African Maritime and Aeronautical Search and Rescue Act, 2002
- Wreck and Salvage Act, 1996
- Maritime Zones Act, 1994
- Marine Traffic Act, 1981
- Marine Pollution (Intervention) Act, 1987
- Ship Registration Act, 1998
- Merchant Shipping Act, 1951
- Marine Pollution (Control and Civil Liability), Act 6 of 1981
- Marine Pollution (Prevention of Pollution from Ships) Act, Act 2 of 1986
- Merchant Shipping (Safe Containers Convention) Act, 2011
- Merchant Shipping (Civil Liability Convention) Act, Act 25 of 2013

## **1.2 THE CONSTITUTIONAL MANDATE**

The constitution of the Republic of South Africa (No. 108 of 1996) requires that all government entities actively participate in the implementation of national policies, directives, strategies, programmes and plans. As an organ of state our overall vision and strategic goals for the next five years are informed by the legislative mandate of SAMSA as well as the national priorities of the government.

### **1.3 THE NATIONAL POLICIES MANDATE OBLIGATIONS**

#### **THE COMPREHENSIVE MARITIME TRANSPORT POLICY 2017**

In 2017, South Africa adopted The South African Comprehensive Maritime Transport Policy (CMTP) that serves as the embodiment of Government's commitment to the growth, development, and transformation of the country'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 the Government has committed to take the sector to reach its full potential.

The CMTP provides an elaboration to the declared policy directives of the White Paper on National Transport policy of 1996 and the subsequent macro national policies; the National Development Plan and a coterie of various interventionist programs including Operation Phakisa in the ocean economy.

#### **The strategic objectives of the CMTP are 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.
- Contribute to Government's efforts of ensuring the competitiveness of South Africa's international trade by providing customer focused maritime transport infrastructure and services through an innovative, safe, secure, reliable, effective, profitable, and integrated maritime supply chain, infrastructure and systems including safety of navigation.
- 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, promoting the increase of ships under the South African flag registry.
- Promote marine transport manufacturing, and related services.
- Provide guidance to the maritime transport sector stakeholders and customers on institutional arrangements, governance and regulatory interventions, while ensuring effective and efficient coordination across Government on matters of common interest to the growth of the maritime transport sector.
- Provide a clear framework through 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.
- 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 and the South African economy in general.
- Create and enhance viable and sustainable opportunities for historically disadvantaged entrepreneurs especially, women and youth to participate in maritime transport initiatives.

- 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.
- Create conducive climate for South African perishable goods businesses to take part in the global perishable products market either as producers or as consumers.
- Develop modalities for the creation of a national shipping carrier to serve the SA's economic and trade interests.
- Develop and maintain a competitive ship registration system.

**SAMSA has identified priorities** from the CMTP that will guide and support its delivery on desired outcomes over the next five years as follows:

- Reducing the risk of accidents and casualties in the maritime transport sector.
- Reducing the risk of ship sourced pollution and degradation of the maritime environment.
- Supporting the beneficial development and transformation of the maritime sector.
- Supporting the achievement of an increase in the number of highly competent and globally competitive South African Seafarers through maintenance of the South Africa Maritime Education system that is globally recognised.
- Ensuring that SAMSA contributes to a capable, ethical, and developmental state capable to deliver the mandated services to South African citizens and the global maritime stakeholders.
- Develop and maintain a competitive ship registration system.

## 1.4 THE NATIONAL GOVERNMENT PRIORITIES AND STRATEGIES OBLIGATIONS

### THE MEDIUM-TERM DEVELOPMENT PLAN FOR THE 2024 – 2029 PERIOD

The Medium-Term Development Plan (MTDP) is a government strategic plan for the 2024-2029 electoral term. The MTDP 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 MTDP highlights the government's support for a competitive economy, creation of decent work opportunities and encouragement of investment.

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

The following **three** National Priority Outcomes have been adopted by the Presidency over the 2024 – 2029 MTDP period:

1. Inclusive economic growth and job creation
2. Maintain and optimise social wage
3. A capable, ethical, and developmental state

#### **Priority 1: Inclusive economic growth and job creation**

**Context:** The period MTDP aims to achieve more rapid, inclusive, and sustainable economic growth and job creation. The broad principles include rapid, inclusive, and sustainable economic growth, the promotion of fixed capital investment and industrialization, job creation, transformation, livelihood support, land reform, infrastructure development, structural reforms and transformational change, fiscal sustainability, and the sustainable use of our national resources and endowments. Thus, macro-economic management must support national development goals in a sustainable manner.

#### **SAMSA contribution on priority 1 will be on:**

**Initiatives 15:** The initiative aims to progressively increase investment in research and development to 1.5% of GDP, to grow and transform SA's science, technology and innovation capabilities, human resources, and research infrastructure.

SAMSA will contribute through facilitation of the development of South Africa maritime research capability and the promotion of the maritime research interests at a local and international level.

**Medium Term Development Plan Strategic Priority (1) Desired Impact:** Increase economic growth to above 3.5% by the end term. Unemployment will be reduced to 27,5% by the end term by creating at least 4 million jobs.

SAMSA will contribute the to the desired impact and outcome as per the Annexure A: Strategic Priority 1

**Table 1: 2024-25 MTDP Outcomes and Intervention Indicators for SAMSA**

Outcomes	Intervention Indicator	Intervention baseline	Mid Term Targets	End Term Targets
Enabling a safer South African fishing vessel environment	100% Flag State Surveys on fishing vessels	650 Fishing Vessels (any size)	100% of fishing vessels statutory surveys attended to for fishing vessel renewing their certification	100% of fishing vessels statutory surveys attended to for fishing vessel renewing their certification
	Safety Ad-hoc inspections	90 x annual Safety Ad-hoc inspections (any size commercial fishing vessel)	150 x annual Safety Ad-hoc inspections	225 x annual Safety Ad-hoc inspections
	Occupational Health and Safety Audits on Fishing Companies to ensure compliance with Regulation 39A of the MOS regulations	5 x MOS Reg inspections	10 x MOS Reg Audits	15 x MOS Reg Audits
	The Department of Labour (DEL) and SAMSA Implementation Plan with quarterly milestones to conduct labour inspections of South African fishing vessels and ensure adherence to the Labour Relations Act and C188 Work in Fishing Convention	Zero (new initiative)	DEL/SAMSA joint inspection milestones met	DEL/SAMSA joint inspection milestones met

**Priority 2: Maintain and optimise social wage - Develop and empower South Africans.**

**SAMSA contribution on priority 2 will be on**

**Initiative 9:** Ensure that skills development is linked more closely to demand in the economy.

**SAMSA will contribute through the following:**

- Ensuring that South Africans are aware of the opportunities that exists in the maritime sector through awareness campaigns to all key stakeholders.
- The continuous improvement of the South Africa Maritime Education, Training and Certification System through multiple streams of work such as auditing of training institutions to ensure compliance to standards, maintenance of a quality standard system, continuous improvement of the maritime syllabus to align with international standards, and timeous issuance of seafarers' certificates.
- South Africa has entered into agreement through Memoranda of Understanding with 32 countries to recognise Certificates of Competency issued by SAMSA in accordance with Regulation I/10 of the International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW).
- The development of a SAMSA maritime training programme that will ensure that the technical maritime skills required by the entity are addressed.

**Initiative 10:** Expand vocational and technical training in schools and post schools institutions.

SAMSA will contribute through the following:

- Facilitation of maritime studies through awareness campaigns targeting key stakeholders and conducted jointly with multiple partners a local and international level.

**Initiative 11:** Strengthen partnership with the private sector to unlock the deployment of artisans and TVET graduates through workplace-based placements and work integrated learning opportunities.

SAMSA will contribute through the following:

- Facilitation of provision of sea time to South African seafarers through engagements with the shipping communities.
- Leverage on agreement between SAMSA has jointly with other partners in the maritime sector, with the International Maritime Employment Council (IMEC), which has more than 230 members from ship owners to increase placement of local cadets/seafarers on foreign shipping companies

### **Priority 3: A capable, ethical, and developmental state**

**Context:** Strengthening law enforcement agencies to address crime, corruption, and gender-based violence as well as strengthening national security capabilities.

#### **Our contribution will be on:**

**Initiative 1:** Continue to strengthen and build capacity of prosecution and law enforcement agencies to effectively combat corruption and crime.

SAMSA will contribute through the following:

- Ensure that SAMSA has the maritime capacity required to fully execute its mandate obligations.
- Implement the maritime regulatory and enforcement programme within our South African waters.
- Implement a Gender Based Violence at sea programme ( Seafarer Welfare)

**Initiative 2:** Strengthen whistleblower protections through stronger legislation and implement the National Anti-Corruption Strategy.

SAMSA will contribute through the following:

- Maturity of its Enterprise Risk Management System.
- Continuous improvement of the internal controls environment across the entity.
- Maintenance of an Independent Whistle Blower reporting platform underpinned by a comprehensive whistle blower policy that includes whistle blower protection and support.
- Background checking at the point of recruitment, to ensure the credibility of the official.

**Initiative 3:** Strengthen accountability and consequence management in the public service and conduct lifestyle audits for elected officials and senior public servants.

SAMSA will contribute through the following:

- Implementation of assurance providers such as internal audit and external audit recommendations
- Implementation of the Lifestyle audit framework.

## 1.5 THE GLOBAL AND CONTINENTAL MARITIME OBLIGATIONS FOR SAMSA

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

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

### 1. INTERNATIONAL MARITIME ORGANISATION (IMO)

The purposes of the IMO, as summarized by Article 1(a) of the Convention, is "...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 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. Thus, the IMO, of which South Africa is a member of the IMO since 1995, is empowered to deal with administrative and legal matters related to these purposes.

The structure of IMO is as shown below and to which South Africa has obligations:

- The Assembly –is the highest governing body and includes 175 Member States
- The Council –is the executive arm and consists of 40 Member States which are periodically elected to the organ. The number of Member States will expand to 52 effective from 2025 onwards.

#### Main IMO Committees

- Maritime Safety Committee (MSC)
- Legal Committee (LEG)
- Marine Environment Protection Committee (MEPC)
- Technical Cooperation Committee (TCC)
- Facilitation Committee

## **Sub-Committees**

- Sub-Committee on Human Element, Training and Watchkeeping (HTW);
- Sub-Committee on Implementation of IMO Instruments (III);
- Sub-Committee on Navigation, Communications and Search and Rescue (NCSR);
- Sub-Committee on Pollution Prevention and Response (PPR);
- Sub-Committee on Ship Design and Construction (SDC);
- Sub-Committee on Ship Systems and Equipment (SSE); and
- Sub-Committee on Carriage of Cargoes and Containers (CCC)

## **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. The International Labour Organization (ILO) is devoted to promoting social justice and internationally recognized human and labour rights, pursuing its founding mission that social justice is essential to universal and lasting peace. The ILO, an only tripartite U.N. agency, since 1919 brings together governments, employers, and workers of 187 Member States, to set labour standards, develop policies and devise programmes promoting decent work for all women and men.

### **International Labour Organisation Sub Committee**

- The Special Tripartite Committee on Maritime Labour Convention.

## **3. INTERNATIONAL ASSOCIATION OF MARINE AIDS TO NAVIGATION AND LIGHTHOUSE AUTHORITIES (IALA)**

IALA is a non-profit, international technical association. Established in 1957, it gathers Maritime Aids to Navigation authorities, manufacturers, consultants, and scientific and training institutes from all parts of the world to offer them the opportunity to exchange and compare their experiences and achievements. IALA encourages its members to work together in a common effort to harmonise Marine Aids to Navigation worldwide, and to ensure that the movements of vessels are safe, expeditious and cost-effective, while protecting the environment

## **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. It was established on 17 May 1865 as the International Telegraph Union, significantly predating the UN and making it the oldest UN agency.

## **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 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 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 meeting held on 23 November 2013. All African Union member countries are welcomed as members of AAMA. Although 33 of the 54 AU member states are coastal countries, the Association took a firm decision to ensure the inclusion of landlocked countries because of the importance of the inland waterways that they administer. South Africa is the interim 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.

## **7. DJIBOUTI CODE OF CONDUCT (DCOC)**

The Djibouti Code of Conduct (DCoC) is the IMO regional maritime security programme concerning the Repression of Piracy and Armed Robbery. The Code of Conduct in the Western Indian Ocean and the Gulf of Aden, also referred to as the Djibouti Code of Conduct, was adopted on 29 January 2009 by the representatives of Djibouti, Ethiopia, Kenya, Madagascar, Maldives, Seychelles, Somalia, the United Republic of Tanzania, and Yemen.

Later, the Comoros, Egypt, Eritrea, Jordan, Mauritius, Mozambique, Oman, Saudi Arabia, South Africa, Sudan, and the United Arab Emirates have since signed, thereby bringing the total 21 signatories eligible to sign number to 20 countries.

## **8. INDIAN OCEAN RIM ASSOCIATION (IORA)**

South Africa is also a member of the Indian Ocean Rim Association for Regional Cooperation (IOR-ARC). IORA was launched in a meeting held over two days (06-07 March 1997) in Mauritius, with its focus on the promotion of the sustained growth and balanced development of the region, led by Member States in creating a common ground for regional economic cooperation. On 01 November 2013, the 13th Meeting of the Council of Ministers of the IOR-ARC issued the Perth Declaration / Communique' which declared, among others, the adoption of the Indian Ocean Rim Association (IORA) as the descriptive new name for the organisation.

The Indian Ocean Rim region defines a distinctive area in international politics consisting of coastal states bordering the Indian Ocean. Constituting the world's largest ocean, it carries half of the world's container ships, one third of the bulk cargo traffic and two thirds of the world's oil shipments. The Indian Ocean is the lifeline of international trade and economy, and the region is interwoven together by trade routes and commands control of the major sea-lanes. IORA membership consists of the several eligible littoral and sovereign states that include Australia, Bangladesh, India, Indonesia, Islamic Republic of Iran, Kenya, Madagascar, Malaysia, Mauritius, Mozambique, Sultanate of Oman, Seychelles, Singapore, South Africa, Sri Lanka, Tanzania, Thailand, United Arab Emirates and Yemen.

The highest decision-making body of IORA - The Council of Ministers - has identified six (6) Priority Areas is as follows:

- Maritime Safety and Security,
- Trade and Investment Facilitation,
- Fisheries Management,
- Disaster Risk Management,
- Academic and Scientific & Technology Cooperation and
- Tourism Promotion and Cultural Exchanges.

## **9. STCW I10 AGREEMENTS - RECOGNITION OF FOREIGN SEAFARER CERTIFICATES OF COMPETENCY IN TERMS OF THE CONVENTION ON STANDARDS OF TRAINING, CERTIFICATION AND WATCHKEEPING FOR SEAFARERS, 1978, (STCW CONVENTION).**

South Africa has entered Memoranda of Understanding with at least 32 countries, to recognise Certificates of Competency issued by foreign administrations in accordance with Regulation I/10 of the international STCW Convention, as amended and consistent with the country's Regulation 99 of the Merchant Shipping (Training, Certification and Safe Manning) Regulations, 2021.

## **10. BENGUELA CURRENT CONVENTION (BCC)**

The Benguela Current Convention (BCC) is a multi-sectoral intergovernmental organisation established by the Republics of Angola, Namibia, and South Africa to promote a coordinated approach to long-term conservation, protection, rehabilitation, enhancement, and sustainable use of the Benguela Current Large Marine Ecosystem.

## 1.6 RELEVANT COURT RULINGS AND KEY CHANGES IN LEGISLATIONS AFFECTING SAMSA

1. **The Merchant Shipping Bill 2023** is currently being processed by the South African parliament and it is anticipated that the approval and sign off would be done during the strategy period. The bill provides for the powers and duties of the Minister and the South African Maritime Safety Authority in the administration of this Act in the following :

- to provide for the registration, permitting, and licensing of ships and the establishment and operation of a shipping information centre in the Republic.
- to provide for the application of labour laws to seafarers; to provide for the conditions of employment of seafarers and the health and well-being of seafarers on board a vessel.
- to promote the safety of life at sea.
- to establish inspection and enforcement mechanisms including those for marine casualties and crimes committed on ships
- to provide for the regulation of marine traffic; to provide for legal proceedings and jurisdictional matters; to recognise and incorporate into domestic law, international conventions to which the Republic is bound in terms of the Constitution.
- to repeal certain Acts; to provide a transitional framework for the new provisions of this Act and to provide for matters incidental thereto.

2. **MARINE OIL POLLUTION (PREPAREDNESS, RESPONSE AND COOPERATION) BILL** - is currently being processed by the South African parliament and it is anticipated that the approval and sign off would be done during the strategy period. The bill gives effect to the International Convention on Oil Pollution Preparedness, Response and Cooperation, 1990; and to provide for matters connected therewith.

The objectives of this Act are to— (a) 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; (b) provide for the effective cooperation with neighbouring countries in matters pertaining to marine oil pollution preparedness, response and control; (c) incorporate into law of the Republic, the relevant provisions of the International Convention on Oil Pollution Preparedness, Response and Cooperation, 1990; and (d) reduce and control the pollution of the marine environment, wildlife and associated impacts on biodiversity and ecological processes by oil from ships, offshore installations, seaports and oil-handling facilities.

**3. Maritime Pollution combatting function transfer from Department of Forestry, Fisheries, and the Environment (DFFE) to Department of Transport/SAMSA.**

- Centralised Management of oil pollution at sea combatting resources.
- Creation of a unit within SAMSA to manage the function and maintain existing and new combatting resources.
- Integration with external entities such as DFFE, DoT, DPWI
- Sharing of information and data with other stakeholders .

**4. SOUTH AFRICAN MARINE FUELS (PTY) LTD (SAMF) VS SAMSA COURT RULING.**

**Table 2:** Key court ruling that had an impact on the implementation of the SAMSA mandate obligations

Issue in Dispute	Status	Liability and Implications on SAMSA
<p>SAMF brought an application for the court to declare that SAMSA has no competency to enforce B-BBEE through its bunker compliance audit. SAMSA had suspended the bunker permission and as a result on 01 April 2021, SAMF launched/instituted an urgent application challenging suspension of the bunker permission. The suspension has since been uplifted pending the finalisation of the application in court.</p>	<p>The main application was launched on 30 March 2021 whilst the urgent application was launched on 01 April 2021.</p> <p>The case been since finalised and SAMSA has lost the case and now waiting the communication on legal costs</p>	<p>An estimated amount of R250,000.00 has been incurred to date.</p> <p>The outcome of the case was clear that SAMSA in its implementation of the mandate objective 3, to promote the Republic `s maritime interests should be fully aligned to the requirements of the SAMSA Act of 1995 only.</p>

## PART B: (WHERE DO WE WANT TO GO)

### 2. OUR STRATEGY FOCUS

#### 2.1 OUR VISION

A model maritime safety authority promoting South Africa`s maritime interests.”.

#### 2.2 OUR MISSION

“To provide leadership in maritime safety, prevention and combating marine pollution for a sustainable maritime environment, whilst supporting an innovative, progressive and 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:

**Figure 1:** The below figure shows the set of values on how SAMSA will deliver the mandate obligations and strategy deliverables.



## 2.4 OUR STAKEHOLDERS

SAMSA is responsible for ensuring safe and efficient operations in South African waters for the maritime industry, community, and the public. It partners with international organizations like the International Maritime Organization (IMO) and the Association of African Maritime Administrations (AAMA) among others; to improve maritime safety and environmental protection. Labour associations and unions work with SAMSA to ensure fair working conditions and proper certification for seafarers. Customers include shipowners, shipping agents, and port users. SAMSA employees carry out regulatory functions, while suppliers provide necessary tools and infrastructure. The South African government ensures SAMSA's activities align with national legislation and prioritise maritime safety, environmental protection and economic development.

**Below are the categories of the SAMSA Stakeholders:**

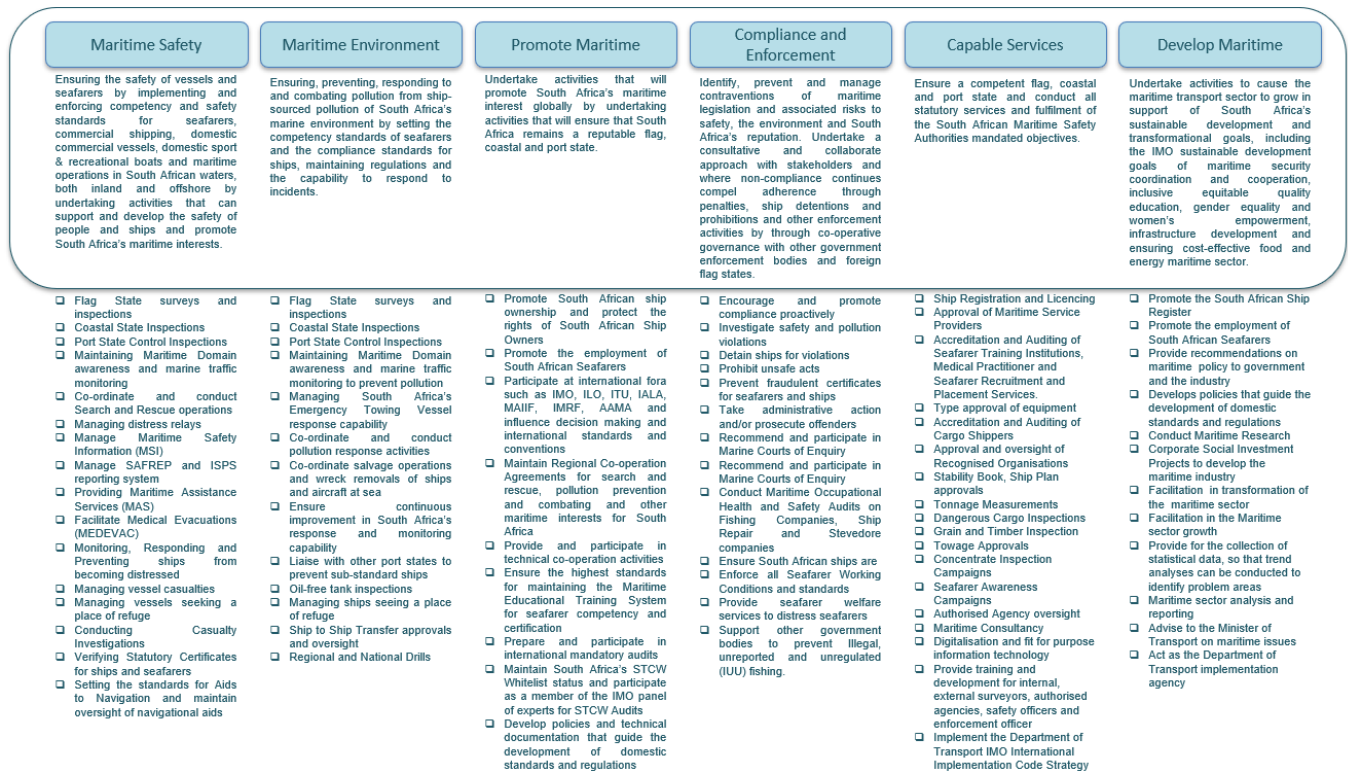
**Figure 2:** Categories of SAMSA Stakeholders



## 2.5 OUR CORE BUSINESS

Below is an overview of the core processes and key activities that defines SAMSA and its mandate obligations

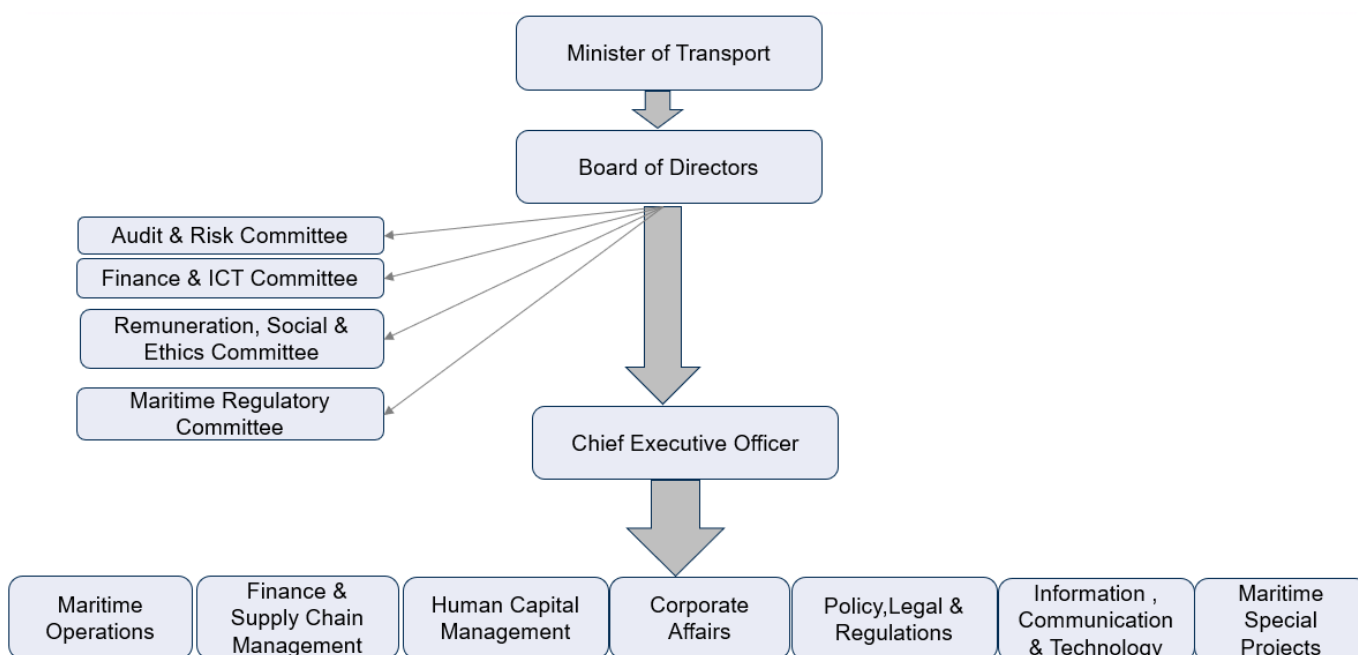
**Figure 3: Core Business Processes of SAMSA**



## 2.6 OUR ORGANISATIONAL STRUCTURE

The Public Finance Management Act No.1 of 1999 (PFMA) appoints the Minister of Transport as the Executive Authority for SAMSA and the only Shareholder in SAMSA on behalf of the South African Government. The SAMSA Board of Directors is the Accounting Authority, which reports to the Minister of Transport. The Board is made up of six (6) non-executive members and the Chief Executive Officer (CEO). The CEO is the Accounting Officer who manages SAMSA under the strategic guidance of the Board of Directors.

**Figure 4:** Below is an overview of the SAMSA Organisation structure



## 2.7 OUR FOOTPRINT

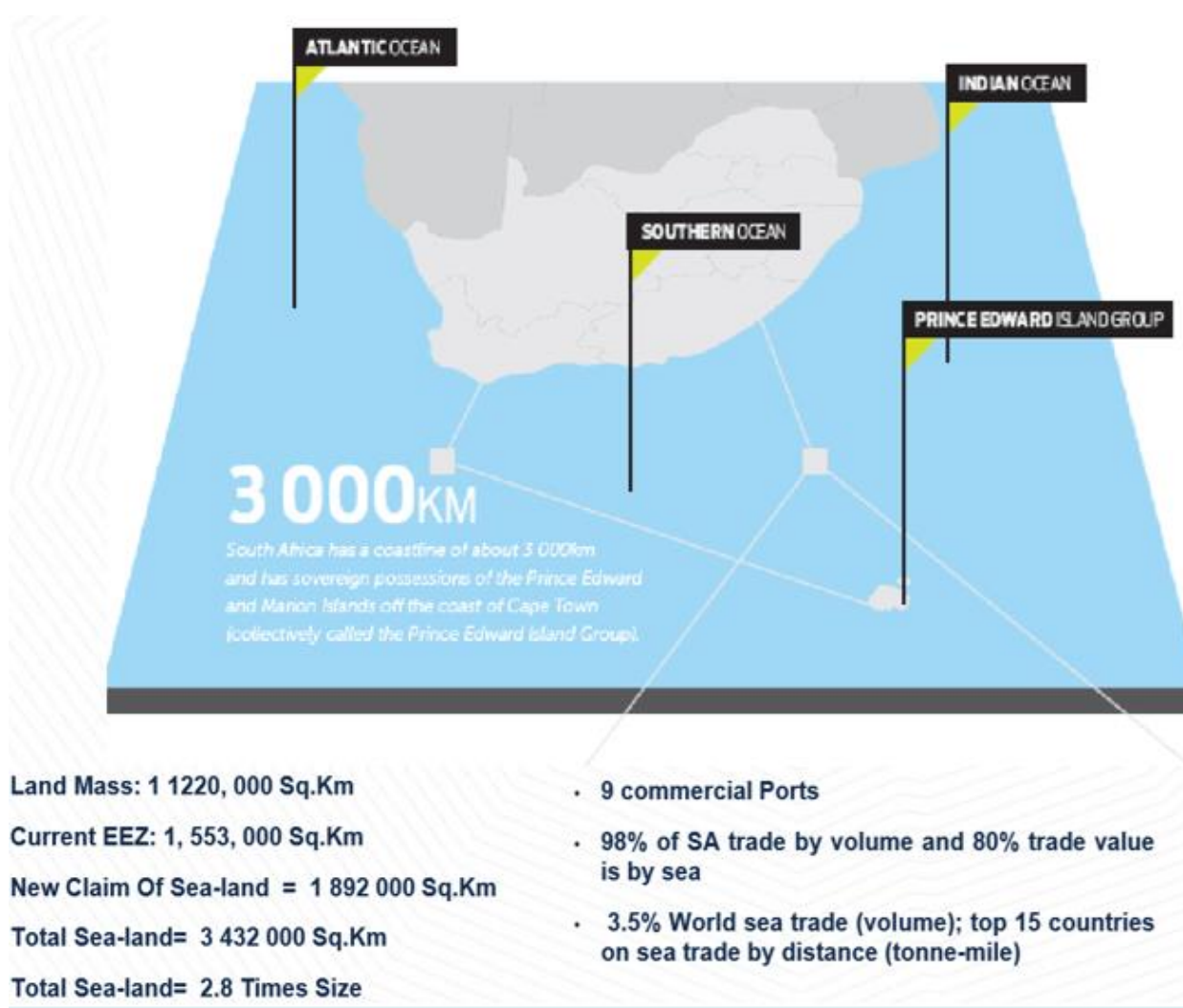
**Figure 5:** Below is an overview of where the SAMSA's offices are allocated within South Africa (*the red dots represent SAMSA Port offices including the Head office Pretoria*)



## 2.8 OUR NATIONAL AREA OF RESPONSIBILITY

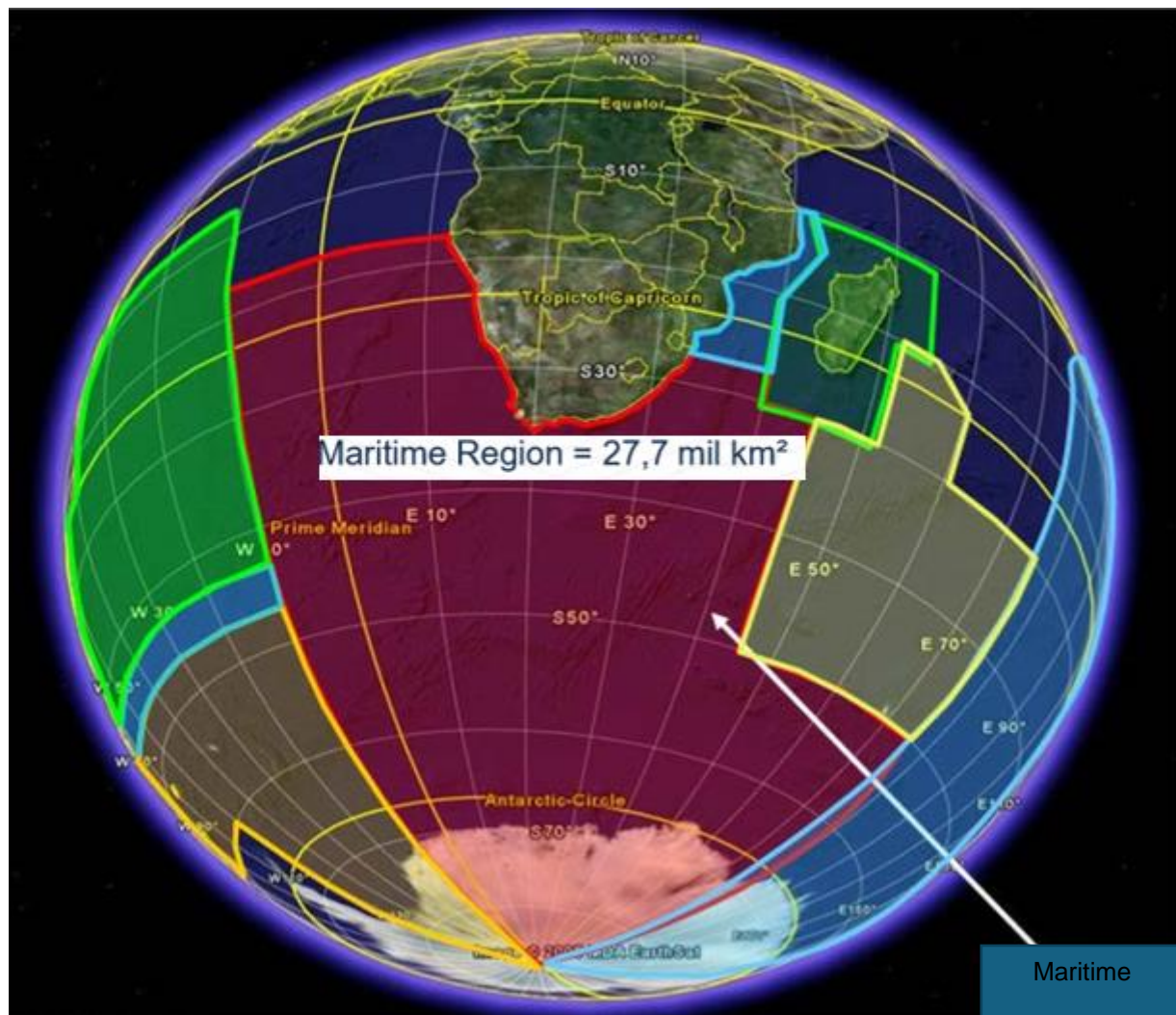
South Africa occupies an important geo-strategic position, a maritime choke point in the Southern hemisphere surrounded by three Oceans. As a result of its location and trade flows South Africa play a strategic role in the global maritime network. Without these, there would be limited cost-effective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

**Figure 6:** Below is an overview of SAMSA`s areas of our responsibility within the maritime zones as per our national legislative mandate.



## 2.9 OUR SEARCH AND RESCUE RESPONSIBILITY AREA

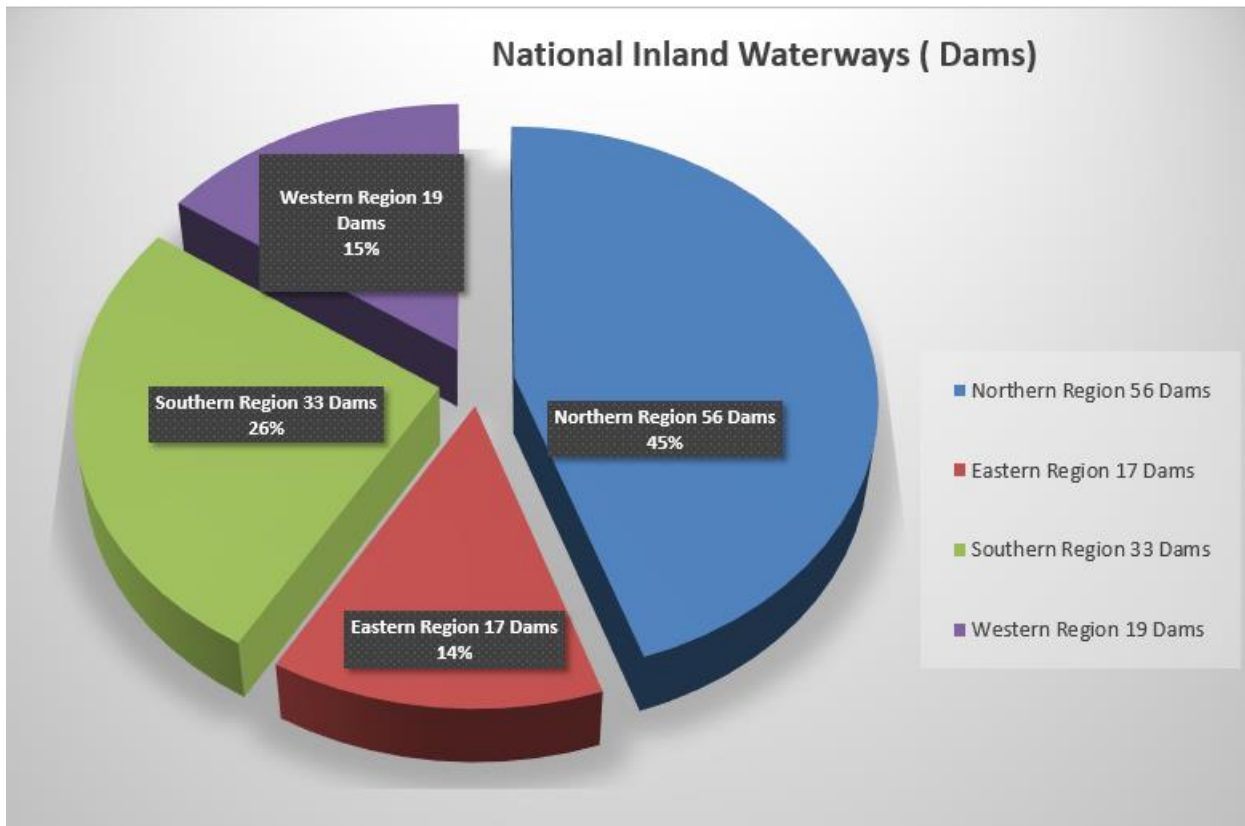
**Figure 7:** Below is an overview the South Africa's search and rescue area under the jurisdiction of SAMSA



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.

## 2.10 OUR INLAND WATERWAYS RESPONSIBILITY (125 Dams /inland waterways)

**Figure 8:** Below is an overview the South Africa`s inland waterways or sheltered waters under the jurisdiction of SAMSA regarding maritime safety regulation.



## 2.11 OUR OPERATING ENVIRONMENT – A SITUATIONAL ANALYSIS

A variety of factors both from the internal environment of the Authority and those that arise out of the broader macro external environment within which SAMSA operates impact on the effectiveness of SAMSA's operations. An in-depth understanding of how these factors interact with each other, to create a platform upon which the plans of SAMSA can be enacted, is critical to its success. Global environmental factors have in recent times had a significant impact on the way all business is conducted

A SWOT and PESTLE analyses have been conducted during the strategic planning process to assess SAMSA's internal strengths and weaknesses, as well as external threats and opportunities identified with a view to obtain valuable insights into the challenges, risks and opportunities that face SAMSA, with the intention of identifying strategic options and choices available to SAMSA into the future.

### EXTERNAL ENVIRONMENTAL ANALYSIS. (PESTLE)

**Table 3:** PESTLE Analysis of the SAMSA's external environment

<b>Political Factors</b>	<b>Impact on SAMSA</b>
Global and regional political instability (e.g., Ukraine and Russian War, the Red Sea crisis).	<ol style="list-style-type: none"> <li>1. Increased maritime transport volumes leading to an increase in maritime safety risk exposure.</li> <li>2. An opportunity for enhancement of maritime services to increasing fleet of passing trade vessels.</li> <li>3. Increasing demand for South African seafarers due to the void created by Russian and Ukrainian Seafarers in the Seafarer Supply Market.</li> </ol>
Lack of regional and continental co-operation <ul style="list-style-type: none"> <li>• Regional security</li> <li>• Regional safety</li> </ul>	<ol style="list-style-type: none"> <li>1. Increased exposure of maritime safety and marine pollution risks due to lack of regional cooperation on the management of maritime incidents.</li> </ol>
Ambiguity in government policies such as taxation on ship registration.	<ol style="list-style-type: none"> <li>1. Slows the growth of the South African Ship Register.</li> </ol>
Non-aligned and conflicting national government mandates in the execution of maritime obligations within the sector.	<ol style="list-style-type: none"> <li>1. Conflicting interests in the execution maritime obligations which makes nearly impossible for the collaborations amongst different government entities.</li> </ol>
<b>Economic Factors</b>	<b>Impact of SAMSA</b>
Global maritime trade disruptions – Black and Red Sea Crisis.	<ol style="list-style-type: none"> <li>1. Increased maritime traffic flows which will see increase maritime incidents.</li> </ol>

	<ol style="list-style-type: none"> <li>2. Increased maritime traffic flows which present the country with economic opportunities to be derived from these vessels.</li> </ol>
African Continental Free Trade Agreement (AFCTA)	<ol style="list-style-type: none"> <li>1. For South Africa (and for SAMSA) there are benefits in belonging to relevant Inter-Governmental arrangements for seaborne trade and maritime regulation.</li> <li>2. The national regulation of sectors or matters with extra-territorial dimensions .</li> </ol>
Regional maritime sector competitiveness including the growth of ports in Mozambique and Namibia.	<ol style="list-style-type: none"> <li>1. Reduced seaborne trade in the country especially the Port of Durban, with reduced number of port visits by vessels.</li> <li>2. Reduced SAMSA maritime revenue due to the reduction of volumes of vessels.</li> </ol>
Collapse of the MET institutions due to a lack of investment or inability to attract qualified lecturers due to scarce skill availability and operating costs.	<ol style="list-style-type: none"> <li>1. Affects STCW Whitelist status and the employment of seafarers, including reputational damage to SAMSA.</li> <li>2. SAMSA would not be able to accredit maritime training institutions or would need to withdraw training institution accreditations.</li> </ol>
<b>Social Factors</b>	<b>Impact of SAMSA</b>
Inequality and transformation within the maritime sector	<ol style="list-style-type: none"> <li>1. Opportunity to implement the maritime transformation strategy and action plan.</li> </ol>
Inability of public organisations to recruit seafarers into positions where they are required to provide their critical skills	<ol style="list-style-type: none"> <li>1. Non delivery on the SAMSA mandate objectives as not enough maritime technical skills available to fully execute the obligations.</li> <li>2. Public Higher Education Institutions, Government organisations and Training organisations unable to attract suitably qualified seafarers into shore positions, risking compliance with the IMO III Code</li> </ol>
Industrial action and community protests.	<ol style="list-style-type: none"> <li>1. Business environment is adversely affected, and this leads to low / disrupted productivity and service.</li> </ol>
Lack of absorption of SA seafarers on the employment market	<ol style="list-style-type: none"> <li>1. Inability for SAMSA and other shore site employers to build the skills pipeline require for capacity building.</li> </ol>

Technological Factors	Impact of SAMSA
Cyber security threats increasing and becoming more sophisticated	<ol style="list-style-type: none"> <li>1. Cyber threats have an adverse impact on business systems, which can create regulatory and confidentiality challenges.</li> <li>2. Inability to issue seafarers certificates therefore affecting the employment of the SA seafarers.</li> <li>3. Loss of title deeds especially for the ship owners that's have vessels registered on the SA ship register.</li> </ol>
Rapid advancement of technology, especially Artificial Intelligence, Robotics and automated vessels	<ol style="list-style-type: none"> <li>1. New developments and technologies will require revised processes and skill sets within SAMSA.</li> <li>2. Opportunities for SAMSA to leverage on the rapid advancement of technology by digitalising the entity.</li> </ol>
Legal Factors	Impact of SAMSA
Proposed Merchant Shipping Bill 2022, currently in Parliament	<ol style="list-style-type: none"> <li>1. Improved maritime regulations and administration in line with the mandate requirements.</li> <li>2. Establishment of an Independent marine accident and incident investigation unit</li> <li>3. Establishment of a Shipping Information Centre</li> <li>4. Establish a coastal shipping permit system and issue permits to ships conveying cargo between the ports</li> <li>5. Issue technical standards that specifies the technical requirements, data, information or guidance, which has the force of law. Marine Notices would be replaced by Technical Standards.</li> <li>6. Permits the acquiring of appropriate systems, equipment, marine and aerial surveillance crafts.</li> <li>7. Warrants to be obtained by SAMSA prior any investigations. Structures would need to be put in place to facilitate the obtaining of warrants, including relevant training to surveyors, principle officers and legal.</li> <li>8. SAMSA would need to repatriate distressed seafarers from anywhere in the world, including from South Africa to their home ports – this will have a financial implication on SAMSA.</li> </ol>

	<p>9. SAMSA to pay compensation for damage if ship is seaworthy and we unduly delay a ship from sailing after a complaint is received – this will have a financial implication and risk to SAMSA.</p> <p>10. SAMSA appointed as National Competent Authority in terms of Aids to Navigation, may have to cover the costs of erecting and maintaining Aids to Navigation in areas outside of the ports.</p> <p>11. All statutory certificates, checklists, forms, statutory books and procedures will have to renewed and amendment. Every South Africa ship will need to be issued new statutory certificates in line with the new MSB. This will place a significant administrative burden on SAMSA, and additional resources and capacity would be required to facilitate this.</p> <p>12. Amended regulations or new regulations may need to be drafted in terms of:</p> <ul style="list-style-type: none"> <li>• Regulations Regarding Ship Registration</li> <li>• Matters regarding registration, licensing and permitting of ships to be prescribed</li> <li>• Regulations Regarding Seafarers</li> <li>• Regulations Regarding Safety of Life at Sea</li> <li>• Regulations Regarding Investigation of Allegations and Marine Casualty and Marine</li> <li>• Incident Investigations</li> <li>• Regulations Regarding Marine Traffic</li> <li>• Regulations Regarding Ship Security</li> <li>• Regulations Regarding Small Vessels and Inland Waters</li> <li>• Regulations Regarding International Conventions</li> </ul>
<p>Proposed Marine Oil Pollution (Preparedness, Response and Cooperation) Bill currently in Parliament</p>	<ol style="list-style-type: none"> <li>1. Improved marine environment regulations in line with the mandate requirements.</li> <li>2. Additional functions and responsibilities for SAMSA that requires funding through a new type of OPRC levy.</li> <li>3. Additional capacity and resource would be required to maintain a national risk register for any ships,</li> </ol>

	<p>terminal, port that transfers oil, including the need to audit these risk assessments.</p> <p>4. DFFE Oil Pollution equipment will be transferred to SAMSA, which will require new facilities such as warehousing and maintenance staff.</p>
Slow adoption of Maritime Conventions, Protocols and Codes by the country	<ol style="list-style-type: none"> <li>1. Impact on shipowners view of South Africa as a flag of choice for their ships</li> <li>2. Seafarers not benefiting from the rights contained in the non-adopted international conventions</li> <li>3. Inability of PSCO's to act against non-compliant ships when in SA Ports</li> </ol>
Slow domestication of the Maritime conventions acceded to by the country.	<ol style="list-style-type: none"> <li>1. Non-compliance to the International conventions acceded to by the country, which could lead to South African ship owners being detained in other port states, leading to financial losses to both ship owners and SAMSA, especially if the ship owner re-flags as a result and reputational damage</li> <li>2. Limited enforcement of the international obligations due to the absence of domestic legislation in terms of Port State Control.</li> </ol>
Slow promulgations of the maritime and other relevant regulations i.e. regulation for the repatriation of seafarers.	<ol style="list-style-type: none"> <li>1. Failure to fully implement the mandates obligations.</li> <li>2. Non complaint maritime industry to the regulatory requirements.</li> <li>3. Opportunity for SA as a bunkering region owing to its geographical location. Thus, the need to advance the regulatory frameworks.</li> </ol>
Lack of legal capacity in the country – e.g. limited legal firms specializing in maritime matters	<ol style="list-style-type: none"> <li>1. Slow processing of the maritime legislations due to the lack of capacity therefore affecting the regulation of the maritime sector by SAMSA.</li> </ol>
The growing concerns around issues relating to Seafarer Welfare and seafarer rights, which includes using SAMSA accredited Seafarer Recruitment and Placement Service Providers (SRPS).	<ol style="list-style-type: none"> <li>1. Inadequate regulations on the overall welfare of seafarers, including the employment conditions and labour rights.</li> <li>2. Unable to accredit SRPS because of a lack of access to MLC and C188 insurance to protect these business from business liability, could lead to a loss of revenue to SAMSA, Reputation and seafarers unemployment or seafarers being distressed with</li> </ol>

	SAMSA having to cover the financial burden of repatriation.
<b>Environmental Factors</b>	<b>Impact of SAMSA</b>
The introduction and implementation of the 2023 IMO Strategy on Reduction of GHG Emissions from Ships”	<ol style="list-style-type: none"> <li>1. Noncompliance with the requirements that may have a negative perception of the country by the global community.</li> <li>2. Increased costs of shipping due to higher costs of cleaner fuels which in turn will affect the costs of goods.</li> <li>3. Opportunities for the emergency of new maritime activities to support the emergency of alternative fuels.</li> <li>4. Inability to enforce legislative requirements, such as MARPOL Annex VI, leading to an increase of pollution which SAMSA would have to manage and respond to, thus a financial liability.</li> </ol>
Environmental laws that fail to recognise the need for sustainable development.	<ol style="list-style-type: none"> <li>1. Non delivery of the SAMSA mandate obligations as a regulator.</li> </ol>
Transfer of responsibilities from DFFE	<ol style="list-style-type: none"> <li>1. Additional mandate obligations for SAMSA</li> <li>2. New capacity transferred to SAMSA to enable the entity to deliver effectively on the mandate objectives, which would require a financial investment and additional resources and capacity to manage and respond to pollution incidents.</li> </ol>

## Internal Organisational Environment

SAMSA has been performing below stakeholder expectations largely due to human resource capacity constraints, and internal system weaknesses. SAMSA now enters a new strategy cycle (2025-2030 period) which will be underpinned by an institutional development and a corporate performance turnaround supported by a robust structure, systems, and human capital development.

The strength, weaknesses, opportunities, and threats (SWOT) identified in the analysis of our internal environment are as follows:

**Table 4:** Below are details of the SWOT analysis of SAMSA`s internal operating environment

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• World class technical maritime expertise</li> <li>• Strong stakeholder relationships and networks to deliver on the mandate obligations.</li> <li>• International participation in various maritime related forums</li> <li>• Strategic Location: South Africa is strategically positioned along major global shipping routes, giving SAMSA a significant advantage in managing maritime traffic.</li> <li>• International Partnerships: SAMSA's involvement with international maritime bodies provides access to global best practices and standards</li> </ul>	<ul style="list-style-type: none"> <li>• Scarce skills, especially with respect to maritime technical skills</li> <li>• Low levels of integration and automation of SAMSA Information Communication Technology (ICT) systems</li> <li>• 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 Search and Rescue zone.</li> <li>• Bureaucratic Challenges: Internal inefficiencies, red tape, or slow decision-making processes could undermine SAMSA's operational effectiveness.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Established partnerships with other emerging economies (South Africa's membership of BRICS) with a focus on collaborations on maritime safety, maritime environment protection and aligned maritime interests.</li> <li>• The rapid economic growth of Sub-Saharan Africa (Offshore Oil and Gas, FDI, Trade, etc)</li> </ul>	<ul style="list-style-type: none"> <li>• The threat of climate change and associated environmental impacts on the maritime sector.</li> <li>• The global economic declining conditions affecting the maritime trade.</li> <li>• The advent of increased maritime traffic along the South African coasts due to conflicts in the Red Sea thereby increasing the risk exposure to maritime safety and pollution.</li> </ul>

<ul style="list-style-type: none"> <li>• Rapid growth of Africa’s GDP and the increased need for South Africa to contribute and benefit from this growth.</li> <li>• Multi sector and multi stakeholder partnerships for developing the maritime industry.</li> <li>• Implementation of the Comprehensive Maritime Transport Policy on key focused areas of maritime transport safety, marine environment protection and maritime industry interests.</li> <li>• Exploiting the International Maritime Organisation (IMO) Technical Programs to build capacity for all member states.</li> <li>• Bilateral and multilateral agreements with South Africa and other countries that focus on technical collaboration and development initiatives.</li> <li>• New technologies like autonomous ships, digital monitoring, and enhanced port management systems offer opportunities for SAMSA to modernize operation.</li> <li>• Regional collaborations to boost the Africa’s Maritime Agenda or value chain.</li> <li>• Influence the international standards of maritime regulation through IMO participation.</li> </ul>	<ul style="list-style-type: none"> <li>• Impact of increased competition from ports in neighbouring countries</li> <li>• Lack of buy in and participation by key stakeholders in and across the maritime value chain on maritime safety, marine pollution, and maritime industry development.</li> <li>• Low supply of maritime skills and expertise in the country due to global competitiveness of the industry (e.g. wage disparity)</li> <li>• Diminished capacity in the country to build the right skills in the sector</li> <li>• Fragmented implementation of maritime related policies and strategies (No integrated approach to South Africa’s maritime agenda)</li> <li>• Slow domestication of legislation by the country</li> <li>• South Africa’s non-election to the IMO Council as” one of “20 States in Category C undermines the promotion of the Republic’s maritime interests as the country will miss on being part of the decision makers in the IMO council.</li> </ul>
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### **3. PART C: MEASURING OUR PERFORMANCE FOR THE NEXT FINANCIAL YEAR**

#### **3.1 PLANNING METHODOLOGY AND PLANNING TOOLS FOR DIAGNOSTIC ANALYSIS**

The entity ensured that the planning process is aligned with the result-based approach where all stakeholders, contributing directly or indirectly to achieving a set of results, ensure that the processes, products and services contribute to the achievement of desired results (outputs, outcomes and impact). The stakeholders use data and evidence relating to actual results to inform decision-making about the design, resourcing and delivery of programmes and about accountability and reporting.

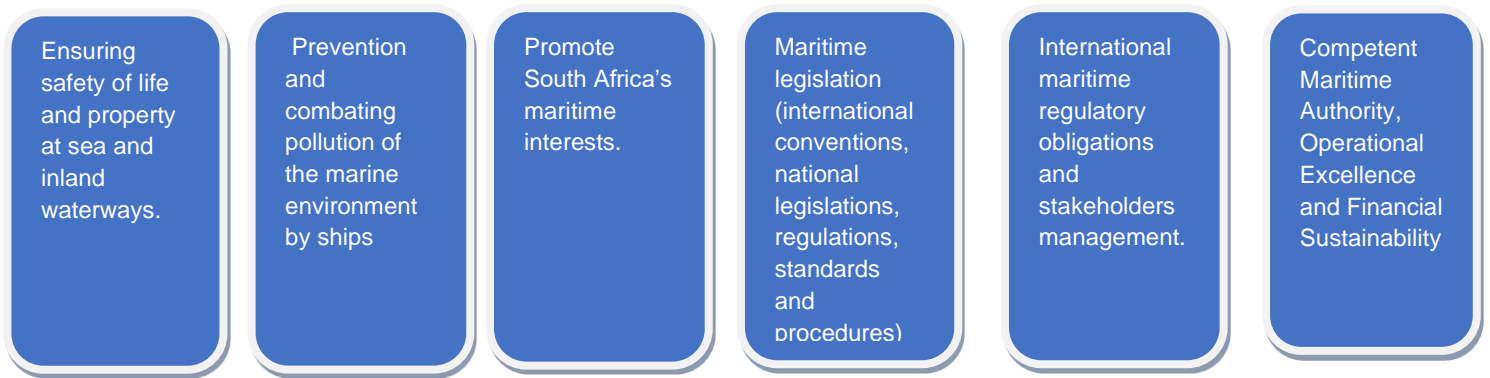
As part of the design of the of the SAMSA Strategic Plan 2025-2030 SAMSA evaluated their internal resources (incl. capabilities) and the external driver of change (incl. emerging trends) in the maritime ecosystem. To ensure a complete alignment of our Strategy SAMSA also adopted the the Balanced Score Card planning tool. The BSC is a strategic planning and management tool that is used to align an institution's functions with its vision and strategy; improve internal and external communications; and monitor performance against predetermined results. The Balanced Score Card approach suggests that the organisation can be viewed from four perspectives and can develop metrics, collect data and analyse itself relative to each of these.

### 3.2 WHAT IS OUR CORPORATE STRATEGY ABOUT.

SAMSA has adopted a business strategy to set the entity to fully deliver on its all-mandate obligations (legislative, policy, national priorities and international responsibilities) by ensuring that the current challenges are fixed, the corporate performance gaps are addressed, the entity becomes sustainable for the medium and long term and becomes a model maritime safety authority in the world.

The organisation strategy is hinged on the following pillars/strategic focus areas as contributors to achieving the entity's mandate objectives and strategy outcomes for the next five-years (2025-2030).

**Figure 9:** Below is an overview of the SAMSA 2025-30 Strategic Focus Areas/Pillars



#### 4. MEASURING OUR PERFORMANCE FOR THE 2025/26 FINANCIAL YEAR

##### 4.1 STRATEGIC FOCUS AREA / PILLAR 1 – ENSURING SAFETY OF LIFE AND PROPERTY AT SEA AND INLAND WATERWAYS

**Table 5:** Below is the detailed breakdown of Strategic Focus Area / Pillar 1 – Ensuring safety of life and property at sea and inland waterways deliverables.

<b>Strategic Focus Area / Pillar 1 – Ensuring safety of life and property at sea and inland waterways</b>
<p><i>Sub Pillar/ Focus Area 1.1 – Safety of life and property at sea on merchant vessels such as convention vessels.</i></p> <p><i>Sub Pillar/ Focus Area 1.2 - Safety of life and property at sea on fishing vessels.</i></p> <p><i>Sub Pillar/ Focus Area 1.3 - Regulation of marine activities on South Africa’s inland waters.</i></p>
<p><b>Impact Statement for the focus area/pillar:</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 (sea and inland waterways) .</p>
<b>Sub Pillar 1.1 – Safety of life and property at sea on merchant vessels such as convention vessels.</b>
<p>The focus will be on the following the following:</p> <ol style="list-style-type: none"> <li>1. <b>Flag State responsibility-</b> SAMSA has the authority and responsibility to enforce regulations over vessels registered under its flag, including those relating to inspection, certification, and issuance of safety documents.</li> <li>2. <b>Port State Control responsibility -</b> SAMSA must inspects foreign-registered ships in South African ports and act against ships that are not in compliance with the requirements of international conventions, such as SOLAS, STCW, and the MLC.</li> <li>3. <b>Coastal State responsibility-</b> SAMSA must consistently evaluate incidents/accidents (including near misses if reported) in the coastal zone with possible assessment of the relation with its effectiveness of Vessel Traffic Services (VTS), ship reporting systems and ships' routeing systems.</li> </ol>
<b>Key deliverables that SAMSA will focus on under Sub Pillar 1.1 for the Short Term /Immediate Period (1 – 12 months period).</b>
<ol style="list-style-type: none"> <li>1. <b>Flag State responsibility</b> <ul style="list-style-type: none"> <li>• Revise the current Flag State monitoring and inspection programme by ensuring that vessels are consistently and systematically inspected.</li> <li>• Develop comprehensive checklists and procedures to carry out the flag state monitoring and inspection programme.</li> <li>• Prohibiting South African ships from sailing until such ships can proceed to sea in compliance with the requirements.</li> </ul> </li> </ol>

## **2. Port State Control responsibility**

- Conduct Port State control inspections in line with the international obligations
- Establish a Port State control programme and update the procedures to relevant the changes in the environment.
- Train the Port State control officers in accordance with the relevant procedures.

## **3. Coastal State responsibility**

- SAMSA to draw up a mechanism to evaluate the adequacy of Aids to Navigation (AtoN's).
- SAMSA to implement an initiative on monitoring and providing statistical data and trend analyses to identify problem areas in line with maritime incidents and accidents within the South Africa's waters.
- Manning a search and rescue service that includes the performance of distress monitoring, communication, co-ordination and search and rescue functions, initial medical assistance or medical evacuation, using public and private resources, including cooperating aircraft, vessels and other craft and installations.

### **Sub Pillar 1.2 - Safety of life and property at sea on fishing vessels .**

The focus will be on

- SAMSA enhancing the safety of fishing vessels by harmonising the different and varying national safety requirements, ensure that inspections will take place on an equal level for fishing vessels operating in the same area without compromising safety standards.
- SAMSA ensuring that fishers have decent conditions of work on board fishing vessels about minimum requirements for work on board; conditions of service; accommodation and food; occupational safety and health protection; medical care and social security.

#### **Key deliverables that SAMSA will focus on under Sub Pillar 1.2 for the Short Term /Immediate Period (1 – 12 months period).**

1. South Africa Fishing Vessels Inspection programme.
2. Fishing Vessels Labour Inspections.
3. Fishing Companies Labour inspections.

### **Sub Pillar 1.3 - Regulation of marine activities on South Africa's inland waters**

The focus will be on:

- A fully regulated South Africa`s inland waterways environment through regulation, compliance, maritime awareness will greatly assist in promoting a culture of maritime safety.
- Maturing proper process and structure in place to:
  - (a) monitor the validity of approved marking, fitness of vessels and the certification of skippers.
  - (b) oversee implemented safety measures, if available and to be able to act against offenders.

(c) react in a co-ordinated manner to any incidents.

(d) properly defined zones to allow specific activities to take place in a predetermined area.

**Key deliverables that SAMSA will focus on under Sub Pillar 1.3 for the Short Term /Immediate Period (1– 12 months period).**

1. Review and Update the National Small Vessels Safety Programme – the programme to focus on.
  - Ensuring compliance to regulatory requirements especially on commercially operated small vessels and many pleasure vessels on inland waters.
  - Establishing a process and structure in place to: (a) monitor the validity of approved marking, fitness of vessels and the certification of skippers, (b) oversee implemented safety measures, if available and to be able to act against offenders, (c) react in a co-ordinated manner to any incidents and (d) properly defined zones to allow specific activities to take place in a predetermined area.
2. Review and update the National Small Vessels Safety delegation of authority programme.
3. Conduct audits on Authorised agencies and external surveyors.
4. Conduct concentrated small vessels inspections.

**Expected Outcomes under Strategic Focus Area/ Pillar 1 for the next five years**

- An effective maritime safety Authority.
- An optimally capacitated maritime safety Authority to deliver on its mandate obligations.
- A compliant maritime safety Authority in line with the international maritime safety obligations.

**Outcome Indicators**

1. Number of Port State Control inspections conducted for all foreign vessels entering South Africa`s Ports.
2. Flag State statutory surveys conducted for clients that made applications for vessels certificates.
3. Periodic review of SAMSA`s obligations on the Mandatory IMO III member state audit periodic readiness in line with the plan.
4. Number of national concentrated inspections conducted on small vessels.
5. Flag State Surveys on fishing vessels
6. Safety Ad-hoc inspections
7. Occupational Health and Safety Audits on Fishing Companies to ensure compliance with Regulation 39A of the MOS regulations
8. The Department of Labour (DEL) and SAMSA Implementation Plan with quarterly milestones to conduct labour inspections of South African fishing vessels and ensure adherence to the Labour Relations Act and C188 Work in Fishing Convention.



	Small vessels concentrated inspections conducted in line with inland waterways safety programme	100% of small vessels inspected in line with inland waterways safety programme.	100% of small vessels inspected in line with inland waterways safety programme.	100% of small vessels inspected in line with inland waterways safety programme.	100% of small vessels inspected in line with inland waterways safety programme.	100% of small vessels inspected in line with inland waterways safety programme.	100% of small vessels inspected in line with inland waterways safety programme.
A compliant maritime safety Authority in line with the international maritime safety obligations	Periodic review of SAMSA`s obligations on the Mandatory IMO III member state audit periodic readiness in line with the plan.	IMO III audit for South Africa was done in September 2023.	<p>Review and Update of the SAMSA IMO III Code Audit Corrective Action Plan</p> <p>Key Outcomes of the plan:</p> <ul style="list-style-type: none"> <li>• Implement the SA Flag State Programme to ensure that flag state vessels are consistently and systematically inspected.</li> <li>• Standardisation of all procedures instituted for enforcement to be applied to ships regardless of their location</li> </ul>	Review the SAMSA IMO III Code Audit Corrective Action Plan	Update and EXCO approval of the SAMSA IMO III Code Audit Corrective Action Plan	Implement the Flag State programme to ensure that Ships flying the flag of the State consistently and systematically inspected. •Procedures instituted for enforcement to be applied to ships regardless of their location	Implement the Flag State programme to ensure that Ships flying the flag of the State consistently and systematically inspected. •Procedures instituted for enforcement to be applied to ships regardless of

Enabling a safer South African fishing vessel environment	100% Flag State Surveys on fishing vessels	650 Fishing Vessels (any size)	100% of fishing vessels statutory surveys attended to for fishing vessel renewing their certification.	100% of fishing vessels statutory surveys attended to for fishing vessel renewing their certification for the quarter.	100% of fishing vessels statutory surveys attended to for fishing vessel renewing their certification for the quarter.	100% of fishing vessels statutory surveys attended to for fishing vessel renewing their certification for the quarter.	100% of fishing vessels statutory surveys attended to for fishing vessel renewing their certification for the quarter.
	Safety Ad-hoc inspections	90 x annual Safety Ad-hoc inspections (any size commercial fishing vessel)	150 x annual Safety Ad-hoc inspections	30 Safety Ad-hoc inspections	40 Safety Ad-hoc inspections	40 Safety Ad-hoc inspections	40 annual Safety Ad-hoc inspections
	Occupational Health and Safety Audits on Fishing Companies to ensure compliance with Regulation 39A of the MOS regulations	5 x MOS Reg inspections	10 x MOS Reg inspections	2 x MOS Reg inspections	2 x MOS Reg inspections	3 x MOS Reg inspections	3 x MOS Reg inspections
	The Department of Labour (DEL) and SAMSA Implementation Plan with quarterly milestones to conduct labour inspections of South African fishing vessels and ensure	New Indicator	DEL/SAMSA joint inspection milestones met	DEL/SAMSA joint inspection milestones met	DEL/SAMSA joint inspection milestones met	DEL/SAMSA joint inspection milestones met	DEL/SAMSA joint inspection milestones met

	adherence to the Labour Relations Act and C188 Work in Fishing Convention						
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**STRATEGY PILLAR 1: ENSURE SAFETY OF LIFE AND PROPERTY AT SEA AND INLAND WATERWAYS – KEY RISKS TO BE MANAGED**

**Table 6:** Below are the details of the key risks under Strategic Focus Area / Pillar 1 – Ensuring safety of life and property at sea and inland waterways.

Strategic Pillar	Strategic Outcome	Risk as Strategy Document	Proposed Risk	Risk Tolerance %	Proposed Risk Preventative Measures	Risk Preventative Measure Velocity
Pillar 1: Ensure safety of life and property at sea and inland	An effective Maritime Safety Authority	<p>A serious or significant maritime incidents occurs within the South African waters (area of jurisdiction at sea and inland water ways.</p> <p>Third part reliance risk in the execution of inland waterways safety mandate obligation.</p>	<p>SAMSA does not respond effectively to significant incidents resulting in avoidable loss of life and critical infrastructure and socio-economic resources. <b>(AUS)</b></p>	0%	<p>Maintain a 24/7 Maritime Rescue Coordination Centre as per the requirements of the DOT/SAMSA MOU, Regional Cooperation Agreements, SAR legislation and IAMSAR manual to ensure a resourced and capable of responding to any search and rescue incident, monitor and provide Maritime Assisted Services and Medical Evacuations, including annual emergency drills.</p> <p>Oversee the emergency response operations of the DOT Emergency Towing Vessel and dispatch the ETV timely.</p> <p>Maintain and build Maritime Domain Awareness capability to monitor vessel traffic within South African Waters.</p> <p>Conduct mandated statutory surveys, audits, inspections, investigations, examinations to prevent substandard and unseaworthy ships and incompetent people (<i>seafarers, ship owners, ship managers, maritime service providers</i>) from operation in or near South African waters.</p>	Short Term
			<p>Extreme weather events resulting to multiple incidents. <b>(WEF)</b></p>		<p>Distribute Navigational Warnings via the SA Navy Hydrographic Office and/or Telkom Radio Services when the Safety of Navigation of ships are compromised.</p> <p>Collaborate with National Ports Authority and other government entities to ensure vessels can seek a safe place of refuge when in need.</p> <p>Prevent unseaworthy ships from proceeding to sea if they cannot encounter the ordinary perils of the sea. (Port State Control Inspections, Flag State Inspections)</p>	Short Term

		A serious or significant maritime incidents occurs within the South African waters (area of jurisdiction at sea and inland water ways.	Failure to maintain and continuously improve, as per the IMO Instruments Implementation Code (III Code) requirements, and South Africa's STCW Whelist status, will lead to reputational damage, loss of employment, loss of registered ships and negatively affect South Africa's Maritime Interests.	0%	Develop and maintain (Audit and continuously improve) a Quality Standards System for Maritime Operations and a Quality Management System for SAMSA.  Prepare for external IMSAS and STCW Audits by IMO and ensure that findings are addressed through appropriate corrective actions.	Short term
		Third part reliance risk in the execution of inland waterways safety mandate obligation.	Persistent prevalence of transitional organised crime within the EEZ.	0%	Collaboration with the maritime security cluster. South African Convention Ships to comply with the International Ship Ports Facility Code (ISPS). Monitor coastal shipping for substandard and under-performing ships, as reported by the various PSC regimes and target these for Port State Control Inspections. Assist, train and share information with other government entities (DFFE, SAPS, SSA, BMA, DEL), including international organisations (IMO, ILO, ITF) and participate with security operations within SA coastal waters to counter IUU fishing, Human Trafficking and other illegal activities.	Short term

## 4.2 STRATEGY PILLAR 2: PREVENTION AND COMBATING POLLUTION OF THE MARINE ENVIRONMENT BY SHIPS

**Table 7:** Below is the detailed breakdown of Strategic Focus Area / Pillar 2 – Prevention and combating pollution of the marine environment by ships deliverables.

Strategy Pillar 2: Prevention and combating pollution of the marine environment by ships
<p>The focus will be on</p> <p><b>Flag State responsibility-</b> SAMSA has the authority and responsibility to enforce regulations over vessels registered under its flag for pollution prevention.</p> <p><b>Port State Control responsibility -</b> SAMSA must inspect foreign-registered ships in South African ports and act against ships that are not in compliance with the requirements of international conventions, such as MARPOL.</p> <p><b>Coastal State responsibility-</b> SAMSA must consistently evaluate pollution incidents within the coastal zone.</p>
<p><b>Expected Impact Statement:</b> 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.</p>
Key deliverables that SAMSA will focus on under Pillar 2 for the Short Term /Immediate Period (1– 12 months period).
<ol style="list-style-type: none"> <li>1. SAMSA must review its current regional agreements to ensure that there is alignment with the mandatory regulations requirements as per IMO and other bodies (i.e collaborative agreements with regional partners in responding to pollution).</li> <li>2. Marine pollution incident management, response and combatting of marine pollution.</li> <li>3. Development and enforcement of marine environmental standards, procedures and communicate to the stakeholders.</li> <li>4. Conduct vessel compliance inspections.</li> <li>5. Implement the IMO GloNoise Partnership Project as a Lead country.</li> <li>6. Implement the SAMSA Maritime Environmental Protection and Climate Change Strategy (implementation of the IMO 2023 GHG strategy).</li> </ol>

**EXPECTED PERFORMANCE FOR THE 2025-26 FINANCIAL YEAR**

**STRATEGIC FOCUS AREA / PILLAR 2: PREVENTION AND COMBATING POLLUTION OF THE MARINE ENVIRONMENT BY SHIPS**

**Table 8:** Below are the key performance indicators and targets of Strategic Focus Area / Pillar 2 – Prevention and combating pollution of the marine environment by ships deliverables.

<b>PREVENTION AND COMBATING POLLUTION OF THE MARINE ENVIRONMENT BY SHIPS</b>							
<b>PERFORMANCE INDICATORS AND TARGETS</b>							
<b>Outcome</b>	<b>Key Performance Indicators</b>	<b>Baseline</b>	<b>2025/26 Annual Performance Targets</b>				
		<b>2024-25 Unaudited</b>	<b>Annual Target</b>	<b>Quarter One</b>	<b>Quarter Two</b>	<b>Quarter Three</b>	<b>Quarter Four</b>
An effective system and capability to monitor, prevent, respond and	Improvement to the State of maritime pollution emergency preparedness and response to a Tier 2	Successful delivery of a South Africa drill (desktop) on maritime pollution readiness.	Conduct National drills (desktop) on maritime pollution readiness	IMOrg Stakeholder engagement and the national drill (desktop) on maritime pollution readiness communicated and adopted by the committee.	IMOrg Stakeholder engagement and report on progress on the national drill (desktop) on maritime pollution readiness.	Draft process to recover funds from polluters showcased with stakeholders.	Conduct National drills (desktop) on maritime pollution readiness.

combat marine pollution by ships.	and Tier 3 incident.		Develop a process to recover funds from polluters  Submission of the DFFE equipment plan to the DoT on the transfer of the combating function	Defined requirements document on the request on process to recover funds from polluters.  Draft plan on DFFE equipment on the transfer of the combating function done and signed off by Maritime Operations	Approval of the work to develop a process to recover funds from polluters  Submission of the DFFE equipment plan to the DoT on the transfer of the combating function to EXCO	Draft process to recover funds from polluters showcased with stakeholders.  Submission of the DFFE equipment plan to the DoT on the transfer of the combating function to Board	Finalised process to recover funds from polluters developed and signed off by management.  Submission of the DFFE equipment plan to the DoT on the transfer of the combating function
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			Submission to the DoT on the pollution monitoring and response assets requirements (fixed or rotary wing manned/unmanned aircraft, patrol boats)	Draft plan on the pollution monitoring and response assets requirements (fixed or rotary wing manned/unmanned aircraft, patrol boats) done and signed off by Maritime Operations	Submission of the pollution monitoring and response assets requirements (fixed or rotary wing manned/unmanned aircraft, patrol boats) to EXCO	Submission of the pollution monitoring and response assets requirements (fixed or rotary wing manned/unmanned aircraft, patrol boats) to Board	Submission to the DoT on the pollution monitoring and response assets requirements (fixed or rotary wing manned/unmanned aircraft, patrol boats)
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## PREVENTION AND COMBATING POLLUTION OF THE MARINE ENVIRONMENT BY SHIPS

### -KEY RISKS TO BE MANAGED

**Table 9:** Below are the key risks of Strategic Focus Area / Pillar 2 – Prevention and combating pollution of the marine environment by ships deliverables.

Strategic Pillar	Strategic Outcome	Risk as Strategy Document	Proposed Risk	Risk Tolerance %	Proposed Risk Preventative Measures	Risk Preventative Measure Velocity
<b>Pillar2:</b> Prevention and combating pollution of the marine environment by ships risk exposure	An Authority resulting in reduced marine pollution by ships risk	A serious or significant maritime incidents occurs within the South African waters (area of jurisdiction at sea and inland water ways.)	Inability to monitor, timeously respond to incidents to not only prevent but to combat pollution from ships, including compliance enforcement activities to prevent substandard ships from operation near in or South African Waters.  Unseaworthy South African ships and poorly trained South African seafarers may damage South Africa's reputation internationally by causing incidents and accidents internationally.	0%	Monitor Maritime Domain Awareness and provide Maritime Assistant Services, Search and Rescue and other services to prevent and respond to any potential incidents or activity that may cause pollution. Maintain, develop and grow a technically competent, resourced and capacitated Authority in terms of its strategy, people, systems, performance and continuous improvement. Conduct mandated statutory surveys, audits, inspections, investigations, examinations to prevent substandard and unseaworthy ships and incompetent people (seafarers, ship owners, ship managers, maritime service providers) from operation in or near South African waters. Maintain IMOrg structures and the National Oil Spill Contingency plans, act as incident command and conduct regular pollution drills and training, in cooperation with other government entities. (DOT, TNPA, DFFE). Apply "polluter pay principles" are in terms of pollution incidents, as per the Control and Civil liability Act and manage any wrecks as per the Wreck & Salvage Act.	Short Term

### 4.3 PROMOTE SOUTH AFRICA'S MARITIME INTERESTS

The focus will be on facilitation of targeted interventions to develop South Africa's maritime skills and expertise, the development of South Africa's ship register, enhancing maritime's awareness across the country, assist in the demographic and strategic transformation of the South African maritime sector towards a globally competitive and leading maritime destination.

**Table 10:** Below is the detailed breakdown of Strategic Focus Area / Pillar 3 – Promote South Africa’s maritime interests

<b>Strategy Pillar 3: Promote South Africa’s maritime interests</b>
<p>The focus will be on</p> <ul style="list-style-type: none"> <li>• Ensure that the South Africa Maritime Education, Training and Certification Policy System is globally competitive and aligned with the IMO compliance requirements which will produce seafarers that can be employed anywhere within the globe.</li> <li>• SAMSA developing supportive and conducive maritime regulatory environment in support of the implementation of the South Africa`s Comprehensive Maritime Transport Policy.</li> <li>• Establish strategic partnerships with relevant private and government institutions through MOUs and MOAs to meaningfully contribute to economic growth and transformation in support of the Comprehensive Maritime Transport Policy.</li> <li>• Development of a South Africa Ship registration strategy and addressing bottlenecks in the promotion of the South African ship register.</li> </ul>
<p><b>Expected Impact Statement:</b> To support the competitiveness of South Africa’s Maritime industry through the creation of an enabling regulatory maritime environment and facilitate the potential for job creation, transformation of the maritime sector.</p>
<p><b>Key deliverables that SAMSA will focus on under Pillar 3 for the Short Term /Immediate Period (1– 12 months period).</b></p>
<ol style="list-style-type: none"> <li>1. Development and implementation of the South African National Ship Register Growth Strategy and the Promotion Plan to grow the South African ship register.</li> <li>2. Maintain and mature the South Africa`s maritime education training and certification system. <ul style="list-style-type: none"> <li>• Ensuring standards of accreditation and the auditing of training institutions are maintained</li> <li>• Maintaining the Quality Standards System for the matters relating to applicable examinations and standards</li> <li>• Communicating information relating to these Regulations as required by the STCW Convention and STCW-F Convention to the Organisation.</li> <li>• To agree and maintain reciprocating STCW Regulation 1/10 Agreements between Flag States and South Africa, including auditing of parties to the conventions for the purpose of recognition of foreign certificates and qualifications</li> <li>• Compiling and submitting any reports required to be submitted to the IMO and any other organisation under such international statutes to which these Regulations give effect.</li> </ul> </li> <li>3. Seafarer certification service delivery system improvement initiative.</li> </ol>

4. Continue to implement the ship management contractual obligations of SAMSA /DFFE agreement (Maritime Special Project).
5. Assess current and develop new MOUs with relevant institutions contributing to economic growth and transformation.
6. Conduct the State of South African Maritime Sector Report.

## EXPECTED PERFORMANCE FOR THE 2025-26 FINANCIAL YEAR

### PROMOTE SOUTH AFRICA'S MARITIME INTERESTS

**Table 11:** Below are key performance indicators and targets of Strategic Focus Area / Pillar 3 – Promote South Africa's maritime interests

Promote South Africa's maritime interests							
PERFORMANCE INDICATORS AND TARGETS							
Outcome	Key Performance Indicators	Baseline	2025/26 Annual Performance Targets				
			2024-25 Unaudited	Annual Target	Quarter One	Quarter Two	Quarter Three
A globally competitive and attractive South African Ship registry.	Number of new merchant vessels registered on the SA register	One new merchant vessel was registered on the SA register.	One new merchant vessel registered on the SA register.	Develop the SA Ship registry strategy and action plan	Stakeholders' consultations on the Ship registry strategy and promotional action plan	Stakeholders' consultations on the Ship registry strategy and promotional action plan	One new merchant vessel registered on the SA register.
A globally competitive South African Maritime Education, Training and Certification System.	Maintain the South Africa's IMO Whitelist Status	South Africa's on the IMO Whitelist as per the IMO Circular of 2025.	Ensure that South Africa's remains on the IMO Whitelist as per the IMO Circular	Milestones for the quarter achieved of the SAMSA Quality Standard System.	Milestones for the quarter achieved of the SAMSA Quality Standard System.	Milestones for the quarter achieved of the SAMSA Quality Standard System.	Ensure that South Africa's remains on the IMO Whitelist as per the IMO Circular.
A conducive maritime regulatory environment which enables business to thrive	Publish the State of South African Maritime Sector	New Indicator	Develop and publish an annual State of South African Maritime Sector report	Develop a concept note and EXCO submission  Source a service provider	Conduct data collection and define methodology. Develop the first draft of the report.	Achieve 80% completion of the report	Finalize and publish the report, incorporating stakeholder inputs.  Plan and coordinate a formal physical

							launch of the report, officiated by the Minister of Transport.
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**STRATEGY PILLAR 3: PROMOTE SOUTH AFRICA’S MARITIME INTERESTS - KEY RISKS TO BE MANAGED.**

**Table 12:** Below are key risks of Strategic Focus Area / Pillar 3 – Promote South Africa’s maritime interests.

Strategic Pillar	Strategic Outcome	Risk as Strategy Document	Proposed Risk	Risk Tolerance %	Proposed Risk Preventative Measures	Risk Preventative Measure Velocity
<b>Pillar3: Promote South Africa’s Maritime Interests</b>	A globally competitive and attractive South African Ship Registry	Loss of South African ships from the South African Register.	<p>Failure to protect the rights of South African Ship Owners by not providing quality flag state services and limited benefits and incentives to register and/or license a ship in South Africa.</p> <p>Loss of employment of South African seafarers due to the dilution of the quality of South African seafarers and the international recognition of South African qualifications, causing reputational damage to South Africa.</p> <p>Failure to influence international policies and conventions by not actively participating in global forum.</p>	0%	<p>Launch continues improvement projects through digitalisation and improved service delivery.</p> <p>Actively represent South Africa at various international platforms in support of the Department of Transport and other government entities to influence policy decision makers in the interest of South Africa.</p> <p>Maintain South Africa’s STCW Whitelist Status, grow Regulation 1/10 STCW Agreements and Regional Agreements in support of employment of South Africans.</p> <p>Engage stakeholders such as Ship Owners, National Treasury, SARS, DTI, DoT, DFFE, TNPA, Financial Institutions, Insurers, Cargo Exporters and Maritime Industry to determine further incentive schemes and provide additional benefits to improve the attractiveness of South Africa's maritime interests.</p>	<b>Medium Term</b>

			Failure to provide technical expertise and contribute NS influence national policy to benefit stakeholders.			
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**4.4 STRATEGIC PILLAR 4: MARITIME LEGISLATION (INTERNATIONAL CONVENTIONS, NATIONAL LEGISLATIONS, REGULATIONS, STANDARDS AND PROCEDURES).**

**Table 13:** Below is the detailed breakdown of Strategic Focus Area / Pillar 4: Maritime legislation (international conventions, national legislations, regulations, standards and procedures)

<b>Strategy Pillar 4: Maritime legislation (international conventions, national legislations, regulations, standards and procedures)</b>
<p>The focus will be on</p> <ul style="list-style-type: none"> <li>• SAMSA identifying the necessary International Maritime Organisation (IMO) instruments that need to be incorporated into national legislation.</li> <li>• SAMSA assisting in updating relevant national laws and regulations for penalties of adequate severity to discourage violations of international rules and standards.</li> <li>• SAMSA engaging the Department of Transport to formalise the maritime legislation framework and to ensure that a new approval of legislation is adopted that is quicker and able to resolve all the maritime legislations backlogs</li> </ul>
<b>Expected Impact Statement:</b> To improve the efficient and effective regulation of South Africa's maritime transport system.
<b>Key deliverables that SAMSA will focus on under Pillar 4 for the Short Term /Immediate Period (1– 12 months period).</b>
<ol style="list-style-type: none"> <li>1. Review all existing acts and regulations for its status and update the legislation register.</li> <li>2. Review all conventions and codes for its status and update the legislation register with the aim of ensuring that they have provisions in acts and regulations once domesticated.</li> <li>3. Implement a training and development program for technical staff to formulate policies for the enforcement of IMO instruments.</li> <li>4. Technical assistance to be requested from IMO, to train and assist the Administration on issues related to the formulation of policies for the implementation and enforcement of the applicable mandatory IMO instruments.</li> <li>5. Engagements on the finalisation of the formalisation of the maritime legislation structure for South Africa.</li> </ol>

**EXPECTED PERFORMANCE FOR THE 2025-26 FINANCIAL YEAR**

**STRATEGIC PILLAR 4: MARITIME LEGISLATION (INTERNATIONAL CONVENTIONS, NATIONAL LEGISLATIONS, REGULATIONS, STANDARDS AND PROCEDURES).**

**Table 14:** Below are the key performance indicators and targets of Strategic Focus Area / Pillar 4 – Maritime legislation (international conventions, national legislations, regulations, standards and procedures).

<b>MARITIME LEGISLATION (INTERNATIONAL CONVENTIONS, NATIONAL LEGISLATIONS, REGULATIONS, STANDARDS AND PROCEDURES).</b>							
<b>PERFORMANCE INDICATORS AND TARGETS</b>							
<b>Outcome</b>	<b>Key Performance Indicators</b>	<b>Baseline</b>	<b>2025/26 Annual Performance Targets</b>				
		<b>2024-25 Unaudited</b>	<b>Annual Target</b>	<b>Quarter One</b>	<b>Quarter Two</b>	<b>Quarter Three</b>	<b>Quarter Four</b>
A compliant and consistently updated Maritime Legislative Framework	Number of national maritime legislations/ regulations submitted to Department of Transport as finalised inputs into the update of the maritime regulations.	Three (3) maritime regulations submitted to Department of Transport for processing.	Three (3) maritime legislations/ Regulations submitted to Department of Transport as finalised inputs into the update of the maritime regulations	Prioritise the National Maritime/Legislations Regulations to be drafted for the financial year	Stakeholders' engagements with internal stakeholders on the Prioritised the National Maritime legislations /Regulations	Stakeholders' engagements with external stakeholders on the Prioritised the National Maritime legislations /Regulations	Three maritime legislations/Regulations submitted to Department of Transport as finalised inputs into the update of the maritime regulations.

**STRATEGY PILLAR 4: MARITIME LEGISLATION (INTERNATIONAL CONVENTIONS, NATIONAL LEGISLATIONS, REGULATIONS, STANDARDS AND PROCEDURES) - KEY RISKS TO BE MANAGED.**

**Table 15:** Below are the key risks of Strategic Focus Area / Pillar 4 – Maritime legislation (international conventions, national legislations, regulations, standards and procedures).

Strategic Pillar	Strategic Outcome	Risk as Strategy Document	Proposed Risk	Risk Tolerance %	Proposed Risk Preventative Measures	Risk Preventative Measure Velocity
<b>Pillar 4:</b> Maritime Legislation (International conventions, National legislation, regulations, standards and procedures.	A compliant maritime safety Authority in line with the international obligations' requirements	SAMSA is an ineffective Authority not able to deliver on its mandate obligations.	SAMSA is an ineffective Authority (AUS),	0%	Compliance assessment plan to be developed and implemented.  Internal audit to include the audit of operations in the 3-year internal audit rolling plan to provide assurance on the state of internal control environment.  Control risk assessment to be undertaken to ensure continued implementation of the compliance assessment plan and implementation of corrective measures.	Short Term

**4.5 STRATEGY PILLAR 5: INTERNATIONAL MARITIME REGULATORY OBLIGATIONS AND STAKEHOLDERS SERVICE DELIVERY.**

SAMSA fully participates and executes international and nationally adopted obligations flowing from critical agreements and ensure excellence in service delivery. Effective maritime governance includes all the systems, instruments, processes and institutions by which coastal and ocean areas are managed by authorities in association with communities, industries, partners, NGOs and other stakeholders through national, regional and international laws, policies, processes and programmes to improve and sustain the socioeconomic conditions of all communities and the protection of maritime resources. The broader maritime sector is the lifeblood of South Africa and requires the effective implementation of governance frameworks and a coherent system to enable greater levels of accountability and oversight on the functioning as well as the sustainable socio-economic development of South Africa.

**Table 16:** Below is the detailed breakdown of Strategic Focus Area / Pillar 5 – International maritime regulatory obligations and stakeholders service delivery.

STRATEGY PILLAR 5: INTERNATIONAL MARITIME REGULATORY OBLIGATIONS AND STAKEHOLDERS SERVICE DELIVERY.
<p>The focus will be on</p> <ul style="list-style-type: none"> <li>• Ensuring that SAMSA develops and implement a clear stakeholders management strategy that meets the reasonable needs and expectation of stakeholders and acknowledges that effective relationships within our network of stakeholders is essential for our long-term survival.</li> <li>• SAMSA as an agency of the government is also obliged to implement relevant agreements between South Africa and its partner countries and regulatory institutions.</li> <li>• Ensuring that all the agreements and memorandum of understanding are reviewed and performance managed to ensure that all the objectives are being met.</li> <li>• Strengthening maritime governance with a focus on collaborative stakeholder participation and the sharing of responsibilities and actions at national, regional and international perspectives of maritime governance to ensure effective implementation of the South African Maritime agenda.</li> </ul>
<p><b>Expected Impact Statement:</b> SAMSA fully participates and executes international and nationally adopted obligations flowing from critical agreements ,ensure excellence in stakeholder management and service delivery.</p>
<p><b>Key deliverables that SAMSA will focus on in the Short-Term/Immediate Period (1-12 months period).</b></p>

1. SAMSA must urgently review ( even develop ) a comprehensive stakeholder engagement strategy for all the key stakeholders. It is important that all the key stakeholders are known, reasons for engagements, the key engagement events , areas of interest which will determine the agendas for the entity.
2. SAMSA must analyse the performance of all the current memorandum of understanding and other legal agreements to ensure that the objectives set are being met and engage to enter into other agreements especially in the maritime enforcement area to ensure proper collaboration in the delivery of mandate obligations.
3. SAMSA Brand Management
4. International Relations and Inter-Governmental Relations management.
5. Public diplomacy training for SAMSA
6. Implementation of the international maritime obligations through participation at all the mandatory forums such as IMO,ILO,IORA etc.

**EXPECTED PERFORMANCE FOR THE 2025-26 FINANCIAL YEAR**

**STRATEGY PILLAR 5: INTERNATIONAL MARITIME REGULATORY OBLIGATIONS AND STAKEHOLDERS SERVICE DELIVERY.**

<b>PERFORMANCE INDICATORS AND TARGETS</b>							
<b>Outcome</b>	<b>Key Performance Indicators</b>	<b>Baseline</b>	<b>2025/26 Annual Performance Targets</b>				
		<b>2024-25 Unaudited</b>	<b>Annual Target</b>	<b>Quarter One</b>	<b>Quarter Two</b>	<b>Quarter Three</b>	<b>Quarter Four</b>
SAMSA Stakeholder Management Strategy fully implemented.	Number of key engagements conducted for high influence/impact /interest stakeholders in alignment with the entity's obligations.	New Indicator	Develop the stakeholder management strategy  Develop and finalise a stakeholder plan  Compilation and management of a stakeholder list	Stakeholder mapping and matrix.	Stakeholder framework.  Update Stakeholders list	Draft Stakeholder Engagement Plan  Draft Stakeholder Management Strategy	Stakeholder Management Strategy and Plan approved by EXCO.  One key engagement conducted for high influence/impact /interest stakeholders in alignment with the entity's obligations
SAMSA International obligations fully executed as per the agreements	Number of key memorandums of understanding (MoU), memorandum of agreements (MoA) reviewed, updated and new agreements	New Indicator	Review and update the list of all the SAMSA`s memorandum of understanding (MoU), memorandum of agreements (MoA).  Review and update the list of the Service Level Agreements.	Review and update the list of all the SAMSA`s memorandum of understanding (MoU), memorandum of agreements (MoA).	Approval of the updated SAMSA`s list of memorandums of understanding (MoU), memorandum of agreements (MoA) by EXCO	Review and update the list of the Service Level Agreements by EXCO.	Prioritise One (1) key memorandum of understanding (MoU), memorandum of agreement (MoA) and access new agreement to be entered into with

	entered with key stakeholders in alignment with the entity's obligations.		Prioritise One (1) key memorandum of understanding (MoU) , memorandum of agreement (MoA) and access new agreement to be entered into with key stakeholder in alignment with the entity's obligations.				key stakeholder in alignment with the entity's obligations.
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**STRATEGY PILLAR 5: INTERNATIONAL MARITIME REGULATORY OBLIGATIONS AND STAKEHOLDERS SERVICE DELIVERY \_ KEY RISKS TO BE MANAGED.**

**Table 18:** Below are the key risks of Strategic Focus Area / Pillar 5 – International maritime regulatory obligations and stakeholders service delivery.

Strategic Pillar	Strategic Outcome	Risk as Strategy Document	Proposed Risk	Risk Tolerance %	Proposed Risk Preventative Measures	Risk Preventative Measure Velocity
<b>Pillar: 5</b> International Maritime Regulatory obligations and Stakeholder service delivery.	SAMSA International obligations fully executed as per agreements.	Nonaligned stakeholders and inter government approach in the implementation of international and national policies and strategies in the Maritime sector.  Sub-standard and non-delivery of services and products to the stakeholder, not in line with the obligations of the mandate resulting in reputational and brand damage.	Stakeholders not classified in terms of their interest to SAMSA business.	0%	Development and implementation of the stakeholder strategy and stakeholder implementation plan.  Development of a stakeholder management framework for approval by the Board.	<b>Medium Term</b>

#### 4.6 STRATEGIC PILLAR 6: COMPETENT MARITIME AUTHORITY, OPERATIONAL EXCELLENCE AND FINANCIAL SUSTAINABILITY.

**Table 19:** Below is the detailed breakdown of Strategic Focus Area / Pillar 6 – Competent Maritime Authority, Operational Excellence and Financial Sustainability.

##### Strategy Pillar 6: Competent Maritime Authority, Operational Excellence and Financial Sustainability

The focus will be on

- **A fit for purpose structure and business delivery model** - SAMSA currently operates on a generic delivery model in the execution of the core mandate objectives. At the time of SAMSA's inception, this model was seen as the best way forward taking into consideration the scope of work in 1998, where surveyors were required to be a "Jack of all trades, Master of none". However, the maritime operating environment is rapidly changing, it is not feasible for an Authority to thinly stretch resources to such an extent that quality is compromised. A risked base assessment will show that the industry is increasingly becoming specialised and therefore there is a need to create specialised units. Technical Standards Units, Marine Accident Investigation Units, Environmental Management Units, Seafarers units and Boating (Small Vessels) are new concepts that Maritime Operations should evolve towards.
- Ensuring that SAMSA retains maritime critical skills and attracts the critical maritime personnel by addressing issues such as employee value proposition.
- Development of a SAMSA Training Programme - SAMSA does not have a properly coordinated training programme in line with the maritime competency model for the current and future skills. Explore feasibility of setting up an internal training unit for SAMSA employees with a focus on (training plan for Port State, Coastal State, Flag State responsibilities and small vessels training). Having a skilled maritime workforce is essential to meet the needs of SAMSA's mandate and customers. Talent manpower pipelines should be provided, and new talent should be channelled continuously to meet the needs of SAMSA.
- Operational Excellence: Currently SAMSA doesn't have a Corporate Quality Management System. The introduction of the Quality Management System, based on ISO 9001:2015 will assist in improving consistency through SAMSA.
- SAMSA to review the research agenda to ensure that it incorporates responses to emerging technologies to ensure appropriate safety and environmental standards are maintained.
- A Financially Stable SAMSA is not financially Stable and adequately funded SAMSA on all its mandated obligations with other areas currently being underfunded.
- Implementation of SAMSA a high corporate performance culture
- A fully functional and digitalised SAMSA ICT environment: Currently SAMSA doesn't have a full functional maritime operational systems, suited for latest developments in terms of electronic certification for ships and seafarers and unable to meet future demands of both internal and external stakeholders. SAMSA ICT systems not yet fully optimised with new technologies to ensure better work practices and greater synergies, allowing for integrated systems.

**Expected Impact Statement:** 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.

**Key deliverables that SAMSA will focus on in the Short-Term/Immediate Period (1-12 months period).**

1. Review and Update the SAMSA Human resources strategy
2. Conduct a skills audit
3. A fit for purpose structure- SAMSA Re-Organisational
4. Review and implement a SAMSA Knowledge Management System
5. Implement SAMSA Corporate Quality Management System
6. Review and commence with the Implementation of the SAMSA Digitalisation strategy.

**EXPECTED PERFORMANCE FOR THE 2025-26 FINANCIAL YEAR**

**STRATEGIC PILLAR 6: COMPETENT MARITIME AUTHORITY, OPERATIONAL EXCELLENCE AND FINANCIAL SUSTAINABILITY DELIVERY  
PLANNED PERFORMANCE**

**Table 21:** Below are the key performance indicators of Strategic Focus Area / Pillar 6 – Competent Maritime Authority, Operational Excellence and Financial Sustainability

<b>OUTCOMES, PERFORMANCE INDICATORS AND TARGETS</b>							
<b>Outcome</b>	<b>Key Performance Indicators</b>	<b>Baseline</b>	<b>2025/26 Annual Performance Targets</b>				
		<b>2024-25 Unaudited</b>	<b>Annual Target</b>	<b>Quarter One</b>	<b>Quarter Two</b>	<b>Quarter Three</b>	<b>Quarter Four</b>
A Financially Stable and adequately funded SAMSA on all its obligations including core and support functions.	Improvement on the financial sustainability of SAMSA to full delivery of the mandate and strategy obligations.	Cash Cover of more than 8 months.	Maintain a three (3) months cash cover	Maintain a three (3) months cash cover	Maintain a three (3) months cash cover	Maintain a three (3) months cash cover	Maintain a three (3) months cash cover
			Finalise the new SAMSA sustainable funding model	Engage all stakeholders for input/guidance (DoT, GTEC at National Treasury)	Table the detailed project plan to EXCO and Board subcommittees.	Finalise the appointment of service provider for the project	Progress report to EXCO and Board Subcommittees
			Develop the Capital Expenditure plan. Considering the assets needed for DEFF mandate and maritime domain awareness and response capability.	Engage National Treasury and DoT to establish Maritime Assets Fund Account	Table draft Capital Expenditure plan to EXCO	Table draft Capital Expenditure plan to Board Subcommittees and Board.	Approved Budget with significant assets  Obtain approval to acquire significant assets in line with PFMA.

A competent SAMSA with all the required skills to deliver on the mandate and strategy.	Fit for purpose structure and capability to support the mandate obligations and the strategy deliverables.	New Indicator	Skills Audit Completed	Appointment of the SAMSA Skills Audit project service provider.	Conduct the SAMSA Skills audit	SAMSA Skills audit report published	Approval of the SAMSA Skills audit report
			Review Organisational Structure.	Appointment of a service provider for the Review Organisational Structure project	Implement Review Organisational Structure project	Implement Review Organisational Structure project	Implement Review Organisational Structure project
An ethical and high-performance organisation culture that enables the strategy	SAMSA Culture blueprint development and implementation). positive employee experience & increased productivity.	New Indicator	Develop SAMSA Culture blueprint and implementation plan.  Review the SAMSA Values system.  Finalise and adopt the finalised SAMSA Value system.	Develop SAMSA Culture blueprint and implementation plan.	Review the SAMSA Values system.	Review the SAMSA Values system.	Finalise and adopt the finalised SAMSA Value system.
A fully digitalised SAMSA	ICT capability implementation in line with mandate obligations and strategy deliverables.	New Indicator	Revised SAMSA ICT Digital strategy.	Draft SAMSA ICT Digital strategy completed by ICT	Update SAMSA ICT Digital strategy workshopped with the key stakeholders	SAMSA ICT Digital strategy approved by EXCO	SAMSA ICT Digital strategy approved by Board subcommittees and Board.

			Automation of Maritime Operations processes: (Seafarer and Vessel Management).	Finalisation of the Maritime Operations system business requirements	Approval of the project on the Automation of Maritime Operations processes: (Seafarer and Vessel Management).	Automation of Maritime Operations processes: (Seafarer and Vessel Management).	Automation of Maritime Operations processes: (Seafarer and Vessel Management).
			Implementation of new Finance System	Kick off the New Finance system project	Implementation of new Finance System	New Finance System sign off by the project team	Finance System sign off by the benefits owner (CFO)
A SAMSA with a fully matured maritime research capability on par with the rest of the world. .	SAMSA Research and Capability Maturity.	New Indicator	Develop a SAMSA Research and Capability Maturity Framework and Action Plan	Business case for the development of SAMSA Research and Capability Maturity Framework and Action Plan	Develop the SAMSA Research and Capability Maturity Framework and Action Plan	Implementation of the SAMSA Research and Capability Maturity Framework and Action Plan	Approval of the South African environment impact assessment study on underwater radiated noise from ships
			Commission the South African environment impact assessment study on underwater radiated noise from ships.	Research study brief adopted by Policy Legal and regulation.	Appointment of service provider for the research study.	Draft report on the South African environment impact assessment study on underwater radiated noise from ships	Final report on South African environment impact assessment study on underwater radiated noise from ships signed off by EXCO.

Quality Management Accreditation (ISO 9001:2015) for SAMSA.	Quality management accreditation achieved (ISO:9001 (2015)).	New Indicator	All SAMSA business processes are mapped and their Standard Operating Procedures and process and metrics provided each Centre adheres to timelines.	Maritime Operations second prioritised business processes are mapped.	Maritime Operations third prioritised business processes are mapped.	Other Support Functions business processes are mapped.	Other Support Functions business processes are mapped.
			Training of staff on the use of QMS (dependent on the Records Management and File Plan)	QMS Documentation completed Users trained on QMS.	QMS Documentation completed Users trained on QMS	QMS Documentation completed Users trained on QMS	QMS Documentation completed Users trained on QMS

**STRATEGIC PILLAR 6: COMPETENT MARITIME AUTHORITY, OPERATIONAL EXCELLENCE AND FINANCIAL SUSTAINABILITY DELIVERY – KEY RISKS TO BE MANAGED**

**Table 21:** Below are the key risks of Strategic Focus Area / Pillar 6 – Competent Maritime Authority, Operational Excellence and Financial Sustainability .

Strategic Pillar	Strategic Outcome	Risk as Strategy Document	Proposed Risk	Risk Tolerance %	Proposed Risk Preventative Measures	Risk Preventative Measure Velocity
<b>Pillar: 6</b> Competent Maritime Authority, Operational Excellence and Financial Sustainability.	A competent SAMSA with the required skills to deliver on the mandate and strategy.  A financially stable and adequately funded SAMSA on all its obligations including core and support functions	SAMSA fails to have the right capacity to respond appropriately to mandate obligations and strategy deliverables due to scarce maritime technical skills, and inadequate technology capacity.	Limited Maritime Technical Skills to deliver on SAMSA Mandate and objectives.	0%	Skills set analyses undertaken and the following critical skills were identified:  Vessels (Deck and Engine and radio) surveyors, Naval Architects, Chief Examiner, Senior Examiners, Registrar of Seafarers, Registrar of Ships and Principal Officers. It is envisaged that the appointment will be made in the 2025/2026 financial year subsequent to approval of the SAMSA workforce plan by the Board.	Short Term
		Long term financially unstable SAMSA	SAMSA reliant on TNPA to collect levies.  SAMSA reliant on the traffic volumes to sustain revenue.	0%	Continue to sustain SAMSA 3 months cash cover to fund operations and settle liabilities when they fall due.  Continuous assessment financial controls to ensure sound governance of SAMSA financial position.	Short term
		Geo-political tensions affecting the traffic volumes that would hinder financial health.	0%	SAMSA to introducing an online levy portal like AMSA to facilitate direct payment of levies to SAMSA when TNPA do not charge levies or if their systems fail, or if a client do not call at a TNPA port but has to pay levies which SAMSA raises directly to the ship.	Medium term	

	A fully digitalised SAMSA	Cybersecurity and data privacy breach	<p>Cyber security and privacy breach</p> <p>Delayed implementation of the enterprise architecture to transform the organisation.</p>	0%	<p>Implement ICT Security Reference Architecture (SRA) to secure ICT controls (SAMSA security strategy)</p> <p>Review and Implement reviewed and approved ICT Security Policy. It will envisage that the policy will be approved by April 2025.</p> <p>Disaster recovery policy and procedures will tabled to Board Committee and Board for approval in April 2025.</p> <p>Back-up and restoration policy will be reviewed and submitted Policy Committee and submitted to governance by June 2025.</p> <p>Continue to ensure that back-up recovery process is undertaken and continue to conduct disaster recovery exercise to detect weakness within the control environment.</p> <p>Review current digital strategy and align architecture roadmap with the digital strategy.</p>	Medium term
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## 5. SAMSA PROPOSED 2025-25 BALANCED SCORECARD.

PERSPECTIVE	STRATEGIC FOCUS AREA	KEY PERFORMANCE INDICATORS	Targets
<b>Financial</b>	<b>Competent maritime authority, operational excellence and financial sustainability delivery</b>	Improvement on the financial sustainability of SAMSA to full delivery of the mandate and strategy obligations.	<ol style="list-style-type: none"> <li>1. Maintain a three (3) months cash cover</li> <li>2. Develop the new SAMSA sustainable funding model</li> <li>3. Develop the capital expenditure plan. Considering the assets needed for DEFF mandate and maritime domain awareness and response capability.</li> </ol>
<b>Customers</b>	<b>International maritime regulatory obligations and stakeholders service delivery</b>	Number of key engagements conducted for high influence/impact/interest stakeholders in alignment with the entity's obligations.	<ol style="list-style-type: none"> <li>1. Develop the stakeholder management strategy</li> <li>2. Develop and finalise a stakeholder plan</li> <li>3. Compilation and management of a stakeholder list</li> <li>4. One key engagement conducted for high influence/impact/interest stakeholders in alignment with the entity's obligations</li> </ol>
		Number of key memorandum of understanding (MoU), memorandum of agreements (MoA) reviewed, updated and new agreements entered with key stakeholders in alignment with the entity's obligations.	<ol style="list-style-type: none"> <li>1. Review and update the list of all the SAMSA's memorandum of understanding (MoU), memorandum of agreements (MoA).</li> <li>2. Review and update the list of the Service Level Agreements.</li> <li>3. Prioritise One (1) key memorandum of understanding (MoU), memorandum of agreement (MoA) and access new agreement to be entered into</li> </ol>

			with key stakeholder in alignment with the entity's obligations
<b>Internal Processes</b>	<b>Ensuring safety of life and property at sea and inland waterways</b>	Number of Port State Control inspections conducted.	150 Port State Control inspections conducted
		Flag State statutory surveys conducted for clients that made applications for certificates.	80% Flag State statutory surveys (2,200 statutory surveys) of the clients that made applications for vessels certificates.
		Fishing Vessels concentrated inspections conducted.	80% of fishing vessels (80 vessels) inspected under Safety Compliance Audit plan.
		Small vessels concentrated inspections conducted in line with inland waterways safety programme	80% of small vessels (80 small vessels) inspected in line with inland waterways safety programme.
		Periodic review of SAMSA's obligations on the Mandatory IMO III member state audit periodic readiness in line with the plan.	Review and Update of the SAMSA IMO III Code Audit Corrective Action Plan <ul style="list-style-type: none"> <li>Ships flying the flag of the State consistently and systematically inspected.</li> <li>Procedures instituted for enforcement to be applied to ships regardless of their location</li> </ul>
	<b>Enabling a safer South African fishing vessel environment</b>	100% Flag State Surveys on fishing vessels	100% of fishing vessels statutory surveys attended to for fishing vessel renewing their certification.
		Safety Ad-hoc inspections	150 x annual Safety Ad-hoc inspections
		Occupational Health and Safety Audits on Fishing Companies to ensure compliance with Regulation 39A of the MOS regulations	10 x MOS Reg Audits
		The Department of Labour (DEL) and SAMSA Implementation Plan with quarterly milestones to conduct labour inspections of South African fishing vessels and ensure adherence to the Labour Relations Act and C188 Work in Fishing Convention	DEL/SAMSA joint inspection milestones met

	<b>Prevention and combating pollution of the marine environment by ships</b>	Improvement to the State of maritime pollution emergency preparedness and response to a Tier 2 and Tier 3 incident	<ol style="list-style-type: none"> <li>1. Conduct National drills on maritime pollution preparedness (desktop).</li> <li>2. Develop a process to recover funds from polluters</li> <li>3. Submission of the DFFE equipment plan to the DoT on the transfer of the combating function</li> <li>4. Submission to the DoT on the pollution monitoring and response assets requirements (fixed or rotary wing manned/unmanned aircraft, patrol boats)</li> </ol>
	<b>Promote South Africa's maritime interests.</b>	Number of new merchant vessels registered on the SA register.	One new merchant vessel registered on the SA register.
		Maintain the South Africa's IMO Whitelist Status	Ensure that South Africa's remains on the IMO Whitelist as per the IMO Circular
		Publish the South Africa State of Maritime Sector report	Produce the Annual South Africa State of Maritime Sector report
<b>Maritime legislation (international conventions, national legislations, regulations, standards and procedures)</b>	Number of national maritime legislations regulations submitted to Department of Transport as finalised inputs into the update of the maritime regulations.	Three (3) maritime legislations/regulations submitted to Department of Transport as finalised inputs into the update of the maritime regulations	
<b>Learning and Growth</b>	<b>Competent maritime authority, operational excellence and financial sustainability delivery</b>	Fit for purpose structure and capability to support the mandate obligations and the strategy deliverables.	Skills Audit Completed  Review Organisational Structure.
		SAMSA Culture blueprint development and implementation). positive employee experience & increased productivity.	<ol style="list-style-type: none"> <li>1. Develop SAMSA Culture blueprint and implementation plan.</li> <li>2. Review the SAMSA Values system.</li> <li>3. Finalise and adopt the finalised SAMSA Value system.</li> </ol>
		ICT capability implementation in line with mandate obligations and strategy deliverables.	<ol style="list-style-type: none"> <li>1. Revised SAMSA ICT Digital strategy.</li> <li>2. Automation of Maritime Operations processes: (Seafarer and Vessel Management).</li> <li>3. Implementation of new Finance System</li> </ol>

		<p>SAMSA Research and Capability Maturity.</p>	<ol style="list-style-type: none"> <li>1. Develop a SAMSA Research and Capability Maturity Framework and Action Plan</li> <li>2. Commission the South African environment impact assessment study on underwater radiated noise from ships.</li> </ol>
		<p>Quality management accreditation achieved (ISO:9001 (2015)).</p>	<ol style="list-style-type: none"> <li>1. All SAMSA business processes are mapped, and their Standard Operating Procedures process and metrics provided each Centre adheres to timelines.</li> <li>2. Training of staff on the use of QMS (dependent on the Records Management and File Plan)</li> </ol>

## ANNEXURES

### 1. KEY PERFORMANCE INDICATORS TECHNICAL DESCRIPTION SHEETS

#### 2025/26 Technical Indicator Descriptions

<b>Indicator Title</b>	Number of Port State Control Inspections conducted for all foreign vessels entering South Africa's Ports.
<b>Definition</b>	<p>Port State Control (PSC) is the inspection of foreign ships in national ports to verify that the condition of a SOLAS convention ship &gt;500GT and its equipment comply with the requirements of international regulations and that the ship is manned and operated in compliance with these rules. The Organization adopted resolution A.682(17) on Regional co-operation in the control of ships and discharges promoting the conclusion of regional agreements. A ship going to a port in one country will normally visit other countries in the region and it can, therefore, be more efficient if inspections can be closely coordinated to focus on substandard ships and to avoid multiple inspections.</p> <p>South Africa is a member of both the Indian Ocean Memorandum of Understanding (IOMoU) and Abuja on Port State Control. <i>[For the purposes of this KPI, only the IOMoU PSCI's will be considered to avoid duplication, as a ship is inspected for both regimes at the same time, but still accounts for 1 PSCI]</i></p> <p>A port State control visit on board a ship will normally start with, as a minimum and to the extent applicable, with an examination of the documents. In addition, the PSC Officer (PSCO) conducts a general inspection of several areas on board to verify that the overall condition of the ship complies with that required by the various Conventions. Furthermore, control on compliance with on board operational requirements may be included during an inspection, particularly if the PSCO has reason to believe that the crew demonstrates insufficient proficiency in that area.</p> <p>The priority and the level of selection will be shown for each ship by the in the information system (IOCIS) and ships that were not inspected in the previous 6 months will be targeted for inspection. (Priority I ships)</p> <p>Reporting</p> <p>.1 If no deficiencies are found during the inspection, the PSCO will issue a 'clean' inspection report (Form A) to the master of the ship.</p> <p>.2 In case deficiencies have been identified, the inspection report will include deficiencies found (Form B).</p> <p>On completion of a PSCI, the Port State Control Officer will report the PSCI in IOCIS, after which these will be approved by the Field Authority (PO) and then a National Authority (Designated Person) and reported back to IOMoU, before the IOCIS officially lists the ship as inspected.</p>
<b>Source of data</b>	Port State Control Inspection Reports (Form A and/or Form B)
<b>Method of Calculation/Assessment</b>	Cumulative
<b>Means of Verification</b>	Monthly Excel Statistical Report IOCIS Reports [Port State Control Inspection Reports (Form A and/or Form B)]

<b>Assumptions</b>	<p>.11 Enough ships call in South African ports for PSCI's and that they are eligible for PSCI's</p> <p>.12 Only qualified Port State Control Officer's (PSCO) can conduct a PSCI.</p> <p>a. <i>PSCI's can only be conducted by a STCW Master/Chief Engineer, or STCW Chief Mate/Second Engineer qualified SAMSA surveyors (Class 1) that have completed the PSC course and necessary practical inspections under supervision of a qualified PSCO.</i></p> <p>.13 Only initial PSCI's are counted, and follow-up inspections are not.</p> <p>.14 PSCI's cannot meet quarterly targets due to unpredictability of eligible ships calling at SA ports, operational needs, berthing delays, and available number of PSCO's in a port - however the cumulative annual target must be met.</p> <p>.15 PSCI's cannot be conducted at Port Nolloth and/or Pretoria and can only be done on foreign convention ships calling alongside at a TNPA Port.</p> <p>.16 Only IOMoU Form A and/or Form B reports will be counted in IOCIS – any inspection done through IOMoU is reported by the National Authority to Abuja MoU automatically and a ship is only provided IOMoU Forms. (by agreement with Abuja MoU)</p> <p>.17 There is normally a time lag between the PSCI, uploading and approval in IOCIS before it reflects in the system, therefore the IOCIS vs Statistically report might be slightly delayed at the end of the financial year due to the approval workflows in the system.</p> <p>.18 New Build Ships might not reflect in IOCIS to allow for reporting by the PSCO. In such a case, the IOMoU must first upload the ship particulars before the PSCI can be filed against that ship in IOCIS. [<i>In such a case, back up information on the inspection will be in hard copy format</i>]</p> <p>.19 An Indian Ocean Computerized Information System (IOCIS) is established for the purpose of exchanging information on port State inspections, in order to:</p> <p>a. <i>make available to Authorities information on inspection of ships in other regional ports to assist them in their selection of foreign flag ships to be inspected and their exercise of port State control on selected ships: and</i></p> <p>b. <i>provide effective information exchange facilities regarding port State control in the region.</i></p> <p>c. <i>make worldwide coverage database with other MOU's</i></p> <p>.20 If the IOCIS system is off-line, or if there is no internet access for the PSCO to log the PSCI, then the backup information on the inspection will be in hard copy format of Form A and/or Form B reports.</p>	
<b>Disaggregation of beneficiaries (where applicable)</b>	Summation of the number of PSCI conducted at Ports	
<b>Calculation Type</b>	Number	
<b>Reporting Cycle</b>	Quarterly	
<b>Desired performance (Annual Target)</b>	150 Port State Control Inspections	
<b>Admissible Evidence for Quarterly Targets</b>	<b>Quarterly Targets</b>	<b>Admissible Evidence</b>
<b>Quarter 1</b>	35 Port State Control Inspections	<p>.1 Monthly Excel Statistical Report</p> <p>.2 IOCIS Reports [Port State Control Inspection Reports (Form A and/or Form B)]</p>

<b>Quarter 2</b>	40 Port State Control Inspections	.4 Monthly Excel Statistical Report .5 IOCIS Reports [Port State Control Inspection Reports (Form A and/or Form B)]
<b>Quarter 3</b>	35 Port State Control Inspections	.4 Monthly Excel Statistical Report .5 IOCIS Reports [Port State Control Inspection Reports (Form A and/or Form B)]
<b>Quarter 4</b>	40 Port State Control Inspections	.4 Monthly Excel Statistical Report .5 IOCIS Reports [Port State Control Inspection Reports (Form A and/or Form B)]
<b>Indicator Responsibility</b>	Principal Officers and PSCI National Authority	

<b>Indicator Title</b>	Flag State statutory surveys conducted for clients that made applications for certificates
<b>Definition</b>	<p><b>Survey of ship to ascertain whether she complies with the Act.—</b>  Subject to the provisions of the Shipping Acts, a surveyor may inspect any South African ship wherever she may be for the purpose of ascertaining whether she complies with the provisions of these Acts.</p> <p>Flag State Inspections (FSI) are used by flag states to ensure satisfactory standards are being maintained on board vessels flying their flag.</p> <p>Flag State Inspections are carried out by approved Flag State Inspectors (ship surveyors) and include verification of statutory documentation and a general examination of the vessel's structure, machinery and equipment as well as a more thorough inspection and/or operational testing of fire fighting equipment, lifesaving appliances and safety equipment. The survey shall be such as to ensure that the necessary repairs or renewals have been effectively made, that the material and workmanship of such repairs or renewals are in all respects satisfactory, and that the ship is fit to proceed to sea without danger to the ship or persons on board.</p> <p>On completion of these surveys, ships may be issued with their relevant statutory certificates. Frequency of survey is dependent on the type of survey, size of ship, category or class of ship, availability of ship and/or area of operation of the ship.</p> <p>These surveys are:</p> <ol style="list-style-type: none"> <li>.1 Safety Surveys</li> <li>.2 Hull Surveys (Dry Dock)</li> <li>.3 Radio Surveys</li> <li>.4 Pollution Surveys (IOPP) [ships &gt; 400GT/tankers &gt;150GT]</li> <li>.5 Load Line Surveys [Load Line ships – MSA definition]</li> </ol> <p>These surveys are carried out on Registered and Licensed Ships.</p> <p>A statutory certificate may legally expire, or be extended under certain conditions – however, a ship only becomes unseaworthy if it proceeds to sea with expired certificates. If a statutory certificate expires while the ship is at sea, the certificate remains valid until the ship reaches her first port of call, after which a shipowner must ensure that his/her ship is surveyed for the purposes of renewing a statutory certificate.</p> <p>Surveys are dependent on the ship owner making a service request to attend the ship for the purposes of conducting a statutory survey. Once booked at a port office, the PO will assign a SAMSA surveyor to attend the vessel, the surveyor will liaise with the owner, conduct the survey, complete a Notification of Completion of Survey (NOCS) and the certificate will only be endorsed, extended or renewed once the owner has met all the relevant statutory requirements. Each survey may result in one or more inspections, measured as survey activities, in monthly reports and charged as per the SAMSA(Determination of Charges) Regulations.</p> <p>A survey might commence in one port and finish in another. Dependent on the type of survey and deficiencies, a survey may take a day, weeks or even months to complete. (An example would be a Hull Survey while a ship is in dry dock – the vessel might have to undergo extensive repairs, both out of the water and in-water).</p>

	<p>Not all Flag State inspections lead to the issuing of a Certificate. (See assumptions)</p> <p>Fishing vessels surveys are also seasonal – as a fishing vessel might only go to sea for 2 months of the year, depending on their fishing rights.</p> <p>Surveys booked near the end of the financial year might only be closed out in the following financial year, once the owner confirms that the deficiencies are closed out, however attendance up and until 31 March of each financial year will count towards this KPI.</p> <p>The vessel owner must give a minimum of 72 hours' notice prior to the expected service to facilitate operational planning of resources, therefore any service request in the last 6 working days of the financial year, might only be closed out in the first 7 working days of the new financial year, depending on ship availability.</p>
<b>Source of data</b>	<p>Service Requests</p> <p>Monthly Excel Statistical Reports</p>
<b>Method of Calculation/Assessment</b>	<p>(Number Flag State statutory surveys conducted for certificates received from clients/ Number Flag State statutory surveys applications for certificates received from clients) X 100</p>
<b>Means of Verification</b>	<p>Number of service requests received and confirmations of attendance</p>
<b>Assumptions</b>	<ol style="list-style-type: none"> <li>.1 Attending to a survey request, is an activity that meets the requirements of a shipowners' service request to conduct a statutory survey.</li> <li>.2 An officer may discontinue or refuse to conduct any survey or inspection if he or she is satisfied on reasonable grounds that the ship, premises, or thing to be surveyed or inspected has not been properly prepared for that purpose.</li> <li>.3 On completion of the inspection, a Notification of Completion of Survey (NOCS) is completed and signed by the attending surveyor.</li> <li>.4 The shipowner will only sign a NOCS once he/she has completed all deficiencies.</li> <li>.5 Statutory Certificates will only be issued: <ol style="list-style-type: none"> <li>a. Once the survey is completed when all deficiencies are closed out, which permits the issuing of a statutory certificate, however attendance and conducting inspections based on a service request will count towards the KPI. (MSA S191, S194, S206, S239)</li> <li>b. That a certificate is not withheld or cancelled by the Principal Officer (MSA S71, S197,S198, S209, S210,S239)</li> </ol> </li> <li>.6 Managing Shipping Emergencies/casualties can impact on service delivery and takes priority over statutory surveys - until such time as a situation is safely resolved, upon which statutory surveys will recommence. In such a case, non-attendance will not negatively affect attendance due to exceptional circumstances. (Life over property)</li> <li>.7 Ship owners do not cancel or postpone a survey prior to attendance. If a service request is cancelled the Principal Officer and Surveyor will record such in the port office diary.</li> <li>.8 Loss of qualified scarce technical skills do not impact services, which requires a postponement of services and could also require a surveyor from another port to travel to where the service request was made to complete the survey, causing delays to conducting inspections.</li> <li>.9 Services are charged as per the MS(Determination of Charges) Regulations, Regulation 12, 13, 14, 15, 18, 19, 20, and 31.</li> <li>.10 Public Holidays and Weekends are not working days.</li> </ol>
<b>Disaggregation of beneficiaries (where applicable)</b>	<p>Not Applicable</p>
<b>Calculation Type</b>	<p>Percentage</p>
<b>Reporting Cycle</b>	<p>Quarterly</p>

<b>Desired performance (Annual Target)</b>	100% Flag State statutory surveys of the clients that made applications for vessels certificates.	
<b>Admissible Evidence for Quarterly Targets</b>	<b>Quarterly Targets</b>	<b>Admissible Evidence</b>
<b>Quarter 1</b>	100% Flag State statutory surveys of the clients that made applications for vessels certificates.	Service Request by client Statistical Excel Report Proof of attendance: Notice of completion of survey signed by attending surveyor
<b>Quarter 2</b>	100% Flag State statutory surveys of the clients that made applications for vessels certificates.	.1 Service Request by client .2 Statistical Excel Report .3 Proof of attendance: Notice of completion of survey signed by attending surveyor
<b>Quarter 3</b>	100% Flag State statutory surveys of the clients that made applications for vessels certificates.	.1 Service Request by client .2 Statistical Excel Report .3 Proof of attendance: Notice of completion of survey signed by attending surveyor
<b>Quarter 4</b>	100% Flag State statutory surveys of the clients that made applications for vessels certificates.	.1 Service Request by client .2 Statistical Excel Report .3 Proof of attendance: Notice of completion of survey signed by attending surveyor
<b>Indicator Responsibility</b>	Principal Officers	

<b>Indicator Title</b>	Small vessels concentrated inspections conducted in line with inland waterways safety programme	
<b>Definition</b>	<p>South Africa has thousands of dams that are geographically widespread and 23 large rivers. The rivers and dams are located over a large area of the country, in all nine provinces. Over 1,2 million small vessels, commonly known as boats, operate in South Africa, mostly for sport, recreation, tourism and by local communities for sub-substance fishing, noting that seagoing small vessels may also use inland waters.</p> <p>SAMSA is required to take all necessary measures to secure observance of national rules and standards by vessels operating on inland waterways so as to ensure compliance with its obligations under the SAMSA Act. Such measures should include, inter alia:</p> <ul style="list-style-type: none"> <li>.6 prohibiting ships entitled to fly its flag from sailing until such ships can proceed to sea in compliance with the requirements of national rules and standards;</li> <li>.7 the periodic inspection of ships to verify that the actual condition of the ship and its crew is in conformity with the certificates it carries;</li> </ul> <p>Small Vessel are classified as:</p> <ul style="list-style-type: none"> <li>(a) every commercial vessel (regardless of size) that is used on inland waters; <ul style="list-style-type: none"> <li>(a) every other commercial vessel, being a small vessel— <ul style="list-style-type: none"> <li>a. that is registered as a ship in the Republic in terms of the Ship Registration Act 1998 (Act No. 58 of 1998);</li> <li>b. that is required to be licensed in terms of section 68 of the Act; or</li> <li>c. in respect of which a local general safety certificate is required by virtue of section 203 of the Act;</li> </ul> </li> <li>(b) every pleasure vessel (regardless of size) that is used on inland</li> <li>(c) waters; and</li> <li>(d) every other pleasure vessel of less than 100 gross tonnage, being— <ul style="list-style-type: none"> <li>a. vessel that is registered as a ship in the Republic; or</li> <li>b. a vessel contemplated in section 68(3)(b) of the Act.</li> </ul> </li> </ul> </li> </ul>	
<b>Source of data</b>	Safety Ad-hoc Forms	
<b>Method of Calculation/Assessment</b>	(Number of small vessel inspected in line with inland waterways safety programme/ Total number of small vessels targeted in line with inland waterways safety programme) x100	
<b>Means of Verification</b>	Safety Ad-hoc forms	
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>- Available resources and capacity</li> <li>- Travel approved to inland waters</li> <li>- Retention of ship surveyors</li> </ul>	
<b>Disaggregation of beneficiaries (where applicable)</b>	Not Applicable	
<b>Calculation Type</b>	Average	
<b>Reporting Cycle</b>	Quarterly	
<b>Desired performance (Annual Target)</b>	100% of small vessel inspected in line with inland waterways safety programme.	
<b>Admissible Evidence for Quarterly Targets</b>	<b>Quarterly Targets</b>	<b>Admissible Evidence</b>

<b>Quarter 1</b>	100% of small vessels inspected in line with inland waterways safety programme	Ad-hoc Inspection Reports
<b>Quarter 2</b>	100% of small vessels inspected in line with inland waterways safety programme	Ad-hoc Inspection Reports
<b>Quarter 3</b>	100% of small vessels inspected in line with inland waterways safety programme	Ad-hoc Inspection Reports
<b>Quarter 4</b>	100% of small vessels inspected in line with inland waterways safety programme	Ad-hoc Inspection Reports
<b>Indicator Responsibility</b>	Regional Manager (East) Principal Officers, and Boating Manager	

Indicator Title	Periodic review of SAMSA's obligations on the Mandatory IMO III member state readiness in line with the plan.
Definition	<p>The objective of the Code is to enhance global maritime safety and protection of the marine environment and assist States in the implementation of instruments of the Organization. The Code seeks to address those aspects necessary for a Contracting Government or Party to give full and complete effect to the provisions of the applicable international instruments to which it is a Contracting Government or Party, pertaining to:</p> <ol style="list-style-type: none"> <li>1. safety of life at sea;</li> <li>2. Prevention of pollution from ships;</li> <li>3. standards of training, certification and watchkeeping for seafarers;</li> <li>4. load lines;</li> <li>5. tonnage measurement of ships; and</li> <li>6. Regulations for Preventing collusion at sea</li> </ol>
	<p>The IMSAS Audit was completed in November 2023. The Department of Transport received the final IMSAS Audit Report, as completed by the IMO Auditors in January 2025 and must respond within 90 days with the appropriate Corrective Actions.</p> <p>The DOT has assigned SAMSA the following findings:</p> <p>Finding No4 – Give effect to III Code through policies and regulations Finding No5 – Flag State Inspections of South African ships Finding No6 – Casualty Investigation Finding No7 – Traffic Separation Scheme</p> <p>This Key Performance Indicator specifically relates to Finding No5 – Flag State Inspections in terms of enforcement. Finding No4 is covered by Policy &amp; Legal drafting of legislation Finding No6 - dependent on Merchant Shipping Bill promulgation</p> <p><b>Finding (FD-5)</b></p> <ol style="list-style-type: none"> <li>1. An effective enforcement structure to secure observance of international rules and standards by ships entitled to fly the flag of the State and by entities and persons under its jurisdiction was not completely in place: ships flying the flag of the State were not consistently and systematically inspected;</li> <li>2. specific instructions/policies for enforcement on all the relevant ship types were not developed;</li> <li>3. procedures were not instituted for enforcement to be applied to ships regardless of their location; and</li> <li>4. a flag State control and monitoring programme was not formally adopted and implemented. (III Code, paragraph 22; III Code, paragraph 23; III Code, paragraph 24; III Code, paragraph 25; III Code, paragraph 26; III Code, paragraph 27).</li> </ol> <p><b>Framework for the III Code Finding:</b></p> <ol style="list-style-type: none"> <li>1 All necessary measures to secure observance of international rules and standards by ships entitled to fly the flag of the State and by entities and persons under its jurisdiction so as to ensure compliance with their international obligations <b>[Ships maintain all statutory certification and all seafarers hold a Certificate of Competence as per the Minimum Manning Document</b></li> </ol>

- .2 Legal/administrative mechanism exist to prohibit ships from sailing for non-compliance **[Legislation in place to detain ships if unseaworthy and a detainable deficiency is discovered]**
- .3 Periodic inspection of ships entitled to fly the flag of the State to verify that the actual condition of the ship and its crew is in conformity with the certificates it carries **[periodical flag state inspections]**
- .4 Surveyors ensure that seafarers assigned to the ships are familiar with their specific duties **[FSI and vessel holds a valid ISM Document of Compliance and ISM Certificate]**
- .5 Surveyors ensure that seafarers assigned to the ships are familiar with ship arrangements, installations, equipment and procedures **[FSI checklist – ISM Ship familiarisation]**
- .6 Surveyors ensuring that ship's complement, as a whole, can effectively coordinate their activities in an emergency situation and perform functions vital to safety or to the prevention or mitigation of pollution **[FSI checklist – emergency drill records]**
- .7 Penalties of adequate severity to discourage violation of international rules and standards exist in national laws and regulations **[Admissions of Contraventions, if any]**
- .8 Capability to institute proceedings – after an investigation has been conducted – against ships which have violated international rules and standards, irrespective of where the violation has occurred **[Port State Control Result – if vessel detained]**
- .9 Penalties of adequate severity to discourage violations of international rules and standards by individuals issued with certificates or endorsements under their authority exist in national laws and regulations **[Admissions of Contraventions, if any]**
- .10 Capability to institute proceedings – after an investigation has been conducted – against individuals holding certificates or endorsements who have violated international rules and standards, irrespective of where the violation has occurred **[Admissions of Contravention, Marine Court of Enquiry recommendations]**
- .11 Control and monitoring programme developed and implemented **[Statutory Survey Regime and Certification]**
- .12 Prompt and thorough casualty investigations, with reporting to IMO, provided **[Casualty Reports submitted to SAMSA and on completion submitted to IMO GSIS]**
- .13 Statistical data collected and trend analyses conducted **[Trend Analysis of casualties]**
- .14 Timely response to deficiencies and alleged pollution incidents reported by port or coastal States **[Pollution Response – IMOrg]**
- .15 Training and oversight of the activities of flag State surveyors and investigators ensured **[Formal Training Program, Competency Framework and Record Book]**

	<p>.16 Appropriate corrective measures to bring own ships into compliance with the applicable international conventions can be taken <b>[Statutory Surveys, Audits and Certification]</b></p> <p>.17 Provision for flag State or RO to determine international certificates only issued to ships meeting all applicable standards <b>[Statutory Ship Surveys and Audits]</b></p> <p>.18 International certificate of competency or endorsement only issued after it has been determined that the person meets all applicable requirements <b>[Seafarer Examination and maintaining STCW Whitelist]</b></p>	
<b>Source of data</b>	Form A – FINDINGS/OBSERVATIONS NOTICE Form B – CORRECTIVE ACTION	
<b>Method of Calculation/Assessment</b>	Number of Flag State Inspections completed on foreign trading and coastal trading convention ships to which the IMO mandatory instruments apply	
<b>Means of Verification</b>	Completion and tracking of all finding close out actions for Finding No5	
<b>Assumptions</b>	<p>.1 Resources and Capacity available and retained</p> <p>.2 International trading ships are accessible and available for inspection, as arranged by the ship owner/manager</p> <p>.3 Coastal trading ships are accessible and available for inspection</p> <p>.4 Funds available to travel internationally and international travel approved by the CEO and Board Chair</p>	
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A	
<b>Calculation Type</b>	Simple Count	
<b>Reporting Cycle</b>	Quarterly	
<b>Desired performance (Annual Target)</b>	<p>Review and Update of the SAMSA IMO III Code Audit Corrective Action Plan</p> <p>Key Outcomes of the plan:</p> <p>Implement the SA Flag State Programme to ensure that flag state vessels are consistently and systematically inspected.</p> <p>Standardisation of all procedures instituted for enforcement to be applied to ships regardless of their location</p>	
<b>Admissible Evidence for Quarterly Targets</b>	<b>Quarterly Targets</b>	<b>Admissible Evidence</b>
<b>Quarter 1</b>	<ol style="list-style-type: none"> <li>Review the SAMSA IMO III Code Audit Corrective Action Plan</li> </ol>	<p>Finalisation of corrective action request (Form B) findings</p> <p>Project Plan completed by the PMO Office</p>
<b>Quarter 2</b>	<ol style="list-style-type: none"> <li>Update and EXCO approval of the</li> </ol>	Submission of Findings 4-7 Corrective Actions

	SAMSA IMO III Code Audit Corrective Action Plan	PMO Project Plan approved by EXCO
<b>Quarter 3</b>	<ol style="list-style-type: none"> <li>1. Implement the Flag State programme to ensure that Ships flying the flag of the State consistently and systematically inspected.</li> <li>2. Procedures instituted for enforcement to be applied to ships regardless of their location</li> </ol>	Number of periodic Flag State Inspections, rotating through all convention ships.
<b>Quarter 4</b>	<ol style="list-style-type: none"> <li>1. Implement the Flag State programme to ensure that Ships flying the flag of the State consistently and systematically inspected.</li> <li>2. Procedures instituted for enforcement to be applied to ships regardless of their location</li> </ol>	Flag State Inspection Reports by attending Surveyor
<b>Indicator Responsibility</b>	Deputy Chief Operations Officer Technical Services Unit PMO Department	

<b>Indicator Title</b>	Occupational Health and Safety Audits on Fishing Companies to ensure compliance with Regulation 39A of the MOS regulations	
<b>Definition</b>	<p>In pursuance of compliance, SAMSA conducts random enforcement inspections to verify if a fishing company or manager comply with Regulation 39A of the MS (Maritime Occupational Safety) Regulations.</p> <p>The aim is to help improve a positive behavioral safety culture and to help ensure that an owner (or fishing company) maintain oversight of his/her fleet of fishing vessels by completing their own audits.</p> <p>The inspections are led by the specialist Fishing Unit within Maritime Operations who hosts in depth knowledge about the fishing industry and its operations. These inspections are partly used to ensure compliance and partly to help educate and build relationships within the fishing industry and the maritime administration.</p> <p>Compliance audit</p> <p>39A. (1) The owner shall, at intervals not exceeding three months, audit the arrangements for ensuring compliance with these regulations in respect of its vessels to ensure that they are implemented effectively.</p> <p>(2) Without limiting subregulation (1), the audit shall include a review of the minutes and records required to be kept pursuant to regulations 38(9) and 39, respectively, and, in particular, shall ensure that—</p> <p>(a) a safety officer or safety appointee, as the case may be, has been duly appointed in respect of each of the owner's vessels and is functioning effectively;</p> <p>(b) a safety committee has been duly appointed in respect of each of the owner's vessels and is functioning effectively;</p> <p>(c) all accidents involving any of the owner's vessels have been reported and investigated by the owner and that rectifying steps have been taken where appropriate;</p> <p>(d) each of the owner's vessels is, so far as reasonably practicable, a safe workplace; and (e) the structure, equipment and arrangements of each of the owner's vessels are maintained to comply with statutory requirements.</p> <p>(3) The owner shall maintain a written record of each audit for a period of at least three years and shall make the record available to the Authority upon demand.</p>	
<b>Source of data</b>	MOS Regulation 39A Audit Report	
<b>Method of Calculation/Assessment</b>	Sum of number of audits	
<b>Means of Verification</b>	MOS Regulation 39A Audit Report	
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>- Specialist Fishing Unit is fully capacitated with no vacancies</li> <li>- Fishing Specialist travel permitted</li> </ul>	
<b>Disaggregation of beneficiaries (where applicable)</b>	Not Applicable	
<b>Calculation Type</b>	Cumulative	
<b>Reporting Cycle</b>	Quarterly	
<b>Desired performance (Annual Target)</b>	10 x MOS Reg inspections	
<b>Admissible Evidence for Quarterly Targets</b>	<b>Quarterly Targets</b>	<b>Admissible Evidence</b>
<b>Quarter 1</b>	2 x MOS Reg inspections	MOS Regulation 39A Audit Report
<b>Quarter 2</b>	2 x MOS Reg inspections	MOS Regulation 39A Audit Report

<b>Quarter 3</b>	3 x MOS Reg inspections	MOS Regulation 39A Audit Report
<b>Quarter 4</b>	3 x MOS Reg inspections	MOS Regulation 39A Audit Report
<b>Indicator Responsibility</b>	Fishing Vessel Specialist	

<b>Indicator Title</b>	Flag State Surveys on fishing vessels
<b>Definition</b>	<p>Survey of ship to ascertain whether she complies with the Act.—  Subject to the provisions of the Shipping Acts, a surveyor may inspect any South African ship wherever she may be for the purpose of ascertaining whether she complies with the provisions of these Acts.  Flag State Surveys are used by flag states to ensure satisfactory standards are being maintained on board vessels flying their flag.</p> <p>Flag State Surveys are carried out by ship surveyors and include verification of statutory documentation and a general examination of the vessel's structure, machinery and equipment as well as a more thorough inspection and/or operational testing of firefighting equipment, lifesaving appliances and safety equipment.</p> <p>The survey shall be such as to ensure that the necessary repairs or renewals have been effectively made, that the material and workmanship of such repairs or renewals are in all respects satisfactory, and that the ship is fit to proceed to sea without danger to the ship or persons on board.</p> <p>Frequency of survey is dependent on the type of survey, size of ship, category or class of ship, availability of ship and/or area of operation of the ship.  These surveys are:</p> <ul style="list-style-type: none"> <li>.1 Safety Surveys</li> <li>.2 Hull Surveys (Dry Dock)</li> <li>.3 Radio Surveys</li> <li>.4 Pollution Surveys (IOPP) [ships &gt; 400GT]</li> <li>.5 Marking and Carving Inspections</li> <li>.6 Tonnage Measurements</li> </ul> <p>These surveys are carried out on Registered and Licensed Ships.  A statutory certificate may legally expire, or be extended under certain conditions – however, a ship only becomes unseaworthy if it proceeds to sea with expired certificates. If a statutory certificate expires while the ship is at sea, the certificate remains valid until the ship reaches her first port of call, after which a shipowner must ensure that his/her ship is surveyed for the purposes of renewing a statutory certificate.  Surveys are dependent on the ship owner making a service request to attend the ship for the purposes of conducting a statutory survey. Once booked at a port office, the PO will assign a SAMSA surveyor to attend the vessel, the surveyor will liaise with the owner, conduct the survey, complete a Notification of Completion of Survey (NOCS) and the certificate will only be endorsed, extended or renewed once the owner has met all the relevant statutory requirements. Each survey may result in one or more inspections, measured as survey activities, in monthly reports and charged as per the SAMSA(Determination of Charges) Regulations.</p> <p>A survey might commence in one port and finish in another. Dependent on the type of survey and deficiencies, a survey may take a day, weeks or even months to complete. (An example would be a  Hull Survey while a ship is in dry dock – the vessel might have to undergo extensive repairs, both out of the water and in-water).  Not all statutory surveys lead to the issuing of a Certificate. (See assumptions)  Fishing vessels surveys are also seasonal – as a fishing vessel might only go to sea for 2 months of the year, depending on their fishing rights.</p>

	<p>Surveys booked near the end of the financial year might only be closed out in the following financial year, once the owner confirms that the deficiencies are closed out, however attendance up and until 31 March of each financial year will count towards this KPI.</p> <p>The vessel owner must give a minimum of 72 hours' notice prior to the expected service to facilitate operational planning of resources, therefore any service request in the last 6 working days of the financial year, might only be closed out in the first 7 working days of the new financial year, depending on ship availability.</p>	
<b>Source of data</b>	<p>Service Requests Monthly Excel Statistical Reports</p>	
<b>Method of Calculation/Assessment</b>	<p>(Number of statutory surveys conducted on fishing vessels/ Number of clients applications received for statutory surveys of fishing vessels) x100</p>	
<b>Means of Verification</b>	<p>Number of service requests received and confirmations of attendance</p>	
<b>Assumptions</b>	<p>.1 Attending to a survey request, is an activity that meets the requirements of a shipowners' service request to conduct a statutory survey. .2 An officer may discontinue or refuse to conduct any survey or inspection if he or she is satisfied on reasonable grounds that the ship, premises, or thing to be surveyed or inspected has not been properly prepared for that purpose. .3 On completion of the inspection, a Notification of Completion of Survey (NOCS) is completed and signed by the attending surveyor. .4 The shipowner will only sign a NOCS once he/she has completed all deficiencies. .5 Statutory Certificates will only be issued:     a. Once the survey is completed when all deficiencies are closed out, which permits the issuing of a statutory certificate, however attendance and conducting inspections based on a service request will count towards the KPI. (MSA S191, S194, S206, S239)     b. That a certificate is not withheld or cancelled by the Principal Officer (MSA S71, S197,S198, S209, S210,S239) .6 Managing Shipping Emergencies/casualties can impact on service delivery and takes priority over statutory surveys - until such time as a situation is safely resolved, upon which statutory surveys will recommence. In such a case, non-attendance will not negatively affect attendance due to exceptional circumstances. (Life over property) .7 Ship owners do not cancel or postpone a survey prior to attendance. If a service request is cancelled the Principal Officer and Surveyor will record such in the port office diary. .8 Loss of qualified scarce technical skills do not impact services, which requires a postponement of services and could also require a surveyor from another port to travel to where the service request was made to complete the survey, causing delays to conducting inspections. .9 Services are charged as per the MS(Determination of Charges) Regulations</p>	
<b>Disaggregation of beneficiaries (where applicable)</b>	<p>Not Applicable</p>	
<b>Calculation Type</b>	<p>Percentage</p>	
<b>Reporting Cycle</b>	<p>Quarterly</p>	
<b>Desired performance (Annual Target)</b>	<p>100% of fishing vessels statutory surveys attended to for fishing vessel renewing their certification</p>	
<b>Admissible Evidence for Quarterly Targets</b>	<b>Quarterly Targets</b>	<b>Admissible Evidence</b>
<b>Quarter 1</b>	<p>100% of fishing vessels statutory surveys attended to for fishing vessel renewing their certification</p>	<p>.1 Service Request by client .2 Statistical Excel Report</p>

		<ul style="list-style-type: none"> <li>.3 Proof of attendance: Notice of completion of survey signed by attending surveyor</li> <li>.4 Statutory Certificate (if deficiencies closed out to the satisfaction of the surveyor)</li> </ul>
<b>Quarter 2</b>	100% of fishing vessels statutory surveys attended to for fishing vessel renewing their certification	<ul style="list-style-type: none"> <li>.1 Service Request by client</li> <li>.2 Statistical Excel Report</li> <li>.3 Proof of attendance: Notice of completion of survey signed by attending surveyor</li> <li>.4 Statutory Certificate(if deficiencies closed out to the satisfaction of the surveyor)</li> </ul>
<b>Quarter 3</b>	100% of fishing vessels statutory surveys attended to for fishing vessel renewing their certification	<ul style="list-style-type: none"> <li>.1 Service Request by client</li> <li>.2 Statistical Excel Report</li> <li>.3 Proof of attendance: Notice of completion of survey signed by attending surveyor</li> <li>.4 Statutory Certificate(if deficiencies closed out to the satisfaction of the surveyor)</li> </ul>
<b>Quarter 4</b>	100% of fishing vessels statutory surveys attended to for fishing vessel renewing their certification	<ul style="list-style-type: none"> <li>.1 Service Request by client</li> <li>.2 Statistical Excel Report</li> <li>.3 Proof of attendance: Notice of completion of survey signed by attending surveyor</li> <li>.4 Statutory Certificate(if deficiencies closed out to the satisfaction of the surveyor)</li> </ul>
<b>Indicator Responsibility</b>	Principal Officers	

<b>Indicator Title</b>	Fishing Vessel Concentrated Inspection Campaign to conduct unannounced inspections on fishing vessels to check seaworthiness of fishing vessel preparing to go to sea or returning from sea to ensure compliance	
<b>Definition</b>	<p>South Africa has hundreds of licensed and registered commercial fishing vessels on its flags. These ships are of any size.</p> <p>SAMSA is required to take all necessary measures to secure observance of international, national rules and standards by ships under its jurisdiction to ensure compliance with its obligations under the SAMSA Act. Such measures should include, inter alia:</p> <ol style="list-style-type: none"> <li>.1 prohibiting ships entitled to fly its flag from sailing until such ships can proceed to sea in compliance with the requirements of national rules and standards;</li> <li>.2 the periodic inspection of ships to verify that the actual condition of the ship and its crew is in conformity with the certificates it carries;</li> <li>.3 the surveyor to ensure, during the periodic inspection referred to in subparagraph .2, that seafarers assigned to the ships are familiar with: <ol style="list-style-type: none"> <li>(i) their specific duties; and</li> <li>(ii) ship arrangements, installations, equipment and procedures;</li> </ol> </li> <li>.4 ensuring that the ship's complement, as a whole, can effectively coordinate activities in an emergency situation and in the performance of functions vital to safety or to the prevention or mitigation of pollution;</li> <li>.5 to strengthen and broaden inspection of working and living conditions on board fishing vessel</li> </ol> <p>'fishing boat' means any ship engaged in sea fishing for financial gain or reward, but does not include any sealing boat or whaling boat;</p>	
<b>Source of data</b>	Safety Ad-hoc Inspection Reports	
<b>Method of Calculation/Assessment</b>	Sum of number of inspections	
<b>Means of Verification</b>	Safety Ad-hoc Inspection Reports	
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>- Available resources and capacity</li> <li>- High turnover of surveyors to do affect inspections</li> <li>- Annual pre-approval to travel for inspections. Inspections are conducted at extremely short notice and locations are occasionally identified only a day before, based on incident trends, peak holiday periods, peak fishing seasons.</li> <li>- Budget availability</li> <li>- Revenue generated service does not take priority over non-revenue generated services</li> </ul>	
<b>Disaggregation of beneficiaries (where applicable)</b>	Not Applicable	
<b>Calculation Type</b>	Cumulative	
<b>Reporting Cycle</b>	Quarterly	
<b>Desired performance (Annual Target)</b>	150 Safety Ad-Hoc Inspections	
<b>Admissible Evidence for Quarterly Targets</b>	<b>Quarterly Targets</b>	<b>Admissible Evidence</b>
<b>Quarter 1</b>	30 Safety Ad-Hoc Inspections	Safety Ad-hoc Inspection Reports
<b>Quarter 2</b>	40 Safety Ad-Hoc Inspections	Safety Ad-hoc Inspection Reports
<b>Quarter 3</b>	40 Safety Ad-Hoc Inspections	Safety Ad-hoc Inspection Reports

<b>Quarter 4</b>	40 Safety Ad-Hoc Inspections.	Safety Ad-hoc Inspection Reports
<b>Indicator Responsibility</b>	Regional Manager (South) Regional Manager (West) Principal Officers	

<b>Indicator Title</b>	The Department of Labour (DEL) and SAMSA Implementation Plan with quarterly milestones to conduct labour inspections of South African fishing vessels and ensure adherence to the Labour Relations Act and C188 Work in Fishing Convention.	
<b>Definition</b>	<p>The objective is to promote decent work in the South African fishing industry by ensuring that fishers have decent conditions of work on board, conditions of service, accommodation and food, occupational safety and health protection, medical care and social security. It is to determine the level of compliance with applicable provisions of the law.</p> <p>To provide information, advice and educate workers and employers on the provisions of our legislation and enlighten them on services offered by Inspection &amp; Enforcement Services (IES) unit and DEL at large. To strengthen working relations with stakeholders in the fishing industry by promoting sound labour relations and increasing the level of compliance</p> <p>ILO Work in Fishing Convention 188 (C188): On 20 June 2013, South Africa was one of the first countries to ratify the Work in Fishing Convention, 2007 (No. 188), which sets out the international labour standards on board fishing vessels. The objective of this Convention which came into force on 16th November 2017, is to ensure that fishers have decent conditions of work on board fishing vessels with regard to minimum requirements for work on board; conditions of service; accommodation and food; occupational safety and health protection; medical care and social security.</p> <p>This Convention applies to all fishers and all fishing vessels engaged in commercial fishing operations, and establishes minimum standards that protect fishers in all aspects of their work.</p>	
<b>Source of data</b>	Inspection/audit forms Project Implementation Plan to be finalised	
<b>Method of Calculation/Assessment</b>	Count of milestones	
<b>Means of Verification</b>	Project Implementation Plan submitted to ILO	
<b>Assumptions</b>	Availability of surveyors to assist with the project. Availability of safety equipment/gear Adequate funding and timeous travel approvals Cooperation from vessel managers/owners	
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Fishermen</li> <li>• Vessel owners</li> </ul>	
<b>Calculation Type</b>	Count	
<b>Reporting Cycle</b>	Quarterly	
<b>Desired performance (Annual Target)</b>	DEL and SAMSA milestones to conduct labour inspections achieved in line with the implementation plan	
<b>Admissible Evidence for Quarterly Targets</b>	<b>Quarterly Targets</b>	<b>Admissible Evidence</b>

<b>Quarter 1</b>	Joint inspections linked to statutory surveys (Cape Town)	Inspection/audit form Quarterly report
<b>Quarter 2</b>	Joint inspections linked to statutory surveys conducted	Inspection/audit form Quarterly report
<b>Quarter 3</b>	Joint inspections linked to statutory surveys conducted (Gqeberha & St Francis Bay)	Inspection/audit form Quarterly report
<b>Quarter 4</b>	Joint inspections linked to statutory surveys conducted (Deep Sea sector, Crayfish, Hake etc)	Inspection/audit form Quarterly report
<b>Indicator Responsibility</b>	Deputy Chief Operations Officer	

<b>Indicator Title</b>	Improvement to the State of maritime pollution emergency preparedness and response to a Tier 2 and Tier 3 incident
<b>Definition</b>	<p>The Department of Transport (DoT) has a legal responsibility of providing and fulfilling statutory obligations towards marine pollution prevention response of the Republic of South Africa's coastline of more than 3 000 kilometres in terms of powers provided in the Marine Pollution (Control and Civil Liability) Act 6 of 1981, Marine Pollution (Prevention of Pollution from Ships) Act 2 of 1986 and in the Marine Pollution (Intervention) Act 64 of 1987. These Acts impose obligations on ships and installations and further give power in respect of Pollution casualties in so far as pollution occurs, or threatens to occur within waters under South African jurisdiction, being waters comprising the internal and territorial waters, the exclusive economic zone, etc.</p> <p>The Marine Pollution (Control and Civil Liability) Act 6 of 1981 in its preamble the Act aims: "To provide for the protection of the marine environment from pollution by oil and other marine harmful substances, and for that purpose to provide for the prevention and combating of pollution of the sea by oil and other harmful substances; to determine liability in certain respects for loss or damage caused by the discharge of oil from ships, tankers and offshore installations; and to provide for matters connected therewith".</p> <p>Maintaining a state or preparedness means:-</p> <ol style="list-style-type: none"> <li>1. A state of readiness which enables organs of state and other institutions involved in disaster management, the private sector, communities and individuals to mobilise, organise and provide relief measures to deal with an impending or current disaster or the effects of a disaster; and</li> <li>2. The knowledge and capacities developed by governments, professional response and recovery organisations, communities and individuals to effectively anticipate, respond to and recover from the impacts of likely, imminent or current hazard events or conditions.</li> <li>3. To enable this, SAMSA and the Department of Transport must maintain the Incident Management Organisation for Preparedness and Response (IMOrg) capability.</li> <li>4. The Incident Management System (IMS) is normally initiated for Tier 2 and Tier 3 incidents by SAMSA after an assessment of the scale of an incident. The IMS provides a consistent nationwide response model for national, provincial, and municipal governments; the private sector; and non-governmental organisations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. Tier 2 response requires dedicated staff from National Government and industry to mount initial response and industry's response toolbox, including. Tier 3 will include all Tier 2 resources and potentially international support.</li> <li>5. To maintain a state of readiness and be able respond to an incident, SAMSA must play an active role within the IMOrg structure. As such, SAMSA must participate in IMOrg meetings on a quarterly basis and engage with national responders and then, if an incident occurs initiate and respond to an incident, whilst acting as the initial Incident Commander, as per the IMS structure.</li> </ol>
<b>Source of data</b>	

	IMOrg Meeting Minutes and attendance (Quarterly) - [Maintaining readiness] Incident Management System Records (IMS 201 Form) - [When responding]	
<b>Method of Calculation/Assessment</b>	Count of milestones	
<b>Means of Verification</b>	1. Number of IMOrg meetings - to show state of readiness 2. IMS Incident Record (IMS 201 Forms) – to show a response .3 Monthly Excel Statistical Reports	
<b>Assumptions</b>	A National Oil Spill Emergency Drill is scheduled by the IMOrg in that financial year An incident occurs that warrants an IMS structure to be initiated .23 Training records if any training is scheduled for that year	
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A	
<b>Calculation Type</b>	Count	
<b>Reporting Cycle</b>	Quarterly	
<b>Desired performance (Annual Target)</b>	.1 Conduct National drills (desktop) on maritime pollution readiness. .2 Develop a process to recover funds from polluters. .3 Submission of the DFFE equipment plan to the DoT on the transfer of the combating function .4 Submission to the DoT on the pollution monitoring and response assets requirements (fixed or rotary wing manned/unmanned aircraft, patrol boats)	
<b>Admissible Evidence for Quarterly Targets</b>	<b>Quarterly Targets</b>	<b>Admissible Evidence</b>
<b>Quarter 1</b>	1. IMOrg Stakeholder engagement and the national drill (desktop) on maritime pollution readiness communicated and adopted by the committee. 2. Defined requirements document on the request on process to recover funds from polluters. 3. Draft plan on DFFE equipment on the transfer of the combating function done and signed off by Maritime Operations 4. Draft plan on the pollution monitoring and response assets requirements (fixed or rotary wing manned/unmanned aircraft, patrol boats) done and signed off by Maritime Operations	1. IMOrg Quarterly Meeting Minutes 2. Emergency Drill Record (if scheduled) 3. IMS Incident Records (Form 201), if a serious incident occurs that warrants the formulation of the IMS
<b>Quarter 2</b>	1. IMOrg meeting report to all stakeholders on the readiness to conduct	1. IMOrg Quarterly Meeting Minutes

	<p>national drill (desktop) on maritime pollution readiness.</p> <ol style="list-style-type: none"> <li>2. Approval of the work to develop a process to recover funds from polluters</li> <li>3. Submission of the DFFE equipment plan to the DoT on the transfer of the combating function to EXCO</li> <li>4. Submission of the pollution monitoring and response assets requirements (fixed or rotary wing manned/unmanned aircraft, patrol boats) to</li> </ol>	<ol style="list-style-type: none"> <li>2. Emergency Drill Record (if scheduled)</li> <li>3. IMS Incident Records (Form 201), if a serious incident occurs that warrants the formulation of the IMS</li> </ol>
<b>Quarter 3</b>	<ol style="list-style-type: none"> <li>1. IMOrg meeting report to all stakeholders on the readiness to conduct national drill (desktop) on maritime pollution readiness.</li> <li>2. Draft process to recover funds from polluters showcased with stakeholders.</li> <li>3. Submission of the DFFE equipment plan to the DoT on the transfer of the combating function to Board</li> <li>4. Submission of the pollution monitoring and response assets requirements (fixed or rotary wing manned/unmanned aircraft, patrol boats) to Board</li> </ol>	<ol style="list-style-type: none"> <li>1. IMOrg Quarterly Meeting Minutes</li> <li>2. Emergency Drill Record (if scheduled)</li> <li>3. IMS Incident Records (Form 201), if an incident occurs</li> </ol>
<b>Quarter 4</b>	<ol style="list-style-type: none"> <li>1. Conduct National drills (desktop) on maritime pollution readiness.</li> <li>2. Finalised process to recover funds from polluters developed and signed off by management.</li> <li>3. Submission of the DFFE equipment plan to the DoT on the transfer of the combating function.</li> <li>4. Submission to the DoT on the pollution monitoring and response assets requirements (fixed or rotary wing manned/unmanned aircraft, patrol boats)</li> </ol>	<ol style="list-style-type: none"> <li>1. IMOrg Quarterly Meeting Minutes</li> <li>2. Emergency Drill Record (if scheduled)</li> <li>3. IMS Incident Records (Form 201), if a serious incident occurs that warrants the formulation of the IMS</li> </ol>

<b>Indicator Responsibility</b>	Deputy Chief Operating Officers Snr. Manager: Navigation, Safety and Environment Regional Managers Principal Officers
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<b>Indicator Title</b>	Number of merchant vessels registered on to South Africa Ship Register
<b>Definition</b>	<p>This indicator tracks the number of merchant vessels—primarily commercial ships that are trading on international or coastal waters—that are registered onto the South African Ship Register. The definition aligns with the International Maritime Organization (IMO) Ships Register standards, requiring vessels to exceed 100 gross tonnage at a minimum.</p> <p>The South African maritime sector is crucial to national trade, economic growth, and employment. With more than 90% of global trade and 98% of South Africa’s trade (by volume) conducted via maritime transport, the country heavily relies on foreign-owned and registered ships. Annually, approximately 10,000 ship calls occur through South Africa’s eight commercial ports, yet a limited number of vessels are registered under the national Ship Register.</p> <p>Despite its strategic location and abundant maritime resources, South Africa has historically underinvested in its maritime industry, leading to limited growth of the ship register. However, recent policy shifts aim to unlock economic opportunities within the oceans economy, positioning the South African Ship Register as a key pillar for industry growth, investment attraction, and economic transformation.</p> <p>The objectives of expanding the South African ship register are as follow:</p> <ul style="list-style-type: none"> <li>• Strengthening South Africa’s status as a maritime nation by increasing its global maritime footprint and credibility.</li> <li>• Reducing reliance on foreign-flagged vessels, ensuring greater national control over maritime trade, particularly during global crises.</li> <li>• Enhancing South Africa’s standing in the International Maritime Organization (IMO), allowing for increased influence on global maritime regulations.</li> <li>• Stimulating the growth of associated maritime services, including ship management, insurance, legal, finance, ship repair, and port services.</li> <li>• Creating employment opportunities for South Africans, particularly youth, within maritime industries such as seafaring, shipbuilding, and logistics.</li> <li>• Supporting the marine manufacturing and services sector, leading to increased shipbuilding, maintenance, and local procurement activities.</li> <li>• Encouraging foreign direct investment (FDI) into South Africa’s maritime economy through favourable shipping policies and incentives.</li> <li>• Improving South Africa’s national security and emergency preparedness by ensuring greater access to locally registered vessels.</li> <li>• Aligning with global best practices in sustainable shipping by promoting green ship initiatives and eco-friendly maritime operations.</li> </ul>
<b>Source of data</b>	Official ship registration certificates verifying vessel registration.
<b>Method of Calculation/Assessment</b>	Number of vessels on the SA Ships Register checked against corresponding ship registration certificate.
<b>Means of Verification</b>	Ship Register
<b>Assumptions</b>	No major economic, policy, or regulatory disruptions that negatively impact ship registration.

<b>Disaggregation of beneficiaries (where applicable)</b>	Not applicable	
<b>Calculation Type</b>	Cumulative Number	
<b>Reporting Cycle</b>	Quarterly	
<b>Desired performance (Annual Target)</b>	One Merchant Vessels registered onto the South African Ship register	
<b>Admissible Evidence for Quarterly Targets</b>	<b>Quarterly Targets</b>	<b>Admissible Evidence</b>
<b>Quarter 1</b>	Developed the S.A Ship Registry strategy and action plan.	1.Ship Registry strategy Plan
<b>Quarter 2</b>	Stakeholder consultations on the ship registry strategy and promotional plan.	Meeting minutes, notes, e-mails, reports and/or recordings confirming engagements held with stakeholders
<b>Quarter 3</b>	Stakeholder consultations on the ship registry strategy and promotional plan.	Meeting minutes, notes, e-mails, reports and/or recordings confirming engagements held with stakeholders
<b>Quarter 4</b>	One new merchant vessel registered on to the South African Ship Register.	1. Meeting minutes, notes, e-mails, reports and/or recordings confirming engagements held with stakeholders  2.Copy of a ship registration certificate(s) for the new ship registered under the South African register
<b>Indicator Responsibility</b>	Ship Registrar of S.A Manager: Industry Development (Northern Region)	

<b>Indicator Title</b>	Maintain the South Africa's IMO Whitelist Status
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<p><b>Definition</b></p>	<p>South Africa is a state party to the International Convention on Standards of Training, Certifications and Watchkeeping for Seafarers, 1978, as amended (STCW Convention). The STCW Convention places obligations on parties to give "...full and complete effect..." to its provisions and requirements. Parties to the STCW Convention are required, in the first instance, to provide and communicate information regarding implementation of the STCW Convention and furthermore, at regular intervals (5 years) undergo an Independent Evaluation and submit the report of the Evaluation to the International Maritime Organisation.</p> <p>STCW Convention  <b>Regulation I/7</b>  <b>Communication of information</b></p> <p>.1 In addition to the information required to be communicated by article IV, each Party shall provide to the Secretary-General, within the time periods prescribed and, in the format, specified in section A-I/7 of the STCW Code, such other information as may be required by the Code on other steps taken by the Party to give the Convention full and complete effect Maintain the South Africa`s IMO Whitelist Status.</p> <p>.2 When complete information as prescribed in article IV and section A-I/7 of the STCW Code has been received and such information <b>confirms that full and complete effect is given</b> to the provisions of the Convention, the Secretary-General shall submit a report to this effect to the Maritime Safety Committee.</p> <p>.3 Following subsequent confirmation by the Maritime Safety Committee, in accordance with procedures adopted by the Committee, that the information which has been provided demonstrates that full and complete effect is given to the provisions of the Convention:</p> <p>.1 the Maritime Safety Committee shall identify the Parties so concerned;</p> <p>.2 shall review the list of Parties which communicated information that demonstrated that they give full and complete effect to the relevant provisions of the Convention, to retain in this list only the Parties so concerned; and</p> <p>.3 other Parties shall be entitled, subject to the provisions of regulations I/4 and I/10, to accept, in principle, that certificates issued by or on behalf of the Parties identified in paragraph 3.1 are in compliance with the Convention.</p> <p>.4 Amendments to the Convention and STCW Code, with dates of entry into force later than the date information has been, or will be, communicated to the SecretaryGeneral in accordance with the provisions of paragraph 1, are not subject to the provisions of section A-I/7, paragraphs 1 and 2.</p> <p>The South African Maritime Safety Authority is to give full and complete effect to the STCW Convention and its Code to ensure that SAMSA remains on the STCW "Whitelist".</p> <p>The STCW "Whitelist" distinguishes the nations that have displayed and established a plan of full compliance with the STCW Convention and Code. Developed by an unbiased group of "competent persons" appointed by the IMO Secretariat, the Whitelist was created using criteria such as what system of licensing the administration has, training centre oversight, process of certificate revalidation, flag state control, and port state control.</p>
<p><b>Source of data</b></p>	<p>(1) IMO Circular MSC.1/Circ.1164/Rev.xx (latest version)  Quarterly management review records (minutes)</p>

<b>Method of Calculation/Assessment</b>	Confirmation of IMO Whitelist status as per IMO circulation	
<b>Means of Verification</b>	IMO "Whitelist" – latest amendment	
<b>Assumptions</b>	(a) SAMSA maintains a Quality Standards System for STCW Certification (b) The SIOMS is operational and there's improved turnaround times for issues raised The requested budget is approved and all activities are fully funded	
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A	
<b>Calculation Type</b>	N/A	
<b>Reporting Cycle</b>	Quarterly	
<b>Desired performance (Annual Target)</b>	Ensure that South Africa`s remains on the IMO Whitelist as per the IMO Circular.	
<b>Admissible Evidence for Quarterly Targets</b>	<b>Quarterly Targets</b>	<b>Admissible Evidence</b>
<b>Quarter 1</b>	Milestones for the quarter achieved of the SAMSA Quality Standard System.	a) IMO Circular MSC.1/Circ.1164/Rev.xx (latest version). b) Milestones for the quarter achieved of the SAMSA Quality Standard System
<b>Quarter 2</b>	Milestones for the quarter achieved of the SAMSA Quality Standard System	Milestones for the quarter achieved of the SAMSA Quality Standard System
<b>Quarter 3</b>	Milestones for the quarter achieved of the SAMSA Quality Standard System	Milestones for the quarter achieved of the SAMSA Quality Standard System
<b>Quarter 4</b>	Ensure that South Africa`s remains on the IMO Whitelist as per the IMO Circular.	IMO Circular MSC.1/Circ.1164/Rev.xx (latest version).
<b>Indicator Responsibility</b>	Chief Examiner and Deputy Chief Operations Officer	

<b>Indicator Title</b>	Publish the State of South African Maritime Sector Report
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<b>Definition</b>	<p>The publication of the State of South African Maritime Sector Report serves as a key strategic initiative to promote and develop the South African maritime sector. This comprehensive report aligns with South Africa’s economic development objectives, as outlined in various policies, strategies, and sectoral initiatives, including:</p> <ul style="list-style-type: none"> <li>• The Department of Transport (DoT) Comprehensive Maritime Transport Policy, which sets the framework for the growth and transformation of the maritime industry.</li> <li>• The DoT’s 2019 Maritime Transport Industry Dialogue Declaration (28 February – 1 March 2019, Durban), particularly Declaration 14, which mandates the annual publication of a report on the progress, development, and transformation of the maritime industry.</li> <li>• The South African Maritime Safety Authority (SAMSA) Strategic Pillar 3, which is dedicated to promoting South Africa’s maritime interests.</li> </ul> <p><b>Publication of the State of South African Maritime Report Objectives</b></p> <p>The State of South African Maritime Sector Report will:</p> <ul style="list-style-type: none"> <li>• Provide a platform for the State of the Maritime Nation Address, offering key insights and progress updates on the sector.</li> <li>• Profile the South African maritime sector and its subsectors, enhancing visibility and positioning South Africa as a strategic maritime hub for investment.</li> <li>• Highlight socio-economic benefits of the sector, with a focus on: <ul style="list-style-type: none"> <li>o Skills development</li> <li>o Job creation</li> <li>o Contribution to South Africa’s GDP</li> </ul> </li> <li>• Identify and present economic opportunities, particularly investment and employment prospects within the maritime industry.</li> <li>• Address key challenges faced by stakeholders and propose actionable solutions to unlock the sector’s full potential.</li> <li>• Contribute to the maritime body of knowledge, serving as a valuable resource for students, researchers, policymakers, and industry professionals.</li> </ul>
<b>Source of data</b>	<p>The report will be developed based on data collected through:</p> <ul style="list-style-type: none"> <li>• Primary sources: Interviews with key industry stakeholders and structured questionnaires.</li> <li>• Secondary sources: Existing literature, industry reports, government policies, and economic performance analyses.</li> </ul>
<b>Method of Calculation/Assessment</b>	<p>A milestone-based approach will be used to track progress against the planned development and publication schedule.</p>
<b>Means of Verification</b>	<p>The report’s progress will be verified by assessing the completion of key milestones within the project plan.</p>
<b>Assumptions</b>	<p>The State of the South African Maritime Report to be fully funded</p>

<b>Disaggregation of beneficiaries (where applicable)</b>	N/A	
<b>Calculation Type</b>	Count of milestones	
<b>Reporting Cycle</b>	Annually	
<b>Desired performance (Annual Target)</b>	Successfully develop, finalize, and publish the State of South African Maritime Sector Report.	
<b>Admissible Evidence for Quarterly Targets</b>	<b>Quarterly Targets</b>	<b>Admissible Evidence</b>
<b>Quarter 1</b>	Develop a concept note and EXCO submission  Source a service provider	Approved concepts note and EXCO submission  Appointment of the service provider
<b>Quarter 2</b>	Conduct data collection and define methodology. Develop the first draft of the report.	First draft covering introduction, data collection and methodology
<b>Quarter 3</b>	Achieve 80% completion of the report	Progress report detailing sections completed
<b>Quarter 4</b>	Finalize and publish the report, incorporating stakeholder inputs.  Plan and coordinate a formal physical launch of the report, officiated by the Minister of Transport.	Final report with evidence of sector-wide consultation and feedback. Launch event plan, official invitations, and Ministerial confirmation.
<b>Indicator Responsibility</b>	Northern Region Industry Development Manager	

<b>Indicator Title</b>	Number of national maritime legislations/ regulations submitted to Department of Transport as finalised inputs into the update of the maritime regulations.
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<b>Definition</b>	<p>Maritime Legislation gives effect to the International Conventions adopted by IMO and ILO to ensure Safety of Life and Property at Sea, to Protect the Marine environment and to set the standard of qualifications and conditions of employment for Seafarers. SAMSA is the Implementing Authority charged with the responsibility of providing Legislative Advisory and to develop and review the Regulations in line with Maritime Legislation.</p> <p>To overcome the Strategic Challenge of having outdated legislation and to implement the South African Maritime Agenda, SAMSA will focus on the review of Maritime Acts and Regulations to update the Priority List. The focus for 2024-25 financial year will be Draft Merchant Shipping (Radio Installations) Regulations, (to repeal the 2002 Regulations); Draft Merchant Shipping (Construction and Equipment of Fishing Vessels of 24 Metres in Length and Over) Regulations; and Draft Merchant Shipping (Construction and Equipment of Fishing Vessels of Less Than 24 Metres in Length but More Than 25 Gt.) Regulations.</p> <p>The Draft Amendment Merchant Shipping (Training, Certification and Safe Manning) Regulations, to the 2021 Regulations; The Draft Merchant Shipping (National Small Vessel Safety) Regulations, (to repeal the 2007 Regulations); and Notice in anticipation of promulgation of section 2A (2) of the Marine Pollution (Prevention of Pollution from Ships) Act, 1986 being enacted, to reflect amendments to Annex I to Annex IV inclusive, of the International Convention for the Prevention of Pollution from Ships have been reviewed, developed and submitted to the DoT Maritime Branch in Quarter 4 of 2023-24 financial year, for approval and Ministerial promulgation to ensure proper enforcement.</p>	
<b>Source of data</b>	Maritime Legislation Priority List	
<b>Method of Calculation/Assessment</b>	Count of milestones	
<b>Means of Verification</b>	SAMSA submission of three (3) sets of Legislation to the DoT Maritime Branch for processing to the Executive Authority (Minister of Transport)	
<b>Assumptions</b>	<p>Draft Regulations are submitted to the DoT in Quarter 4 for promulgation in 2025-2026 Financial Year</p> <p>These Regulations seek to give effect to certain provisions of applicable International Conventions and Shipping Acts</p>	
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A	
<b>Calculation Type</b>	Number	
<b>Reporting Cycle</b>	Quarterly	
<b>Desired performance (Annual Target)</b>	Three (3) maritime legislations/ Regulations submitted to Department of Transport as finalised inputs into the update of the maritime regulations	
<b>Admissible Evidence for Quarterly Targets</b>	<b>Quarterly Targets</b>	<b>Admissible Evidence</b>
<b>Quarter 1</b>	Prioritise the National Maritime Regulations to be drafted for the financial year	<p>First Draft of Prioritised Regulations on:</p> <ol style="list-style-type: none"> <li>1. Draft Merchant Shipping (Radio Installations) Regulations, (to repeal the 2002 Regulations);</li> <li>2. Draft Merchant Shipping (Construction and Equipment of Fishing Vessels of 24 Metres in Length and Over) Regulations; and</li> <li>3. Draft Merchant Shipping (Construction and Equipment of Fishing Vessels of Less Than 24 Metres in</li> </ol>

		Length but More Than 25 Gt.) Regulations.
<b>Quarter 2</b>	Stakeholders' engagements with internal stakeholders on the Prioritised the National Maritime legislations /Regulations	Email correspondence on Internal stakeholder engagements on the Prioritised National Maritime Regulations
<b>Quarter 3</b>	Stakeholders' engagements with external stakeholders on the Prioritised the National Maritime legislations /Regulations	Report on External stakeholder engagements on the Prioritised National Maritime Regulations
<b>Quarter 4</b>	Three maritime legislations/Regulations submitted to Department of Transport as finalised inputs into the update of the maritime regulations.	Email confirming SAMSA submission to DoT Maritime Branch on Prioritised National Maritime Regulations
<b>Indicator Responsibility</b>	Senior Manager: Maritime Legislation	

<b>Indicator Title</b>	Number of key engagements conducted for high influence/impact/interest stakeholders in alignment with the entity's obligations	
<b>Definition</b>	The monitoring of SAMSA stakeholder engagements during their implementation, which includes stakeholder analysis, stakeholder mapping, communication, commitments and participation Number of key engagements conducted for high influence/impact/interest stakeholders in alignment with the entity's obligations.	
<b>Source of data</b>	Corporate event Calendar National and Maritime events	
<b>Method of Calculation/Assessment</b>	Measuring engagements with significant stakeholders (high influence/impact/interest)	
<b>Means of Verification</b>	Quarterly Status reports	
<b>Assumptions</b>	Key decision-makers will be easily accessible and will provide support	
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	
<b>Calculation Type</b>	Simple Count	
<b>Reporting Cycle</b>	Quarterly	
<b>Desired performance (Annual Target)</b>	<ol style="list-style-type: none"> <li>Develop the stakeholder management strategy</li> <li>Develop and finalise a stakeholder plan</li> <li>Compilation and management of stakeholder list</li> </ol>	
<b>Admissible Evidence for Quarterly Targets</b>	<b>Quarterly Targets</b>	<b>Admissible Evidence</b>
<b>Quarter 1</b>	<ol style="list-style-type: none"> <li>Stakeholder Mapping and matrix</li> </ol>	<ol style="list-style-type: none"> <li>SAMSA Stakeholder Management Strategy milestones for the quarter</li> </ol>
<b>Quarter 2</b>	<ol style="list-style-type: none"> <li>Stakeholder Framework</li> <li>Updated stakeholder list</li> </ol>	<ol style="list-style-type: none"> <li>Stakeholder Framework</li> <li>Updated stakeholder list</li> </ol>
<b>Quarter 3</b>	<ol style="list-style-type: none"> <li>Draft Stakeholder Engagement Plan</li> <li>Draft Stakeholder Management Strategy</li> </ol>	<ol style="list-style-type: none"> <li>Draft Stakeholder Engagement Plan</li> <li>Draft Stakeholder Management Strategy.</li> </ol>
<b>Quarter 4</b>	<ol style="list-style-type: none"> <li>Stakeholder Management Strategy and Plan approved by EXCO</li> <li>One key engagement conducted for high influence/impact/interest stakeholders in alignment with the entity's obligations</li> </ol>	<ol style="list-style-type: none"> <li>SAMSA Stakeholder Management Strategy milestones for the quarter</li> <li>Evidence of one key engagement conducted for high influence/impact/interest stakeholders in alignment with the entity's obligations</li> </ol>
<b>Indicator Responsibility</b>	Executive Head: Executive: Corporate Affairs	

<b>Indicator Title</b>	Number of key memorandums of agreements (MoA) reviewed, updated and new agreements entered with key stakeholders in alignment with the entity's obligations.	
<b>Definition</b>	Monitoring the status of the implementation of SAMSA's international obligations in accordance with the agreements. (MoA) reviewed, updated and new agreements entered with key stakeholders in alignment with the entity's obligations.	
<b>Source of data</b>	Current international obligations and agreements	
<b>Method of Calculation/Assessment</b>	Number of key memorandums of understanding (MoU), memorandum of agreements (MoA) reviewed, updated and new agreements entered with key stakeholders in alignment with the entity's obligations	
<b>Means of Verification</b>	Quarterly Reports	
<b>Assumptions</b>	Current obligations and agreements easily accessible	
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	
<b>Calculation Type</b>	Simple Count	
<b>Reporting Cycle</b>	Quarterly	
<b>Desired performance (Annual Target)</b>	<ol style="list-style-type: none"> <li>Review and update the list of all the SAMSA's memorandums of understanding (MoU), memorandum of agreements (MoA).s.</li> <li>Review and update the list of the Service Level Agreement</li> <li>Prioritise One (1) key memorandum of understanding (MoU) , memorandum of agreement (MoA) and access new agreement to be entered into with key stakeholder in alignment with the entity's obligations.</li> </ol>	
<b>Admissible Evidence for Quarterly Targets</b>	<b>Quarterly Targets</b>	<b>Admissible Evidence</b>
<b>Quarter 1</b>	Review and update the list of all the SAMSA's memorandums of understanding (MoU), memorandum of agreements (MoA).	Draft implementation plan of SAMSA International obligations delivered as per requirements of the agreements for the quarter. MOU and MoA register
<b>Quarter 2</b>	Approval of the updated SAMSA's list of memorandums of understanding (MoU), memorandum of agreements (MoA) by EXCO.	Approved Implementation of SAMSA International obligations delivered as per requirements of the agreements for the quarter. MOU and MoA register
<b>Quarter 3</b>	Review and update the list of the Service Level Agreements by EXCO.	Implementation status report of SAMSA International obligations delivered as per requirements of the agreements for the quarter.  the Service Level Agreements by EXCO
<b>Quarter 4</b>	Prioritise one key memorandum of understanding (MoU), memorandum of agreement (MoA) and access new agreement to be entered with key stakeholders in	Implementation status report of SAMSA International obligations delivered as per requirements of the agreements for the quarter.  Approved new MOU signed off.

	alignment with the entity's obligations.	
<b>Indicator Responsibility</b>	Executive Corporate Affairs	

<b>Indicator Title</b>	Improvement on the financial sustainability of SAMSA to full delivery of the mandate and strategy obligations.	
<b>Definition</b>	<p>The Financial sustainability plan will include practical steps and actions to support the long-term financial sustainability of SAMSA.</p> <p>The plan will describe the key elements of effective financial management and will set out a path that SAMSA can follow to progressively develop more sophisticated financial management practices, such as the following:</p> <p>Fiscal sustainability: Achieving an appropriate balance between revenue and expenditure, the debt level and other fiscal aggregates in a manner that promotes economic stability over the economic cycle and ensures a sustainable fiscal position in the medium to long term.</p> <p>Allocative efficiency: Achieving an allocation of resources that reflects the priorities of government on the basis of evidence of programme effectiveness.</p> <p>Value for money: Promoting the provision of public services through a process that contributes to achieving economy, efficiency and effectiveness, while being cognisant of the quality and accessibility of</p>	
<b>Source of data</b>	Monthly Management Accounts, Annual Financial Statements.	
<b>Method of Calculation/Assessment</b>	The number of steps completed / achieved reflected as a percentage of the number of total steps included in the plan	
<b>Means of Verification</b>	Checking against data source	
<b>Assumptions</b>	Monthly management accounts to be produced.	
<b>Disaggregation of beneficiaries (where applicable)</b>	N/a	
<b>Calculation Type</b>	Percentage	
<b>Reporting Cycle</b>	Quarterly	
<b>Desired performance (Annual Target)</b>	<ol style="list-style-type: none"> <li>1. Maintain a three (3) months cash cover</li> <li>2. Develop the new SAMSA sustainable funding model</li> <li>3. Develop the Capital Expenditure plan to response capability</li> </ol>	
<b>Admissible Evidence for Quarterly Targets</b>	<b>Quarterly Targets</b>	<b>Admissible Evidence</b>
<b>Quarter 1</b>	<ol style="list-style-type: none"> <li>1. Maintain a three (3) months cash cover</li> <li>2. Engage all stakeholders for input/guidance (DoT, GTEC at National Treasury)</li> <li>3. Engage National Treasury and DoT to establish Maritime Assets Fund Account</li> </ol>	<p>SAMSA financial sustainability plan</p> <p>DoT, GTEC at National Treasury engagement report</p>

<b>Quarter 2</b>	<ol style="list-style-type: none"> <li>1. Maintain a three (3) months cash cover</li> <li>2. Table the detailed project plan to EXCO and Board subcommittees.</li> <li>3. Table draft Capital Expenditure plan to EXCO</li> </ol>	<ol style="list-style-type: none"> <li>1. SAMSA financial sustainability plan;</li> <li>2. Management accounts, dependent on steps to be contained in the plan</li> <li>3. project plan to EXCO and Board subcommittees.</li> <li>4. draft Capital Expenditure plan to EXCO</li> </ol>
<b>Quarter 3</b>	<ol style="list-style-type: none"> <li>1. Maintain a three (3) months cash cover</li> <li>2. Finalise the appointment of service provider for the project</li> <li>3. Table draft Capital Expenditure plan to Board Subcommittees and Board.</li> </ol>	<ol style="list-style-type: none"> <li>1. SAMSA financial sustainability plan;</li> <li>2. Management accounts, dependent on steps to be contained in the plan</li> </ol>
<b>Quarter 4</b>	<ol style="list-style-type: none"> <li>1. Maintain a three (3) months cash cover</li> <li>2. Progress report to EXCO and Board Subcommittees</li> <li>3. Approved Budget with significant assets</li> <li>4. Obtain approval to acquire significant assets in line with PFMA.</li> </ol>	<ol style="list-style-type: none"> <li>1. SAMSA financial sustainability plan;</li> <li>2. Management accounts.</li> </ol>
<b>Indicator Responsibility</b>	CFO	

<b>Indicator Title</b>	Fit for purpose structure and capability to support the mandate obligations and the strategy deliverables.	
<b>Definition</b>	<p>The HC strategy includes defined projects aimed at improvement in people, and organizational structure aimed at delivering and surpassing stakeholder expectations, in accordance with corporate governance principles, mandate requirements and best practice. For the entity to remain competent, relevant and sustainable, it is imperative that a review of its organisational and operational structures and current and future skill assessment is conducted to ensure that the entity is well poised to deliver on its mandate with the right skills in the right place at the right time. The strategy includes:</p> <ol style="list-style-type: none"> <li>1. Skills Audit Report focusing on Technical and Leadership skills as a priority</li> <li>2. Leadership Development Programme</li> <li>3. Maritime Skills Initiatives</li> <li>4. Re-organisation Project</li> </ol> <p>We therefore seek to reconcile our internal 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 five (5) years.</p>	
<b>Source of data</b>	Human Capital Strategy Project Plan	
<b>Method of Calculation/Assessment</b>	Count of milestones	
<b>Means of Verification</b>	Skills Audit Report Re-organisation Project Plan Leadership Development Maritime Skills Initiatives Business Case	
<b>Assumptions</b>	Availability of Capacity, Funds and Leadership Support.	
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A: All Employees	
<b>Calculation Type</b>	Count of milestones	
<b>Reporting Cycle</b>	Quarterly	
<b>Desired performance (Annual Target)</b>	<ol style="list-style-type: none"> <li>1. Skills Audit Completed</li> <li>2. Review Organisational Structure.</li> </ol>	
<b>Admissible Evidence for Quarterly Targets</b>	<b>Quarterly Targets</b>	<b>Admissible Evidence</b>
<b>Quarter 1</b>	<ol style="list-style-type: none"> <li>1. Appointment of the SAMSA Skills Audit project service provider</li> <li>2. Appointment of a service provider for the Review Organisational Structure project</li> </ol>	<p>Implement first stage of Phase 1 of the HC Plan</p> <ol style="list-style-type: none"> <li>1. Skills Audit Project plan approved by EXCO</li> <li>2. Re-Organizational Structure Review Business Case and Project plan approved by EXCO</li> <li>3. Leadership Development Project approved by EXCO</li> </ol>

<b>Quarter 2</b>	<ol style="list-style-type: none"> <li>1. Conduct the SAMSA Skills audit.</li> <li>2. Implement Review Organisational Structure project</li> </ol>	<p>Implement second stage of Phase 1 of the HC Plan: Tender process initiated for:</p> <ol style="list-style-type: none"> <li>1. Skills Audit</li> <li>2. Re-Organisational Structure Review</li> <li>3. Leadership Development (EXCO coaching) Service provider appointed</li> </ol>
<b>Quarter 3</b>	<ol style="list-style-type: none"> <li>1. SAMSA Skills audit report published</li> <li>2. Implement Review Organisational Structure project</li> </ol>	<p>Implement the second stage of Phase 1 of the HC Plan: Appoint service provider for:</p> <ol style="list-style-type: none"> <li>1. Skills Audit</li> <li>2. Re-Organisational Structure Review</li> <li>3. Leadership Development.</li> </ol>
<b>Quarter 4</b>	<ol style="list-style-type: none"> <li>1. Approval of the SAMSA Skills audit report</li> <li>2. Implement Review Organisational Structure project</li> </ol>	<p>Implement second stage of Phase 1 of the HC Plan: Roll out of:</p> <ol style="list-style-type: none"> <li>1. Skills Audit Plan</li> <li>2. Re-Organisational Structure Review</li> <li>3. Leadership Development</li> <li>4. Maritime Skills Initiatives Business Case approved by EXCO.</li> </ol>
<b>Indicator Responsibility</b>	Chief Human Capital Officer	

<b>Indicator Title</b>	SAMSA Culture blueprint development and implementation). positive employee experience & increased productivity.	
<b>Definition</b>	The Organisational culture blue-print will serve as the cornerstone of business success, shaping the attitudes, behaviours, and outcomes that define a company's journey. Through rigorous measurement and analysis, It will empower EXCO to decode the complexities of SAMSA culture and to foster an environment where employees thrive, innovation is leveraged, and visions is operationalised.	
<b>Source of data</b>	Culture Blue- Print Project Plan Culture Survey Organisational Performance Data	
<b>Method of Calculation/Assessment</b>	Count of milestones	
<b>Means of Verification</b>	%Targets met as per project phase	
<b>Assumptions</b>	Adequate funding for the project. Effective collaboration by all stakeholders. Project Management capability Will by all stakeholders (employees, labour, EXCO )	
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A Applicable to all SAMSA Employees	
<b>Calculation Type</b>	Count of milestones	
<b>Reporting Cycle</b>	Quarterly	
<b>Desired performance (Annual Target)</b>	<ol style="list-style-type: none"> <li>1. Develop SAMSA Culture blueprint and implementation plan.</li> <li>2. Review the SAMSA Values system.</li> <li>3. Finalise and adopt the finalised SAMSA Value system.</li> </ol>	
<b>Admissible Evidence for Quarterly Targets</b>	<b>Quarterly Targets</b>	<b>Admissible Evidence</b>
<b>Quarter 1</b>	Develop SAMSA Culture blueprint and implementation plan.	Implement Phase 1 of the Plan <ol style="list-style-type: none"> <li>1. Appoint a service provider.</li> <li>2. Develop a SAMSA Culture blueprint project plan</li> </ol>
<b>Quarter 2</b>	Review the SAMSA Values system.	Implement Phase 2 <ol style="list-style-type: none"> <li>3. Analysis of Current Organisational Culture Report</li> </ol>
<b>Quarter 3</b>	Review the SAMSA Values system.	Implement Phase 3 <ol style="list-style-type: none"> <li>4. Organizational Culture report and recommendations presented to EXCO for approval</li> </ol>
<b>Quarter 4</b>	Finalise and adopt the finalised SAMSA Value system.	Implement Phase 4 <ol style="list-style-type: none"> <li>5. Implement EXCO approved Culture Blue-print in line with report recommendations and project plan</li> </ol>
<b>Indicator Responsibility</b>	Chief Human Capital Officer	

<b>Indicator Title</b>	Information and Communication Technology (ICT) capability implementation in line with mandate obligations and strategy deliverables.
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<b>Definition</b>	Attainment of the annual targets as defined in the Annual Performance Plan relating to the implementation of the ICT capability implementation in line with mandate obligations and strategy deliverables.	
<b>Source of data</b>	Refer to the section below with the list of admissible evidence for each quarter.	
<b>Method of Calculation/Assessment</b>	No of targets achieved per quarter as a percentage of the annual target.  Milestones achieved as per the targets defined on the Annual Performance Plan.	
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>▪ The Annual ICT targets are set with assumptions that related procurement would be completed within the set timeframes with availability of budget.</li> <li>▪ Subject Matter Experts (SME) from Centres whom the ICT capabilities would be delivered would be available to participate in all sessions to be scheduled during the implementation.</li> <li>▪ The Programme/Project Management Office (PMO) would provide project management function to ensure that the planned targets are delivered.</li> <li>▪ Staff resignations within the Centre for ICT have a potential to impact delivery of the Annual ICT Plan deliverables.</li> </ul>	
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A	
<b>Calculation Type</b>	Count	
<b>Reporting Cycle</b>	Quarterly	
<b>Desired performance (Annual Target)</b>	<ol style="list-style-type: none"> <li>1. Revised SAMSA ICT Digital strategy.</li> <li>2. Automation of Maritime Operations processes: (Seafarer and Vessel Management).</li> <li>3. Implementation of new Finance System.</li> </ol>	
<b>Admissible Evidence for Quarterly Targets</b>	<b>Quarterly Targets</b>	<b>Admissible Evidence</b>
<b>Quarter 1</b>	1. Draft SAMSA ICT Digital strategy completed by ICT.	1. Revised draft SAMSA ICT Digital Strategy.
	2. Finalisation of the Maritime Operations system business requirements.	2. Approved Maritime Operations system business requirements.
	3. Kick off the New Finance system project.	3. New Finance System Approved Project Charter and Plan.
<b>Quarter 2</b>	1. Update SAMSA ICT Digital strategy workshopped with the key stakeholders.	1. Updated SAMSA ICT Digital strategy document incorporating key all stakeholder inputs.
	2. Approval of the project on the Automation of Maritime Operations processes: (Seafarer and Vessel Management).	2. Business Case, Procurement process undertaken, Project Charter and plans, etc.
	3. New Finance System sign off by the project team.	3. New Finance System Implementation Progress report in line with the plan.
<b>Quarter 3</b>	1. SAMSA ICT Digital strategy approved by EXCO.	1. SAMSA ICT Digital strategy approved by EXCO.
	2. Automation of Maritime Operations processes: (Seafarer and Vessel Management).	2. Automation of Maritime Operations processes: (Seafarer and Vessel Management) progress report in line with the plan.
	3. New Finance System sign off by the project team.	3. System Testing Reports (ICT Testing, User Acceptance Testing (UAT), System Review, etc).

<b>Quarter 4</b>	1. SAMSA ICT Digital strategy approved by Board subcommittees and Board.	1. Approved Board SAMSA ICT Digital strategy.
	2. Automation of Maritime Operations processes: (Seafarer and Vessel Management).	2. Automation of Maritime Operations processes: (Seafarer and Vessel Management) progress report in line with the plan New Operations System Project Charter.
	3. Finance System sign off by the benefits owner (CFO).	3. Handover report of the New Finance System and sign off by the project team.
<b>Indicator Responsibility</b>	Chief Information Officer	

<b>Indicator Title</b>	SAMSA Research and Capability Maturity
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<b>Definition</b>	<p>The SAMSA Research and Capability Maturity aims to establish a comprehensive research capability framework to effectively address all research needs within SAMSA. This framework will include baseline assessments, benchmarking against other maritime regulatory bodies, and a well-defined roadmap extending to 2030</p> <p><b>SAMSA Research and Capability Maturity Objectives</b></p> <ul style="list-style-type: none"> <li>• To provide a conducive environment by producing Research Papers that directly support SAMSA's strategic goals and mandates.</li> <li>• To establish and strengthen partnerships through Memorandums of Understanding (MOUs) with both local and global stakeholders</li> <li>• To oversee and manage research conducted by external service providers to ensure quality and relevance</li> <li>• To increase participation and influence in both local and international maritime forums and engagements</li> </ul>	
<b>Source of data</b>	<p><b>Source of data for SAMSA Research and Capability Maturity:</b></p> <ul style="list-style-type: none"> <li>• The established Research Framework guiding all research activities</li> <li>• Issued Research Papers and Position Papers</li> <li>• Presentations delivered at various maritime stakeholder engagements and forums</li> <li>• Recorded minutes from meetings and discussions on research with key stakeholders</li> <li>• Invitations to both local and international maritime forums, with accompanying reports and memorandum submissions for international engagements.</li> <li>• Memorandum of Understandings (MOUs)</li> <li>•</li> </ul>	
<b>Method of Calculation/Assessment</b>	A count of milestones achieved against the plan	
<b>Means of Verification</b>	A count of milestones achieved against the Plan	
<b>Assumptions</b>	The SAMSA Research and Capability Maturity to be fully funded	
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A	
<b>Calculation Type</b>	Count of milestones	
<b>Reporting Cycle</b>	Quarterly	
<b>Desired performance (Annual Target)</b>	<ol style="list-style-type: none"> <li>1. Develop a SAMSA Research and Capability Maturity Framework and Action Plan</li> <li>2. Commission the South African environment impact assessment study on underwater radiated noise from ships.</li> </ol>	
<b>Admissible Evidence for Quarterly Targets</b>	<b>Quarterly Targets</b>	<b>Admissible Evidence</b>

<b>Quarter 1</b>	Business Case for the development of SAMSA Research and Capability Maturity Framework and Action Plan  Research study brief adopted by Policy Legal and regulation.	Approved Business Case  Research study brief adopted by Policy Legal and regulation.
<b>Quarter 2</b>	Develop the SAMSA Research and Capability Maturity Framework and Action Plan  Appointment of service provider for the research study.	Draft SAMSA Research and Capability Maturity Framework and Action Plan  Appointment of the service provider to conduct environmental impact assessment
<b>Quarter 3</b>	Implementation of the SAMSA Research and Capability Maturity Framework and Action Plan  Draft report on the South African environment impact assessment study on underwater radiated noise from ships	Implementation report of the SAMSA Research and Capability Maturity Framework and Action Plan  Progress study detailing sections completed
<b>Quarter 4</b>	Final report on South African environment impact assessment study on underwater radiated noise from ships signed off by EXCO.	Roadmap Report  Final report on South African environment impact assessment study on underwater radiated noise from ships signed off by EXCO. with evidence of Maritime sector-wide consultation and feedback
<b>Indicator Responsibility</b>	Senior Manager: Maritime Research	

<b>Indicator Title</b>	Quality management accreditation achieved (ISO:9001 (2015)).
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<b>Definition</b>	<p>The indicator is the completion of the first year of the 5 year strategic plan. It entails the identification of the various processes in each Center, prioritising them and then do a hand drawing of it by the team members. The hand drawing will be signed off by the Process Owner or Delegate. Once this is signed off, it is given to the team members that will use QPR to draw it. As a quality check the team members shall review each other's work. The Process Owner will then sign off the QPR drawing.</p> <p>QMS documentation , relating to each process, shall, where available, be gathered, or developed if it is not available. Staff shall be trained on the use of the documents.</p>	
<b>Source of data</b>	Center / Office information on processes and associated documents	
<b>Method of Calculation/Assessment</b>	Count of milestones	
<b>Means of Verification</b>	Signed off hand drawn mapped processes Signed off QPR mapped processes Training Material Attendance Register	
<b>Assumptions</b>	Support from Top Management Timely information back from Centres QPR Client Software to be installed QMS Team to be trained on Client Software If QPR will not be used, there will be a lack of Visio licenses	
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A	
<b>Calculation Type</b>	Count of milestones	
<b>Reporting Cycle</b>	Quarterly	
<b>Desired performance (Annual Target)</b>	<ol style="list-style-type: none"> <li>All SAMSA business processes are mapped and their Standard Operating Procedures and process and metrics provided each Centre adheres to timelines.</li> <li>Training of staff on the use of QMS (dependent on the Records Management and File Plan)</li> </ol>	
<b>Admissible Evidence for Quarterly Targets</b>	<b>Quarterly Targets</b>	<b>Admissible Evidence</b>
<b>Quarter 1</b>	<ol style="list-style-type: none"> <li>Maritime Operations second prioritised business processes are mapped.</li> <li>QMS Documentation completed Users trained on QMS.</li> </ol>	<ol style="list-style-type: none"> <li>Process Owner to sign off hand drawn mapped processes within 3 days after receiving it.</li> <li>Attendance Registers for training attendees</li> </ol>

<b>Quarter 2</b>	<ol style="list-style-type: none"> <li>1. Maritime Operations third prioritised business processes are mapped.</li> <li>2. QMS Documentation completed Users trained on QMS</li> </ol>	<ol style="list-style-type: none"> <li>1. Process Owner to sign off hand drawn mapped processes within 3 days after receiving it.</li> <li>2. Attendance Registers for training attendees</li> </ol>
<b>Quarter 3</b>	<ol style="list-style-type: none"> <li>1. Other Support Functions business processes mapped</li> <li>2. QMS Documentation completed Users trained on QMS</li> </ol>	<ol style="list-style-type: none"> <li>1. Process Owner to sign off hand drawn mapped processes within 3 days after receiving it.</li> <li>2. Attendance Registers for training attendees</li> </ol>
<b>Quarter 4</b>	<ol style="list-style-type: none"> <li>1. Other Support Functions business processes are mapped.</li> <li>2. QMS Documentation completed Users trained on QMS</li> </ol>	<ol style="list-style-type: none"> <li>1. Process Owner to sign off hand drawn mapped processes within 3 days after receiving it</li> <li>2. Attendance Registers for training attendees</li> </ol>
<b>Indicator Responsibility</b>	Senior Manager: QMS	

## 2. 2025\_26 SAMSA Vacancy Plan

Some of SAMSA’s key challenge regarding human capital acquisition is the uncompetitive salaries currently offered to current and potential employees. This has become a major risk to the achievement of SAMSA’s objectives. Below is a proposed list of key demanded positions for the period.

Managers	Positions	2025/2026 Financial Period
Executive Heads	Executive Head	Executive Head: 1. Human Resources
Company Secretary	Company Secretary	1. Company Secretary
Senior Managers	Senior Manager	1 x Regional Manager: West (Senior Manager)
Managers	Manager	1 x MRCC: Chief (Manager) – we have a contractual obligation to fill this position w.r.t MRCC/DOT
Specialists (including Maritime technical skills)	Specialists	10 x Ship Surveyors – Masters/Chief Engineers – this can be balanced between Engineering and Deck 1 x Snr Manager: Aids to Navigation 1 x Ship Small Vessel Surveyor – only vacancy is Port Nolloth 2 x Ship Surveyors that are due to retire in Jan/Feb 2025

