

SOUTH AFRICAN MARITIME SAFETY AUTHORITY

(SAMSA)

STRATEGIC PLAN



For the years

2020 – 25

Beginning with the fiscal year

2020/21

Now focusing on 2022-23 fiscal year

OFFICIAL SIGN OFF

It is hereby certified that this strategic plan:

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

CHIEF FINANCIAL OFFICER
MS. ZAMACHONCO CHONCO

SIGNATURE:



ACTING CHIEF EXECUTIVE OFFICER
MS. TSEPISO TAOANA-MASHILOANE

SIGNATURE:



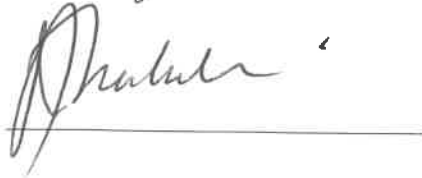
BOARD CHAIRPERSON
MS. NTHATO MINYUKU

SIGNATURE:



EXECUTIVE AUTHORITY
MR. FIKILE MBALULA

SIGNATURE:



FOREWORD BY THE MINISTER OF TRANSPORT

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

SAMSA, led by the Department of Transport and amongst other national public entities, forms an important part of South Africa's participation on global, continental and regional maritime transport platforms aimed at developing and regulating maritime transportation. Maritime transport is international in nature and requires strong multinational cooperation to make sure that standardised approaches, international conventions and systems for safe, clean, sustainable and secure shipping and seafaring are established and adhered to across the globe.

South Africa is a signatory to numerous bilateral and multilateral agreements that advance development and technical maritime cooperation with other countries and their relevant institutions.

As SAMSA enters its second year of the Medium-Term Strategic Framework (MTSF 2019-24), the entity has the responsibility of transforming the fortunes of our maritime industry. The MTSF sets out the targeted outcomes for the medium term and provides a national framework for all government plans at the national, provincial and local government to deliver within their scope of competence.

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

Pillar 1: Enhancing South Africa's Shipping Register

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

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

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

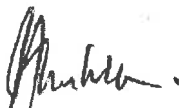
Pillar 5: Unlocking maritime for economic stimulation and recreation

As SAMSA, our strategic plan describes the challenges we face in our environment and articulates the key strategies we intend to pursue towards meeting our objectives over the next five years. It communicates our planned approach to our staff, customers and key stakeholders so that there is a clear understanding of the direction SAMSA is taking and the outcomes we expect to achieve.

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

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

I therefore look forward to taking on the exciting prospect of implementing this ambitious strategy and particularly working with all our key stakeholders in achieving the objectives we have set out. I anticipate with great excitement the collaborative pursuit of these opportunities confident of the greatest levels of support and passion, which has been continuously demonstrated by our stakeholders (partners, staff, customers).



MR. FIKILE MBALULA

MINISTER OF TRANSPORT

MINISTER OF TRANSPORT

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WHO WE ARE AND WHAT WE DO

AN OVERVIEW OF SOUTH AFRICA MARITIME SAFETY AUTHORITY

SAMSA was established on the 1st of April 1998, following the enactment of the South African Maritime Safety Authority Act No.5 of 1998 (“the Act”). It is governed and controlled by a Board of Directors, appointed by the Minister of Transport in terms of the Act. The Maritime Safety Authority It is responsible for executing the following legislative objectives as set out in the Act:

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

Section 7 (1) of the SAMSA Act provides that “the Minister may give the Authority written directions regarding the performance of its duties” and in terms of section 356 of the Merchant Shipping Act,

1951 (Act no: 57 of 1951), the Minister promulgated the Merchant Shipping (National Small Vessel Safety) regulations 2007. This expanded SAMSA's obligation to include small vessel activities across South Africa's inland waters.

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

The South African Maritime Safety Authority (SAMSA) is a **Schedule 3A Public entity** in terms of the Public Finance Management Act No. 1 of 1999 ("PFMA").

OUR VISION

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

OUR MISSION

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

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:



The underlying mantra of SAMSA is to be "An Entity inspiring excellence and mastering sustainable development"

OUR STAKEHOLDERS

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

OUR ORGANISATIONAL STRUCTURE

The SAMSA Act appoints the Minister of Transport as the Executive Authority (Shareholder) for SAMSA and the only Shareholder in SAMSA on behalf of the South African Government. The Accounting Authority, which is represented by the SAMSA Board of Directors reports to the Minister of Transport. The Board is made up of five non-executive members, the nominated Shareholder Representative and the Chief Executive Officer. The Chief Executive Officer is the Accounting Officer who manages SAMSA under the strategic guidance of the Board of Directors.

1.1 WHAT WE DO - OUR BUSINESS

1. To ensure safety of life and property at sea

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

Port State Control Inspections: it is a process by which a nation exercises its authority over foreign vessels when those vessels are in waters subject to its jurisdiction. The vessels to be inspected, in normal circumstances, are those that have not been inspected in the previous six months in any of the countries that are members of the Indian Ocean Memorandum of Understanding (IOMOU) on Port State Control, in which South Africa is a member. The inspections seek to ensure that the ships visiting South African waters comply with applicable conventions that deal with maritime safety, maritime security and the protection of the marine environment from pollution by ships.

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

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

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

Admission of Contraventions is part of a procedure followed by SAMSA after investigating a contravention such as a pollution incident. In such a case, after the investigation, the master of a vessel is given all the relevant facts that show that some prescribed piece of legislation or procedure was not complied with. With such evidence at hand the master owner, owner representative, master, agent on behalf of shipping company, etc. is requested to sign the "Admission of Contravention" form on which the contravention is stated as well as the fine imposed.

Fishing Safety

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

Boating (Small Vessels)

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

Seafarer Training and Certification

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

Maritime Occupational Health and Safety and Seafarer Welfare

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

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

Naval Architecture

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

Radio Services

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

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

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

The compelling scientific evidence of warmer temperatures, rising sea levels and a better understanding of the economic impacts of climate change has heightened the international significance of this issue for maritime nations and as a consequence led to the need for countries to devise possible regulatory and industrial mitigation measures to address greenhouse gas (GHG) emissions from international shipping and the broader maritime sector. The provision of competitive cost efficient and sustainable transport services needs to be considered to ensure effective adaptation of maritime practices towards a greener maritime sector.

A systematic approach for responding to climatic changes, adaptation of the maritime sector and broader domain as well as protecting the environment can enhance our level of preparedness against the socio economic impacts of climate changes. This is critical in our attempt of addressing external threats to the maritime domain

3. To promote the Republic's maritime interests.

Ship Registration

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

Maritime Industry Development

This function facilitates the growth of the maritime sector with a focus on domestic and international priority areas. This focuses on the development of all sections of the Maritime Sector through coordinated initiatives that's seek to exploit the existing opportunities within the sector for the benefit of identified national stakeholders. International maritime sector development focuses on opportunities that could be derived from the registration of international trading ships on the South African Ships Register with an anticipation to increase the number of South African seafarer's employment opportunities working onboard ships trading internationally.

The Authority will focus on promoting and facilitating socio economic growth, development and transformation (demographic and economic structure) across the South African maritime sector. It should enable effective leveraging of economic benefits sought from developing the maritime industry

to the achievement of South Africa's socio economic development priorities at a local, national, regional and global level.

An Implementer of the oceans economy development programme was developed through Operation Phakisa

- *Implementing Initiatives, in particular those relating to the development of maritime trade under the MTM lab, where the lab aspires for a growing ship registry for international trade, coastal trade and broader participation within the region and on the continental trade system. Secondly SAMSA will implement its initiatives on the Marine Protection and Governance lab, particularly those aspiring for an integrated approach to enforcement of marine protection and combating pollution from ships through streamlined legislative and policy instruments, joint planning and execution of interventions. Thirdly, SAMSA will implement all its activities under initiatives aimed at enhancing the level of preparedness and contingencies in the unenviable event of a major oil spill, which has become a heightened area of priority due to a stronger promotion of oil and gas exploration along our coastline.*

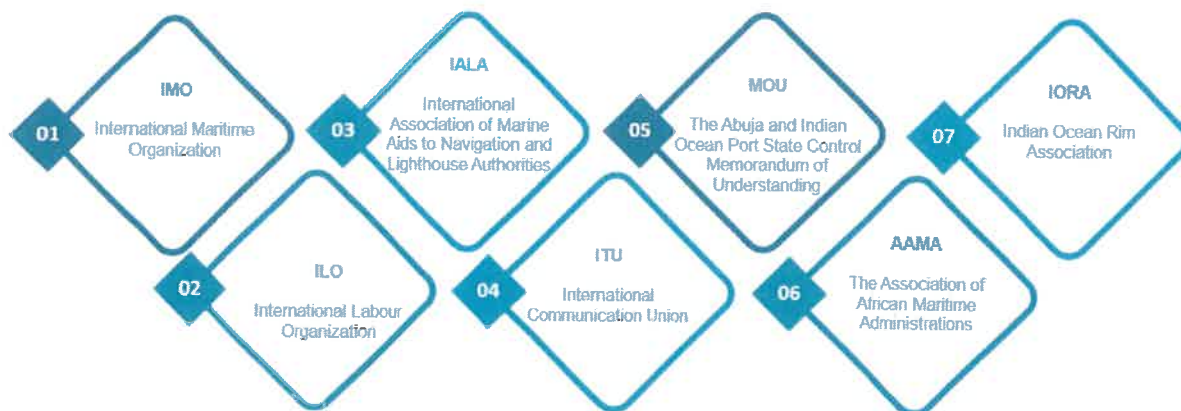
A Technical Advisor: The oceans economy development programme was developed through Operation Phakisa

SAMSA will also play the role of a specialist with in depth knowledge and regulatory expertise in relation to marine transport including offshore installations and aquaculture structures. Although in this role SAMSA does not play a direct role, it is however the regulator of marine installations and vessels used in marine commercial activities at sea. For example, marine aquaculture is regulated by SAMSA in terms of ensuring that marine transport lanes are not negatively affected by submersible cage operations, pollutants and the transportation of the harvested fish

THE OTHER AUTHORITY GUIDING OPERATING CONTEXT IN MARITIME - GLOBAL, CONTINENTAL AND NATIONAL PERSPECTIVE

Maritime transport is international in nature and requires strong multinational cooperation to make sure that standardised approaches, international conventions and systems for safe, clean, sustainable and secure shipping and seafaring are established and adhered to across the globe. South Africa is a signatory to numerous bilateral and multilateral agreements that advance development and technical maritime cooperation with other countries and their relevant institutions. SAMSA, led by the DoT and amongst other national public entities forms an important part of South Africa's participation on global, continental and regional maritime transport platforms aimed at developing and regulating maritime transportation.

SAMSA therefore participates and executes nationally adopted obligations flowing from the following institutions and critical agreements:



International Maritime Organization (IMO)

The purposes of the IMO, as summarized by Article 1(a) of the Convention, are "to provide machinery for cooperation among governments in the field of governmental regulation and practices relating to technical matters of all kinds affecting shipping engaged in international trade; and to encourage and facilitate the general adoption of the highest practicable standards in matters concerning maritime safety, efficiency of navigation and prevention and control of marine pollution from ships". The Organization is also empowered to deal with administrative and legal matters related to these purposes. South Africa is a member of the IMO since 1995, which is a specialised agency of the United Nations for setting international standards and regulations for international shipping covering ship

safety, seafarer qualifications, preventing pollution from ships, maritime security, search and rescue, and the efficiency of shipping.

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 workrelated issues.

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

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

International Communication Union (ITU)

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

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

South Africa is a signatory and active member of two regional MoU's, the Indian Ocean MOU and Abuja MOU on Port State Control (PSC). The two MoU's on Port State Control enable SAMSA to exercise control over foreign ships visiting South African ports by conducting inspections, which are meant to verify compliance with the international maritime conventions. The inspection regime is guided by the IMO's resolution on Procedures for Port State Control.

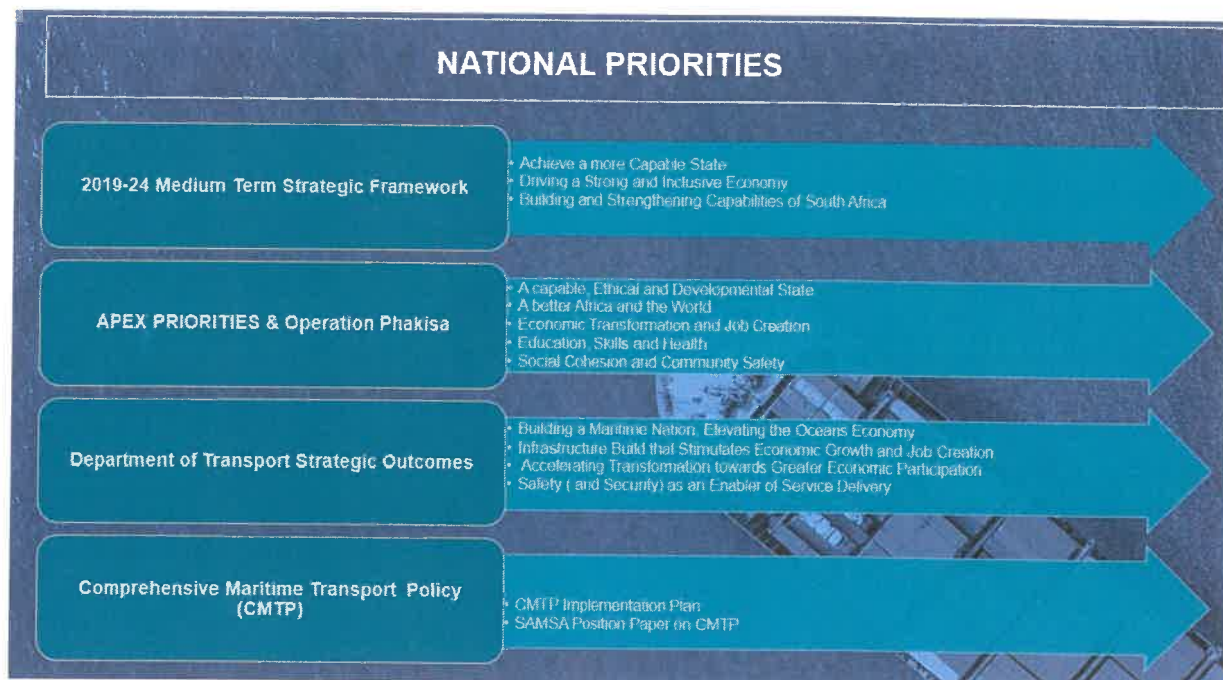
The Association of African Maritime Administrations

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

- To promote the development of Africa's maritime safety and environmental regulatory framework;
- To collaborate in the development of Africa's maritime technical competence;

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

The South African Maritime Safety Authority (SAMSA) is a Schedule 3A public entity in terms of the Public Finance Management Act No. 1 of 1999 (“PFMA”). In line with the Authority being a public entity the National Frameworks and guidelines requires that we align and prioritise the country’s key deliverables in line with the government agenda. Below are the key priorities that SAMSA have aligned to in order to contribute to the country’s agenda.



THE MEDIUM-TERM STRATEGIC FRAMEWORK (MTSF) is a government strategic plan for the 2019-24 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the 5-Year National Development Implementation Plan (NDP). The MTSF sets out the targeted outcomes for the medium term and provides a national framework for all government plans at the national, provincial and local government to deliver within their scope of competence. The MTSF highlights government’s support for a competitive economy, creation of decent work opportunities and encouragement of investment. The 2019-24 MTSF is therefore meant to enable policy coherence, alignment and coordination across government plans as well as ensuring an effective system for allocating government resources to its priority outcome areas. Performance agreements between the President and each Minister will reflect the relevant actions, indicators and targets set out in this MTSF.

The Seven Priorities derived from the Electoral Mandate + SONA:

- ***Priority 1: A Capable, Ethical and Developmental State***
- ***Priority 2: Economic Transformation and Job Creation***

- ***Priority 3: Education, Skills and Health***
- ***Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services***
- ***Priority 5: Spatial Integration, Human Settlements and Local Government***
- ***Priority 6: Social Cohesion and Safe Communities***
- ***Priority 7: A better Africa and World***

THE OCEANS ECONOMY DEVELOPMENT PROGRAMME

The oceans economy development programme was developed through Operation Phakisa, which is the national strategic approach and methodology adopted by government in 2014, led by the Office of the Presidency, to accelerate the execution of the National Development Plan. The development of our oceans economy is one of the two initial national priorities identified for implementation through this new methodology and approach with the strategic goal of unlocking the economic potential of South Africa's oceans. The country's ocean economy has been estimated to have the potential of increasing contribution to GDP from a current base of R54 billion to between R129 billion and R177 billion by 2033 whilst creating between 800,000 and 1 million new jobs

THE COMPREHENSIVE MARITIME TRANSPORT POLICY 2017

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

The strategic objectives of the CMTP are:

- (a) To develop and grow South Africa to be an international Maritime Centre (IMC) in Africa serving its maritime transport customers and world trade in general.

- (b) To contribute in Government's efforts of ensuring the competitiveness of South Africa's international trade by providing customer focussed maritime transport infrastructure and services through an innovative, safe, secured, reliable, effective, profitable and integrated maritime supply chain, infrastructure and systems including safety of navigation;
- (c) To promote the growth and broadened participation of local entrepreneurs in the shipping industry and marine manufacturing and related services while vigorously through incentives and continuous improvement in ship registration to promote the increase of ships under the South African flag registry; (d) To Promote marine transport, manufacturing and related services;
- (e) To provide guidance to the maritime transport sector stakeholders and customers about institutional arrangements, governance and regulatory interventions while ensuring effective and efficient co-ordination across Government on matters of common interest to the growth of the maritime transport sector;
- (f) To provide a clear framework around which operators, customers, investors and funders can freely participate in maritime transport market to improve growth, performance and competitiveness of the total Maritime Transport sector.
- (g) Establish where feasible a sustainable funding and financing mechanisms and or facility for the growth of the broader maritime transport sector to facilitate infrastructure development and possible acquisition of ships and equipment necessary to meet the needs of customers in particular and the South African economy in general.
- (h) To create and enhance viable and sustainable opportunities for historically disadvantaged entrepreneurs especially, women and youth to participate in maritime transport initiatives.
- (i) To ensure efficient and effective regulation and clear separation between maritime operations and maritime regulation and these to be reflected in the institutional and governance frameworks.
- (j) From an economic development perspective, create conducive climate for South African perishable goods businesses to take part in the global perishable products market either as producers or as consumers.
- (k) Develop modalities for the creation of a national shipping carrier to serve the SA's economic and trade interests.
- (l) Develop and maintain a competitive ship registration system.

THE DEPARTMENT OF TRANSPORT'S STRATEGIC OUTCOMES:

The Department of Transport in its 2020-25 strategic plan defined fundamental topical areas that the Department will prioritise over the next five years in response to the Medium-Term Strategic Framework (2019 – 2024).

A. SAFETY as an Enabler of Service Delivery

This area will cover all safety issues across the four modes of transport (road, rail, civil aviation and maritime), including safety of public transport; and applicable interventions that will be designed and employed to address such. The DoT's desired outcome will be to reduce all transport-related incidences and accidents, which will ultimately lead to a significant reduction in injuries and fatalities

1. Maritime Safety and Security

Countries across the globe are witnessing unprecedented times for maritime-related economic development, however to enable these opportunities, risk management strategies must be prioritised. Determining threats, vulnerabilities and consequences to personnel assets, operations and critical infrastructure, it will be crucial that these risks are mitigated and that performance is improved.

To this effect, the development and application of risk assessment and management techniques to maritime safety and security must take into account the complex regulatory and operational context in which the maritime industry operates. The DoT will thus strive to create a unique safety and security platform that will outline current concerns, provide 'fit-for-purpose' tools and management mechanisms, and enable focused operational programmes aimed at building capacity and critical mass.

Over the medium term, the DoT will focus on ensuring 100% compliance with the International Ship and Port Facility Security (ISPS) Code. The Code, developed in response to the perceived threat to ships and ports after the 9/11 attacks, encompasses a set of measures to enhance security of ships and port facilities. The Code is part of the Safety of Life at Sea (SOLAS) Convention and compliance is mandatory for South Africa as part of the Contracting Parties to SOLAS.

As part of ensuring compliance to the ISPS Code, the DoT will focus mainly on addressing the 'stowaway' problem, which seems to be an ever-present for the shipping industry. This problem is closely linked to vessels and/or cargo-type, as well as to the security training and awareness of the crew. The costs involved in looking after and repatriating stowaways can be substantial, and generally involves moving reluctant people across several continents.

The DoT will aim to reduce stowaways by addressing inadequacies in security and watch keeping. Stringent measures will be put in place to ensure that no unauthorised personnel are able to gain access to vessels, and that all those who have been authorised to board disembark before sailing.

B. Building a MARITIME Nation, Elevating the Oceans Economy

This area presents a strategic opportunity for South Africa. South Africa is bordered by the ocean on three sides. In 2010, the ocean contributed approximately R54 billion to SA's Gross Domestic Product (GDP) and accounted for approximately 310 000 jobs. Studies suggest that the ocean has the potential to contribute up to R177 billion to the GDP and between 800 000 and one million direct jobs.

The DoT, as part of its contribution to unlock the economic potential of the ocean, will look at several key areas. These include regional coastal shipping agreement within the Southern African Development Community (SADC), establishment of a national shipping carrier and corporatisation of the Transnet National Ports Authority (TNPA).

One of the key strategic objectives of the CMTP is to develop South Africa to be an International Maritime Centre in Africa. In considering the bold objective, it is important to note that the proposed Maritime Transport Strategy 2030 envisages that this status may be achieved by 2030. Elements that are required to achieve this status involve a few factors that are required, and these include that South Africa's maritime sector must develop beyond its ability to serve national interest and be more occupied in providing efficient services to the global industry.

South Africa, and most countries in Africa, has begun investing and utilizing resources to explore and grow their maritime sectors. The investments into port and logistics infrastructure including warehousing infrastructure has grown exponentially with the most recent major development

With the 4th Industrial Revolution in our midst, South Africa should promote maritime analytical skills and tools to embrace the 4th Industrial Revolution (4IR). There is need to learn from the bit of excellence ship and boat building industry where South Africa is already highly recognized in the world and ranking number 2 after France as leader in the manufacture and distribution of Catamarans and other sophisticated luxury yachts.

The nature of transformation of the maritime sector requires context and must also be informed by the fact that structurally a developing industry and therefore, part of what we need is modernization and innovation through smart technologies. The delayed appointment of the B-BBEEE Charter Council is delaying transformation. We will continue promoting the implementation of the 2019 Women in Maritime Dialogue Declaration.

C. ENVIRONMENTAL PROTECTION – Recovering and Maintaining a Healthy Natural Environment

This area will cover the effects of transport activities on climate change and environment as a whole, and engage on approaches to avoid or mitigate those effects.

In the Maritime Transport space, new IMO energy efficiency regulations and cleaner fuels are coming into force in January 2020. These regulations will bring about a new marine fuel economy. The South African industry must take advantage of this reality not only by ensuring the enforcement, but also looking at opportunity brought about by the regulation.

Under the new global limit, ships will have to use fuel oil on board with a sulphur content of no more than 0.50%. That compares with the current limit of 3.50%, which has been in effect since January 2012. The interpretation of 'fuel oil used on board' includes fuel used in main and auxiliary engines and boilers. The transport sector welcomes the introduction of the sulphur cap, which comes into effect in January 2020, as an important step in reducing the impact of global supply chains on people's health and the environment. To this effect, the DoT will ensure full implementation of the MARPOL Annex VI, to limit main air pollutants contained in ship exhaust gas, including sulphur and nitrous oxides. The implementation of the MARPOL Annex VI will also prohibit deliberate emissions of ozone depleting substances and regulate shipboard incinerations and emission of volatile organic compounds from tankers.

South Africa lies in one of the world's busiest shipping lanes. The peculiar waters of South Africa explain the treacherous sailing conditions. The large traffic volume transiting around the Cape horn and the large number of ships sailing towards the country's ports make the coast vulnerable to oil pollution. It is with this view in mind that the country's marine pollution prevention measures be reviewed on a regular basis to ensure that oil pollution is minimised. Over the medium term, the DoT will target to acquire a pollution prevention tug that will ensure that it timeously responds to emergency callouts and high-risk maritime emergencies.

The maritime industry is bracing itself for the rapid approach of January 1, 2020 – the day on which the sulphur limit imposed under International Maritime Organization (IMO) 2020 comes into effect. The regulatory requirements will certainly have an economic effect on shipping with the bunker prices constantly fluctuate due to market forces and the cost of crude oil.

Overall, the effect of the new Annex VI agreement may be quite costly for the participants in the shipping industry. Based on historical price differences could well imply a cost increase per ton of bunker fuel of an average by at least 3% in the fuel operating costs.

Ship operators will face higher vessel operating costs due to the use of low sulphur fuel. The shipping companies could in principle decide to absorb some of these additional costs, but such a strategy would negatively affect the financial base and attractiveness of the short sea business. The resulting lower margins would undermine innovation in the industry and would prolong the operating lifespan of

(older) short sea vessels. A more logical strategy for operators is to charge their customers to recuperate the additional fuel costs linked to the use of low sulphur fuel.

Therefore, the country will continue to implement the South Africa 2020 Global Sulphur Cap Resolutions. There will be a special focus on research to understand the economic impact of the compliance effect and try to implement initiatives that will ensure that there is minimum impact to the maritime economy (jobs).

MINISTER OF TRANSPORT THE MARITIME PROGRAMMES



THE BUILDING BLOCKS FOR THE MARITIME PROGRAMMES CONSTITUTE FIVE FOCUS AREAS (PILLARS)

- Pillar 1: Enhancing South Africa's Shipping Register
- Pillar 2: Mainstreaming maritime through empowering historically disadvantaged persons to access opportunities, support development of seafarers and support young people to get involved in maritime through recreation and economic opportunities
- Pillar 3: Rolling out coastal shipping and create partnership to ensure sustainable support system to enable effective implementation. The end goal is to have a SADC region-wide coastal shipping market. These to include all offshore shipping activities in the Oil and Gas sector (oil rigs, offshore supply vessels, offshore bunkering activities).
- Pillar 4: Create programmes to elevate fluvial transport and open new economic opportunities by maximising the use of inland waterways.

- Pillar 5: Unlocking maritime for economic stimulation and recreation

OUR 2020-25 SAMSA STRATEGIC PLAN

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

WHAT WE WILL FOCUS ON IN THE 2020-25 STRATEGY PERIOD

STRATEGIC FOCUS AREA 1: Managing risks with regards to maritime safety of life and property, equipment and seafarers.

WHAT WE AIM TO ACHIEVE AND CONTRIBUTE

Impact Statement:	To safeguard life and property across the maritime transportation system such that we have a reduced occurrence of maritime fatalities and maritime incidence and accidents in South African waters. We anticipate ensuring safe shipping in South African waters with minimum safety incidents occurrence from vessels and a secure maritime environment. The ultimate result will be to ensuring the welfare and observation of safe practices by seafarers and fishermen, compliance and safe operation of ships and all small vessels, the safe performance of commercial activities at sea and the safety of goods being transported by vessels.					
	Outcomes		Outcomes Indicator		Baseline Performance	Five Year Target
		1.	A Safe South Africa Maritime Transport System- (Safer Property). variables such as	South Africa Maritime State of Maritime Transport Safety	Below 5	10
			Index (Trend analysis) – including 19 (April 2018- March	Rate reported in 2018-2019) financial period.		Reportable Maritime Lives and
			1. Reportable Maritime Incident rate from all types of vessels.			
	2.	Maritime fatalities rate reported from all types of vessels	New Indicator	Below 1		Reportable Maritime fatalities rate
	reported from all types of vessels Key Initiatives to be implemented to ensure the achievement of the Outcome					
	<ul style="list-style-type: none"> 1. IMSAS III Code Audit in year 2023 2. Safety of navigation programme to include terrestrial AIS, satellite AIS and LRIT capacity enablement 3. Safe Shipping Improvement Project – Adherence to safety standards, practices and international conventions in our waters (foreign and national flagged vessels). 4. Port State Performance Improvement Initiative (including increasing the number of SAMSA surveyors and training) 5. Implementation of the National Inland Waterways Strategy in partnership with key stakeholders 6. Safety awareness campaigns (safe fishing, safe shipping, boating and safe navigation interventions and seminars) 7. Maritime Risk Workshop Business Case implementation 8. State of South Africa Maritime Safety Report 					

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

Reduction in Reportable 12.0 Below 7 Below 6 Below 5 Below 5 Below 5

Safe South Africa Maritime Transport System- (Safer lives and property)	maritime safety Incidents.	Maritime Incident rate from all types of vessels.	Reportable Maritime Incident Rate	Reportable Maritime Incident Rate	Reportable Maritime Incident Rate	Reportable Maritime Incident Rate	Reportable Maritime Incident Rate	Reportable Maritime Incident Rate	Reportable Maritime Incident Rate
	foreign vessels inspected under Port	High priority vessels inspected under Port	100% High priority vessels inspected under Port	100% High priority vessels inspected under Port	100% High priority vessels inspected under Port	100% High priority vessels inspected under Port	100% High priority vessels inspected under Port	100% High priority vessels inspected under Port	100% High priority vessels inspected under Port
	Reduced maritime fatality accidents	Reportable Maritime fatalities	Below 2 Reportable Maritime fatalities	Below 2 Reportable Maritime fatalities	Below 2 Reportable Maritime fatalities	Below 1 Reportable Maritime fatalities	Maritime fatalities reported from	Reportable Maritime fatalities rate	Reportable Maritime fatalities rate
	An improved rate reported from compliance	all types of vessels	all types of vessels	rate reported from all types of vessels	rate reported from all types of vessels	reported from all types of vessels	all types of vessels	all types of culture	

STRATEGIC FOCUS AREA 2: The State of the South Africa Maritime Education Training and Certification system to give full and complete effect has been given to the relevant provisions of the STCW Convention in South Africa, in accordance with regulation 1/8 of the Convention and section A-1/7, paragraphs 4 to 6 of the Code. South Africa's last report on Independent Evaluation accepted by the Panel of Competent persons was in September 2006, thus posing the risk of being removed from the STCW White List if an acceptable report is not submitted before the MSC implements the provision of Regulation 1/7.3 of the STCW Convention.

WHAT WE AIM TO ACHIEVE AND CONTRIBUTE

Impact Statement:	To ensure that all seafarers within the maritime sector have the knowledge, skills and competency to effectively perform their roles in safely operating vessels, in a manner that protects lives, property and the environment. This competency is at the core of seafarer development, seafarer registry, seafarer employment, seafarer/stevedore welfare and its administration. The following outcomes will be achieved such as the development and maintenance of an excellent maritime education and training system that is current, flexible and supports industry needs and South Africa's national maritime development aspirations, maintain IMO Whitelist Status, a World class Seafarer Welfare programme and South African Seafarers qualifications that are accepted in most maritime jurisdictions across the globe.				
	Outcomes	Outcomes Indicator	Baseline Performance		Five Year Target
1	A Globally Competitive South Africa Maritime Education and Training System. A Globally competitive and supported South African Seafarer.	A Globally Competitive South Africa Maritime Education and Training System through confirmation of being on STCW Whitelist.	Maintain South Africa Whitelist Status		Maintain South Africa Whitelist Status Mature the South Africa Maritime Education Training and

Certification System to ensure alignment with the SAQA requirements.

Key Initiatives to be implemented to ensure the achievement of the Outcome

1. SCTW Project in year 2022-23
2. National Qualification (SAQA) accreditation alignment initiative
3. Roll out of the Quality Standards System on all STCW and STCW-F obligations.
4. Training Institutions Mandatory Audits
5. Automation of the South Africa Maritime Education Training and Certification System

OUR STRATEGIC MEDIUM TERM PERFORMANCE WILL BE MEASURED AS FOLLOWS:

Outcome	Output	Output Indicators	Baseline Performance	Medium Term Strategic Forecasted Targets				
				2022/23	2023/24	2024/25	2025/26	2026/27
A Globally Competitive South Africa Maritime Education and Training System.	Maintain South Africa International Convention of Standards of Training, Certification and Watch keeping for Seafarers (STCW) Whitelist Status	Status of South Africa International Convention of Standards of Training, Certification and Watchkeeping for Seafarers (STCW) Whitelist.	South Africa on the STCW Whitelist Status as per IMO Circular MSC.1/Circ.11 63/Rev.10 (or latest version) though the last IMO report was only submitted in 2015.	Maintain South Africa STCW Whitelist Status through the IMO assessment of the South Africa STCW report	Maintain South Africa STCW Whitelist Status	Maintain South Africa STCW Whitelist Status	Maintain South Africa STCW Whitelist Status	Maintain South Africa STCW Whitelist Status

STRATEGIC FOCUS AREA 3: Managing risks with regards to prevention and combating of maritime environment pollution by ships. Vessel operations pose a risk to the marine environment as they discharge harmful emissions from daily release of various substances. Intentional and unintentional discharges of oil, chemical cargo residues, garbage and cleaning agents, anti-fouling paint, exhaust and other air emissions and non-indigenous species from ballast water have an ongoing adverse impact on life in the world's seas. Marine exhaust emissions (SO₂, NO_x and PM) have damaging consequences on both the marine and the shore based environment as the health of people in coastal and harbour areas can be negatively affected by the operation of ships. The IMO states that a clean and sustainable maritime transportation system must minimise the environmental impact of shipping and activities of maritime industries. Environmental stewardship should be reflected in the development and implementation of global standards for pollution prevention and protection of the marine environment.

WHAT WE AIM TO ACHIEVE AND CONTRIBUTE

Statement:	environment, stop unauthorised ocean dumping of hazardous substances and prevent oil and chemical spills from vessels. SAMSA shall approve the manner in which potential pollutants are handled and discharged and improve the standards relating to managing noxious, oil and other chemical discharges by providing a framework for the disposal of waste, ballast water, and hazardous and noxious substances at sea.				
	Outcomes	Outcomes Indicator	Baseline Performance		Five Year Target
			Below 2 Reportable Maritime pollution incidents	Below 1 Reportable Maritime pollution incidents	Reportable reduction all types of vessels
1.	Clean Seas through the of the maritime pollution incidence and all types of vessels	Reportable Maritime pollution incidents rate from all types of vessels ships in South African waters.	Below 2 Reportable Maritime pollution incidents rate from impact of marine pollution by	Below 1 Reportable Maritime pollution incidents rate from impact of marine pollution by	Reportable reduction all types of vessels
Key Initiatives to be implemented to ensure the achievement of the Outcome 1. South Africa Maritime Climate Change Strategy 2. 2020 Sulphur Workshop Resolutions inc legislations, research on the feasible options- Scrubber Research Initiative 3. South Africa Green House Gas IMO Technical submission 4. IMOrg delivery model implementation 5. OPCR implementation plan 6. Implementation of the National Oil Spill Contingency Plan 7. Maritime Pollution Combating Function transfer implementation					

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

Outcome	Outputs	Output Indicators	Baseline Performance	Medium Term Strategic Forecasted Targets				
				2022/23	2023/24	2024/25	2025/26	2026/27
Clean Seas – reduced reportable maritime pollution incidents by vessels.	Reduction in reportable maritime pollution Incidents.	Reportable Maritime pollution incidents rate from all types of vessels	Below 2 Reportable Maritime pollution incidents rate from all types of vessels	Below 2 Reportable Maritime pollution incidents rate from all types of vessels	Below 2 Reportable Maritime pollution incidents rate from all types of vessels	Below 2 Reportable Maritime pollution incidents rate from all types of vessels	Below 2 Reportable Maritime pollution incidents rate from all types of vessels	Below 2 Reportable Maritime pollution incidents rate from all types of vessels

STRATEGIC FOCUS AREA 4: South Africa has outdated maritime legislation which needs to be prioritised for urgent reviewing and International Conventions that South Africa recently acceded to be not domesticated expeditiously into local laws to ensure execution of enforcement. Penalties for transgression of legal requirements are also very low in comparison with other countries and environmental laws and thus is not a real deterrent for offenders. For South Africa through SAMSA to realise the above mandates all acceded conventions must be ratified and domesticated into national laws. Current principal Acts and Regulations are also outdated and must be emended to ensure standards of surveys are consistent and in line with latest technological developments and industry best practice.

WHAT WE TO ACHIEVE AND CONTRIBUTE

Impact Statement:	To ensure strengthening maritime governance with a focus on collaborative stakeholder participation and the sharing of responsibilities and actions at national, regional and international perspectives of governance to ensure effective implementation of the South African Maritime agenda. The outcomes will reflect the role played by SAMSA at international and regional levels of cooperation and partnerships, principally the IMO, ILO, IALA, Indian Ocean Memorandum of Understanding (IOMOU), the Abuja Memorandum of Understanding on Port State Control and other SAMSA Memoranda of Understanding and agreements aimed at improving regional maritime governance and sector development.			
	Outcomes	Outcomes Indicator	Baseline Performance	
			Five Year Target	
1.	Enforcement of domesticated maritime legislation and regulations to ensure effective implementation of the entity's responsibility.	Maritime legislation and regulations updated, implemented and monitored.	Two (2) maritime legislation and regulations updated, implemented and monitored.	All maritime legislation and regulations updated, implemented and monitored in line with plan
Key Initiatives to be implemented to ensure the achievement of the Outcome				
<ol style="list-style-type: none"> 1. Maritime Legislation Stakeholder Lobbying and Partnering initiatives 2. South Africa IMO Committees Technical Submissions 				

OUR STRATEGIC MEDIUMTERM PERFORMANCE WILL BE MEASURED AS FOLLOWS:

Outcome	Output	Output Indicators	Baseline Performance	Medium Term Strategic Forecasted Targets				
				2022/23	2023/24	2024/25	2025/26	2026/27
Enforcement of domesticated maritime legislation and regulations to ensure effective implementation of the entity's responsibility.	Maritime legislation and regulations updated, implemented and monitored.	Number of maritime legislation and regulations updated, implemented and monitored.	Two (2) maritime legislation and regulations updated, implemented and monitored.	All maritime legislation and regulations updated, implemented and monitored in line with plan	All maritime legislation and regulations updated, implemented and monitored in line with plan	All maritime legislation and regulations updated, implemented and monitored in line with plan	All maritime legislation and regulations updated, implemented and monitored in line with plan	All maritime legislation and regulations updated, implemented and monitored in line with plan

STRATEGIC FOCUS AREA 4: To be an International Maritime Centre by the year 2030, capable of delivering on its mandate, SAMSA needs to be appropriately resourced and capacitated, with complete and correct financial resources, manpower, competencies (processes, systems, leadership, structures, management approaches, etc.), ICT infrastructure and able to retain the inherent institutional knowledge. We therefore seek to reconcile our internal resource and capabilities with the services and technical support demands placed on the entity so that we are best able to meet current and future strategic obligations over the next 5 years. Due to a lack of enough resources, a significant number of surveys are outsourced to third parties, such as Authorised Agencies (small vessels), External Surveyors or Recognised Organisations (Classification Societies), which could lead to SAMSA failing in providing effective oversight. Should any incident occur, the ability of SAMSA to respond is limited, due to a lack of resources and capability. Emergency Response capability such as vessels or aircraft are outsourced to third parties and does not always have these assets available for immediate use. No Sea or Air patrols have been conducted since early 2010 to monitor and combat pollution along the South African coast.

Advancements in technology in the next five years is expected to rapidly change our operating environment. New Technologies, Autonomous ships, Remotely Operated Ships, the threat of cyberattacks, the adoption of new environmental regulations in order to reduce emission from ships, will require a new type of skill for SAMSA to deliver on its mandate. Remote Surveying Technology provide new methods which will allow SAMSA to execute its mandate in safer and more efficient way, removing the risks which surveyors are exposed to daily. These new and emerging priorities for SAMSA will draw on the relationship management capabilities of our workforce, as it is recognised that technical knowledge coupled with strong negotiation and communication skills will be key to determining our success in these areas.

WHAT WE TO ACHIEVE AND CONTRIBUTE

Impact Statement:	Without a competent, engaged workforce that is properly resourced and capable to fully execute the mandate, the entity will not be able to promote South Africa’s Maritime interests on a national and global platform to become An International Maritime Centre. The entity will be able to retain scarce skills, become an employer of choice, and improve service delivery using an integrated management system with effective and efficient processes and systems, as well as using technology to improve our service delivery to all our Stakeholders			
	Outcomes	Outcomes Indicator		
	A Financially sustainable SAMSA with enough resources to implement SAMSA’s mandate and other global initiatives.	Cash cover Level 4 of the SAMSA’s Long term financial sustainability model	Baseline Performance Long term financial	Five Year Target Cash cover of Six month sustainability strategy

A Digitalised SAMSA with all systems fully new technologies embraced Information

Approved SAMSA Digital Strategy approved and the SAMSA of Digital Strategy

and model implemented 100 (%) implementation optimised with

Impact Statement:	Without a competent, engaged workforce that is properly resourced and capable to fully execute the mandate, the entity will not able to promote South Africa’s Maritime interests on a national and global platform to become An International Maritime Centre. The entity will be able to retain scarce skills, become an employer of choice, and improve service delivery using an integrated management system with effective and efficient processes and systems, as well as using technology to improve our service delivery to all our Stakeholders.			
	Outcomes	Outcomes Indicator	Baseline Performance	Five Year Target
	to ensure better work practises and greater synergies, allowing for integrated systems.	Communication Technology (ICT) plan in line with the Digital Strategy	Enterprise Architecture Strategy approved	Initiatives
	Improved governance and strengthened control environment through Institutionalisation Governance Oversight Framework incorporating inclusive businesses and investment approach to respond to social and environmental factors in the Maritime Ecosystem	Corporate governance and management maturity assessment	Ethics committees established and operationalised	Matured State Corporate governance and management maturity assessment
	Key Initiatives to be implemented to ensure the achievement of the Outcomes			
	<ol style="list-style-type: none"> 1. Implementation of the SAMSA Digital Strategy 2. Implementation of the Corporate Quality Management System 3. SAMSA Financial Strategy and Plan (Development and Implementation) 4. Corporate Audit Improvement Plan 5. Leadership and Culture Change Programme 			

OUR STRATEGIC MEDIUM TERM PERFORMANCE WILL BE MEASURED AS FOLLOWS:

Outcome	Output	Output Indicators	Baseline Performance	Medium Term Strategic Forecasted Targets				
				2022/23	2023/24	2024/25	2025/26	2026/27
Digitalised SAMSA with all systems fully optimised with new technologies to ensure better work practices and greater synergies, allowing for integrated systems	Fit for Purpose Technological and Digitisation as an Enabler for the business and its customers.	Percentage (%) implementation of Digital Strategy Implementation Roadmap	New Indicator	Approved Information Communication Technology (ICT) plan in line with the Digital Strategy	100 (%) implementation of Digital Strategy Implementation Roadmap	100 (%) implementation of Digital Strategy Implementation Roadmap	100 (%) implementation of Digital Strategy Implementation Roadmap	100 (%) implementation of Digital Strategy Implementation Roadmap

A Financially sustainable SAMSA with enough resources to implement SAMSA's mandate obligations.	Ensure an adequate Cash Cover	Cash Cover for Two months	New Indicator	Cash Cover for Two months	Cash Cover for Three months	Cash Cover for Four months	Cash Cover for Five months	Cash Cover for Six months
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Outcome	Output	Output Indicators	Baseline Performance	Medium Term Strategic Forecasted Targets				
				2022/23	2023/24	2024/25	2025/26	2026/27
Improved governance and strengthened control environment	Institutionalise Governance Oversight Framework incorporating inclusive businesses and investment approach to respond to social and environmental factors in the Maritime Ecosystem	Corporate governance and management maturity assessment	New indicator	Baseline assessment Corporate governance and management maturity assessment	Implement Corporate governance and management improvement plan	Level 2 Corporate governance and management maturity assessment	Level 3 Medium Corporate governance and management maturity assessment	Mature (Level 4) Corporate governance and management maturity assessment

STRATEGIC FOCUS AREA 5: To enhance the competitiveness of South Africa's Maritime industry and exploit the potential for job creation, transformation and economic contribution to the country's Gross Domestic Product. South Africa is strategically positioned where the Indian Ocean, the Atlantic oceans and the Southern Seas meet to create a unique sea trade route, oceans and marine ecosystem. The country has jurisdiction over one of the largest Exclusive Economic Zones (EEZ) in the world, where its waters stretch 200 nautical miles (370,4 km), a depth of 5,700m with more than 65% of this area deeper than 2,000m. The EEZ is traversed by international merchant ships transporting global trade from the far East to Africa, the Americas and Europe as well as ships performing a diverse number of knowledge gathering, recreational and economic offshore operational activities. The South African oceans economy and coastal economic assets, resources, goods and services of the country, which includes fisheries, ports, harbours, trade, recreation and tourism makes up approximately 43% of the country's Gross Domestic Product (GDP) production system of which 25% is from direct economic benefits whilst 18% is derived from indirect benefits.

WHAT WE AIM TO ACHIEVE AND CONTRIBUTE

Impact Statement:	To grow and transform the South Africa maritime industry to ensure jobs creation in line our maritime global ambitions priorities whilst ensuring growth of the maritime contribution to the country's gross domestic product.			
	Outcomes	Outcomes Indicator	Baseline Performance	Five Year Target
	South Africa's Maritime industry that contributes to the National Gross Domestic Product And creates jobs	Jobs created in the South Africa maritime industry through direct contribution and key partners	New	200 jobs created in South Africa maritime industry
	Value of Maritime contribution to South Africa Gross Domestic Product (GDP)	Value of Maritime contribution to South Africa Gross Domestic Product (GDP)	No study conducted	3% increase in value of Maritime contribution to South Africa Gross Domestic Product (GDP)
		Number of merchant vessels registered onto the South Africa Ship Register	Five of merchant vessels registered onto the South Africa Ship Register	Ten new merchant vessels registered onto the South Africa Ship Register
	A Transformed South Africa's Maritime industry	Small, Medium and MicroEnterprises(SMME`s) assisted in South Africa maritime industry	Two Small, Medium and Micro-Enterprises(SMME`s) assisted in South Africa maritime industry	Ten new SMME`s assisted in South Africa maritime industry
Key Initiatives to be implemented to ensure the achievement of the Outcomes				
<ol style="list-style-type: none"> 1. <i>The State of South Africa Maritime Sector Report</i> 2. <i>The South Africa Maritime Sector Growth Strategy</i> 3. <i>The South Africa Maritime Sector Transformation Strategy and Action Plan</i> 4. <i>Promotion of the Ship Register and South Africa Maritime Agenda 5. Automation of the Ship Register</i> 				

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

		Percentage Implementation of the Maritime Transformation	New Indicator	25% implementation of the	50% implementation of	80% implementation of	90% implementation of	100% implementation of
		Strategy Action Plan		Maritime Transformation	Maritime Transformation	Maritime Transformation	Maritime Transformation	Maritime Transformation
				ional Strategy Action Plan	onal Strategy Action Plan	onal Strategy Action Plan	onal Strategy Action Plan	onal Strategy Action Plan
		Number of Jobs (Women, Youths etc) in South Africa maritime industry	TBA	60 Jobs (Women, Youths etc) created in	100 Jobs (Women, Youths etc) created in	100 jobs (Women, Youths etc) created in	150 Jobs (Women, Youths etc) created in	200 jobs (Women, Youths etc) created in
		Africa maritime industry		South Africa maritime industry	South Africa maritime industry	South Africa maritime industry	South Africa maritime industry	South Africa maritime industry
		Number of merchant vessels registered on the South Africa Ship register	Five	One merchant vessel registered onto the South Africa Ship register	One merchant vessel registered onto the South Africa Ship register	One merchant vessel registered onto the South Africa Ship register	One merchant vessel registered onto the South Africa Ship register	One merchant vessel registered onto the South Africa Ship register

A Transformed South Africa's Maritime industry collaboration with Strategic Partners

Fast Track the implementation of the Maritime Transformation Agenda in industry collaboration with Strategic Partners

South Africa's Jobs created in Maritime the South Africa industry that maritime contributes to industry the National Gross Domestic Product And creates jobs

Merchant vessels registered onto

the South
Africa Ship
Register

BUDGET OVERVIEW FOR THE MEDIUM TERM PERIOD

	Actual 2020/21 Rm	Budget 2021/22 Rm	Budget 2022/23 Rm	Budget 2023/24 Rm	Budget 2024/25 Rm
Expenditure estimates by Programme					
Administration	37.6	49.8	46.9	49.1	51.2
Ensure safety of life and property at sea	219.6	287.5	271.1	283.2	296.0
Prevent and combat pollution of the maritime environment	56.8	74.4	70.1	73.2	76.5
Promote South Africa's maritime interests	76.1	129.3	99.0	103.5	108.2
Total for Programmes	390.1	541.0	487.1	509.0	531.9
Financial highlights					
Revenue:	374.2	539.0	489.3	510.7	534.9
- SAMSA levies	286.4	380.9	358.6	376.5	394.4
- Other	87.8	158.1	130.7	134.2	140.5
Expenditure:	390.0	541.0	487.1	509.0	531.9
- Employee costs	251.0	331.4	308.1	322.0	336.5
- Goods and services	139.0	209.6	179.0	187.0	195.4

Interest received	1.8	3.5	1.5	1.5	1.5
Net surplus / (deficit)	(14.0)	1.5	3.7	3.2	4.5

CONCLUSION

This Strategic Plan reflects the first steps South Africa will be taking to ensure that the country becomes an International Maritime Centre by the year 2030. The focused details on how to implement the strategy of the entity on each strategic challenge is contained in the SAMSA Annual Performance Plan.

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