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SOUTH AFRICAN INTERNATIONAL  
MARITIME INSTITUTE

## **STRATEGIC PLAN**

**2019 - 2023**

## TABLE OF CONTENTS

<b>Part A: INTRODUCTION</b>	
Purpose	3
Background and Context	3
<b>Part B: STRATEGIC OVERVIEW</b>	
1. Our Mandates	4
2. Our Purpose	7
3. Our Vision	8
4. Our Values	8
5. Our Mission	8
6. Our Strategic Pillars	9
7. Our Critical Success Factors	9
8. Our Core Competences	9
9. Our Business Model	10
10. Our Situational Analysis	10
<b>Part C: STRATEGIC GOALS AND OBJECTIVES</b>	
11. Our Strategic Outcome Oriented Goals	13
12. Our Strategic Portfolio of Programmes	17

## **PART A: INTRODUCTION**

### **Purpose**

The purpose of this document is to articulate the strategic plan of the South Africa International Maritime Institute (SAIMI) for the period 2019-2023. The document is laid out in two parts. The first part (Part A) provides the context against which SAIMI operates and the second part (Part B) a description and elaboration of the institute's strategic outcome-oriented goals, objectives and programmes.

### **Background and Context**

The South Africa International Maritime Institute (SAIMI) is South Africa's apex maritime institute. It was established in 2014 through an effort championed by the South African Maritime Safety Authority (SAMSA) and Nelson Mandela University (NMU) in partnership with a broad base of stakeholders from universities, sector education and training authorities, further education and training institutes, the maritime industry, government and representatives from the African maritime sector. The overarching objective of SAIMI is to develop the contribution of the maritime sector to the economy of South Africa and Africa by effectively coordinating quality education, training and research with partner institutions (Stakeholders).

SAIMI's main task is advocacy and the promotion of South Africa's maritime sector, the coordination of education, skills, training, research and development, as well as to serve as the knowledge hub on maritime matters. This is premised on a strong collaboration and stakeholder participation framework to ensure that all role players participate in advancing SAIMI's work and contribute their resources and capabilities towards the development of South Africa's maritime sector. It is envisaged that SAIMI's capacity, resources and capabilities would be augmented through a strong network of partners, associates and alliances.

In this way SAIMI would help unlock the country's maritime potential and contribute to the socio-economic development of the country by aligning all maritime education, training, research, industry, social and government stakeholders into a comprehensive force for change and jointly implement high impact interventions. To this end, SAIMI leads a partnership and collaborative effort towards better education, training and upskilling of the people, linking them to socio economic opportunities and investing in new knowledge, technologies and innovations for a globally competitive SA maritime sector.

## **PART B: STRATEGIC OVERVIEW**

### **1. Our Mandates**

SAIMI is at the heart of South Africa's efforts towards developing South Africa's human and knowledge resource to enable the sustainable exploitation of opportunities in the oceans economy. The oceans economy relates to both the industrial and commercial activities linked to the oceans and the marine ecosystems. The South African oceans ecosystem, with its entire marine, maritime, governance and related socio economic activities, offers opportunities for industry, enterprise, growth, jobs, new knowledge, technology and innovation for South Africans, Africans and the global community. Furthermore, it presents a new frontier for humans to explore for solutions to the enduring existential problems we face, including environmental, food security and a source for more sustainable resources.

#### **1.1. National Development Plan**

The National Development Plan (NDP) commits the country to working towards providing greater access to education and training of the highest quality, leading to significantly improved learning outcomes by 2030. The education, training and innovation system should cater for different needs and produce highly skilled individuals. The graduates of South Africa's universities and TVET colleges should have the skills and knowledge to meet the present and future needs of the economy and society, as well as the maritime industry. To achieve the above, the following outputs are required:

- A credible institutional mechanism for labour market and skills planning;
- Increased access to and success in programmes leading to intermediate and high level learning;
- Increased access to and efficiency of high-level occupationally directed programmes in needed areas; and
- Increased access to occupationally directed programmes in needed areas, thereby expanding the availability of intermediate level skills with a special focus on artisan skills.

Research and development should be significantly expanded to contribute towards building an inclusive society, providing equal opportunities and helping all South Africans to realise their full potential. This applies in particular to those previously disadvantaged by apartheid policies, namely black individuals, women and individuals with disabilities. It advocates for the expansion of South Africa's pool of researchers and enhancements in their productivity. A great level of emphasis has been placed on Innovators playing a critical role in creating new products and new ways of producing existing products cheaply and more efficiently, including the delivery of public services. Research institutions and the national science and innovation system must be coordinated and collaborative. The post-school education and training sector must improve equity in access and quality of outcomes.

The NDP urges different parts of the education system to work together, allowing students to take different pathways that offer high quality learning opportunities. There should be clear linkages between schools, Community Education and Training Colleges, TVET colleges, universities and other providers of education and training. There should also be clear linkages between education and training and the world of work. Furthermore, all people from schooling onwards should have access to quality career information and receive

appropriate and adequate career guidance and advice to pursue education and training opportunities leading to a career and ultimately, employment.

## **1.2. Operation Phakisa on the Oceans Economy**

The South African government in partnership with Civil Society, Industry, Entrepreneurs and Academia led a process of developing a multi-stakeholder socio economic development programme – Operation Phakisa – directed at unlocking the economic potential of the oceans economy. Operation Phakisa is a strategy and methodology adopted by government with the aim of providing energy, focus and impetus to delivering big, fast results in a specific strategic sector linked to South Africa’s National Development Plan. The core aim of this programme was to create new employment opportunities and to enhance the growth and development of South Africa by increasing the ocean economy’s sustainable contribution to GDP. To this end, the following sectors have been identified as strategic areas of focus over the period 2014 - 2019 in the medium term and until 2035 over the longer strategic term. Six strategic growth areas, led by national government departments, have been prioritised to contribute to unlocking the economic potential of South Africa’s oceans. Based on their potential contribution to economic growth and job-creation, these are:

- Marine Transport and Manufacturing, led by the Department of Transport (DoT) and its agencies;
- Offshore Oil and Gas Exploration, led by the Department of Mineral Resources (DMR) and its agencies;
- Aquaculture, led by the Department of Agriculture, Forestry and Fisheries (DAFF) and its agencies;
- Marine Protection Services and Ocean Governance, led by the Department of Environmental Affairs (DEA) and its agencies;
- Small Harbours Development, led by the Department of Public Works (DPW) and its agencies -The detailed planning for this area commenced in Nov 2018); and
- Coastal and Marine Tourism, led by the Department of Tourism (DEA)(approved in August 2017).

These six focus areas are supported by cross-cutting strategies in the areas of:

- Skills Development and Capacity Building, led by the Department of Higher Education and Training (DHET) and its entities;
- Research, Technology and Innovation, led by the Department of Science and Technology (DST) and its entities

The national oceans economy development strategy and programme remains at the core of SAIMI’s strategic agenda and has been adopted as the main theme for the institute over the next 20-year strategic horizon. In this role, SAIMI provides strategic support to the oceans development strategy and programme through:

## **1.3. Skills Development and Capacity Building**

SAIMI has been appointed as the implementing agency for skills development and capacity building by the Department of Higher Education and Training, with the responsibility of supporting, coordinating, facilitating and implementing the multi stakeholder initiatives under this cross cutting focus area. As such, the following five Operation Phakisa Skills Initiative

Working Groups have tasked SAIMI with the role of supporting, coordinating and facilitating the implementation of work:

- Aquaculture;
- Marine Protection and Governance;
- Marine Transport;
- Marine Manufacturing; and
- Oil and Gas.

These working groups are responsible for identifying challenges and designing solutions for delivering the skills targets of Operation Phakisa, in order **to support SAIMI in developing a comprehensive national maritime skills development strategy and implementation plan for the DHET.**

#### **1.4. Stakeholder Partnerships and Collaboration**

SAIMI was also tasked with facilitating stakeholder collaboration and partnerships with all relevant sector skills, education and training stakeholders, businesses, industry, related associations and formations. This partnership is channeled through strong collaborations with national Sector Education Training Authorities (SETA) in marine manufacturing and engineering, transport, agriculture, energy, water, culture, arts, tourism, hospitality and sports, to support the oceans economy initiatives.

#### **1.5. National Seafarer Development Programme**

SAIMI has also been tasked with managing the National Seafarer Development Programme (NSDP), which provides South African students with the practical training and sea-time experience required for them to meet the requirements of their qualifications. It enables them to work as seafarers on merchant shipping lines. The programme involves establishing relationships with South African and International shipping companies to secure scarce training opportunities on board their merchant ships for our Seafarers. The ultimate outcome sought by the programme is to succeed in having more South African seafarers qualifying and securing employment opportunities on the international merchant fleet.

#### **1.6. Research, Development Innovation, Knowledge Management**

A national vision and roadmap for maritime research, innovation and knowledge management was developed through a series of multi stakeholder consultations, which included the maritime industry, academia, government, state owned entities and regulators. The objective of the roadmap is to support and enable the sustainable development of the oceans economy. It identifies eight key objectives, which, together with a set of core research, innovation and knowledge management-focused actions, chart a course to maritime excellence in South Africa. It sets the national strategic agenda for research, innovation and knowledge management and identifies the priority areas to enable the achievement of South Africa's oceans economy outcomes. The roadmap vision and mission statements are as follows:

- **Vision:** "Unlocking South Africa's maritime potential through research, development and innovation".
- **Mission:** "By 2030 South Africa is globally recognised as a maritime nation".

SAIMI's strategic role and focus areas in regards to research, development and innovation

are:

- To advocate and promote the strategic role of maritime research as an enabler of development
- To formalise and support a national, but internationally linked, maritime research network in partnership with all stakeholders,
- To communicate, connect and bring visibility to relevant areas of maritime research and innovation,
- To support and establish partnerships across South Africa, Africa and the world,
- To raise funding and where possible fund relevant and priority maritime research projects and resources.

SAIMI has adopted the roadmap as a core pillar on our strategic agenda over the next 20 years and will remain committed to enhancing our research and innovation capacity and fulfilling our tactical role. We will pursue this through strong partnerships across the national and international research network, to conduct strategically relevant research towards innovative and breakthrough results. It is, however, essential to note that the roadmap remains unfunded and without a lead implementing agent, notwithstanding its significance as a main ingredient towards building sustainable competitive advantages and long term success for South Africa. The unresolved approach to implementing the roadmap may put the vision and targeted strategic outcomes at risk.

## **Our Scope**

SAIMI's scope and area of focus can be defined as the oceans sector, which involves the key aspects of ocean governance, stewardship and the socio economic value derived from ocean based activities. These activities relate to fishing, recreation and leisure, commerce, trade and transportation, extraction of energy and minerals resources among many conventional and emerging new uses of the oceans. The oceans sector is comprised of the following broad areas of focus for SAIMI, which it will place a strategic emphasis on in supporting the development of South Africa's oceans economy, especially in the areas of advocating and supporting effective policy, education, skills development, training, research, innovation, knowledge management :and collaborative models of development:

- Manufacturing,
- Ports and Harbour infrastructure
- Transportation
- Energy and Mineral Resources
- Fishing and Aquaculture
- Commerce and Trade
- Research, Technology and Knowledge
- Policy, Governance and Stewardship
- Leisure, Tourism and Recreation

## **2. Our Purpose**

The purpose of SAIMI is to be South Africa's catalyst and platform for collaboration towards the sustainable growth, development and transformation of its oceans sector. SAIMI was established to help unlock South Africa's maritime potential by aligning and accelerating all maritime education, training, research, industry, social and government stakeholders into a comprehensive force for change and to jointly implement high impact interventions. To this end, SAIMI has been positioned to lead a partnership and collaborative effort towards the

efficient and effective education, training and upskilling of South Africans, linking them to socio economic opportunities and investing in new knowledge, technologies and innovations for a globally competitive SA maritime sector.

### 3. Our Vision

“A highly skilled, knowledge-intensive and sustainable oceans sector”

- **Highly skilled and competent** workforce
- **Knowledge intensive** oceans sector
- **Sustainable** oceans sector and economy

### 4. Our Values

Our core values are underpinned by our enduring desire to make a sustainable impact. They serve as a set of guiding principles for all our staff and partners. Our way of working is, therefore, grounded on the **IMPACTS** value system:

- *Integrity - Underpinning all our work, we think and act with integrity*
- *Meaningful work - We focus our resources and efforts on high impact work*
- *People - We embrace Ubuntu and are open, inclusive & connected*
- *Accountability - We take responsibility for our own actions*
- *Collaboration - Success is built on relationships and joint efforts*
- *Transformation - We believe in the creation of shared value, growth and inclusivity*
- *Sustainability - We meet the needs of the present without diminishing opportunities for the future*

### 5. Our Mission

“To help unlock South Africa’s oceans and maritime socio economic opportunities by catalysing education, skills development, training, research and innovation initiatives through broad based collaborative partnerships and networks”

We will contribute to South Africa and Africa’s socio economic development in the oceans economy, through collaborative efforts across our network of partners:

- To help educate, train and develop a highly competent workforce for the oceans sector
- To undertake research into complex problems and design value creating solutions
- To conduct sector analysis, discover insights, foresights and leading perspectives on strategic issues affecting the oceans sector
- To support the introduction and application of new and innovative operations, products and services in the oceans sector
- To facilitate the systematic management of local and continental knowledge of our oceans sector

## 6. Our Strategic Pillars

Our overarching strategy towards fulfilling our mission and realising our long-term vision is premised on building a sustainable institution with the capacity and capability to deliver strategic outcomes. The core of our strategy is to build on our strength of being a valued adviser and to focus our efforts on developing future oceans economy capabilities by being a collaborative partner and an innovation integrator.

We will leverage other world-class capabilities both in South Africa and internationally through strategic alliances and partnerships. Through our partnerships we will take a stronger role in integrating knowledge and best practices to deliver innovative outcomes. The five strategic pillars of our strategy are:

- A Sustainable Institute
- Skills Education and Training
- Research Development and Innovation
- Outreach and Stakeholder Engagement
- Policy and Advocacy

## 7. Our Critical Success Factors

To effectively pursue our vision and fulfil our mission, SAIMI must have:

- The ability to attract and retain top talent
- A deep knowledge of the South African and African oceans economy and be responsive to its needs and stakeholders
- A proven record of linking research and innovation with applications, and researchers and innovators with end users
- Active partners, stakeholders and associates
- The ability to integrate diverse data and information from multiple sources into a central knowledge system
- The ability to integrate our knowledge into coherent expert advice relevant to strategic decision making, policy formulation and long term strategic planning
- The ability to work with government, communities, NGO's, academia, and industry to foster a deep competence in science, commerce, industry and technology.

## 8. Our Core Competences

Core competences are the areas of greatest expertise and represent the unique combination of our principal resources and capabilities. They build our sustainable advantage, position us uniquely and have the capability of forming, convening and deploying strategic partnerships to lead the transformational change we want to see in the oceans sector.

- **Understanding** - We are able to identify and interpret trends, issues and opportunities, and make a compelling case for stakeholders to take specific and high impact actions;
- **Awareness** - We are able to raise to a higher state the level of national consciousness in respect of maritime and the ocean's strategic and unique role in South Africa, through communications, engagement, facilitation, partnerships and support;
- **Linkages** - We are able to facilitate connections between disconnected stakeholders and resources, so that potential synergies can be realised;

- **Leverage** - We apply our capacity where the highest impact will result, by focusing work on key “levers” such as priorities, projects, risks, investment tools and metrics;
- **Co-create** - We engage with national, continental and international ocean partners to create value for our sector.
- **Producing** - We collaborate with our partners to produce work ready graduates and link them to employment and enterprise opportunities.

## 9. Our Business Model

The mission model for SAIMI is an adjusted business model canvas, which articulates the way SAIMI creates and delivers value to its stakeholders, and how it entices funders and partners to resource its core activities, programmes and interventions for value creation. It reflects our hypothesis about what stakeholders want, how they want it, and how SAIMI can use its resources to best meet those needs, sustain itself, and achieve its mission.

Core Partners	Core Activities	Stakeholder Value Proposition	Products and Service Portfolio	Stakeholder Channels
<ul style="list-style-type: none"> <li>• National Govt. Depts.</li> <li>• SAMSA</li> <li>• Transnet</li> <li>• Institutions of Higher Learning</li> <li>• National Skills Fund</li> <li>• SETAs</li> <li>• Research Institutions</li> <li>• Industry</li> <li>• Professional and Industry Formations</li> </ul>	<ul style="list-style-type: none"> <li>• To conduct analysis and research</li> <li>• To develop and share insights and foresights</li> <li>• To facilitate and catalyse high priority solutions</li> <li>• To develop and manage a portfolio of programmes, projects and initiatives</li> <li>• To develop, promote and leverage a network and partnership for change</li> <li>• To collect disparate data and information and integrate into a single system</li> </ul>	<p>SAIMI's capacity to deliver value is built on its ability to:</p> <ul style="list-style-type: none"> <li>• Reduce duplication and enhance collaboration for impact</li> <li>• Aggregate multi stakeholder efforts</li> <li>• Leverage globally dispersed network of researchers, partners and associates</li> <li>• Leverage fund and pool national resources</li> <li>• Align programmes and interventions across mandates and disciplines</li> <li>• Provide a partnership and collaborative platform</li> <li>• Offer a trans disciplinary approach to complex problems</li> </ul>	<ul style="list-style-type: none"> <li>• Project and programme execution</li> <li>• Maritime insights and foresights</li> <li>• Maritime policy and analytical reports</li> <li>• Research publications</li> <li>• Education &amp; training programmes</li> <li>• Advisory services</li> <li>• Conferences, symposiums, forums and seminars</li> <li>• Innovation products and services</li> </ul>	<ul style="list-style-type: none"> <li>• Intermediaries</li> <li>• Website</li> <li>• Social media</li> <li>• E-mail</li> <li>• Print Media</li> <li>• TV</li> <li>• Industry publications</li> <li>• Conferences</li> </ul>
Core Resources	Core Capabilities	Core Processes	Stakeholder Relationships	Stakeholder Segments
<ul style="list-style-type: none"> <li>• Staff</li> <li>• Interns</li> <li>• Office, equipment and Infrastructure</li> <li>• Partnerships</li> <li>• Alliances</li> <li>• Service Providers</li> <li>• Networks</li> <li>• Budget</li> <li>• Advisory council</li> <li>• Brand</li> <li>• NMU</li> </ul>	<ul style="list-style-type: none"> <li>• Research and development</li> <li>• Innovation management</li> <li>• Business development</li> <li>• Programme Management</li> <li>• Operations (financial, HR and admin) management</li> <li>• Education and training management</li> <li>• Partner and stakeholder management</li> <li>• Knowledge management</li> </ul>	<ul style="list-style-type: none"> <li>• Programme management</li> <li>• Project management</li> <li>• Stakeholder relationship management</li> <li>• Planning, monitoring evaluation and reporting</li> <li>• Knowledge Management</li> </ul>	<ul style="list-style-type: none"> <li>• Committees</li> <li>• One on one meetings</li> <li>• Established forums</li> <li>• Regulated through agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Beneficiaries</li> <li>• Funders</li> <li>• Fee paying clients</li> <li>• Policy makers</li> <li>• Business</li> <li>• Industry organisations</li> <li>• Professional associations</li> <li>• Communities</li> <li>• Government</li> </ul>
<p><b>Cost Structure</b></p> <p>Core cost drivers are people, facilities and project implementation costs</p>			<p><b>Revenue Streams</b></p> <p>Revenue sources are primarily from the NSF funding</p>	

## 10. Our Situational Analysis

There have been significant changes and notable developments in SAIMI's broader operating environment since its conception and subsequent launch in 2014. The first four years of SAIMI's operation have focused primarily on the effective establishment of capacity

and capability to pursue its vision and fulfil its purpose. The advent of the oceans economy programme and SAIMI's subsequent appointment by DHET as an implementing agent for the skills initiatives has provided the necessary impetus and seed funding, enabling it to embed its operational framework and establish a solid base for it to grow, develop and thrive in the future.

### 10.1. The Internal Operating Context

The past four years has seen SAIMI elect to lead a measured approach in respect to capacitating its structures and developing internal capacity. This initial period of operation saw SAIMI implement its areas of focus through partnerships, as opposed to expanding its internal base of human resources. It was confronted with trade offs between growth across all its areas of focus and a focus on the skills development initiatives funded by DHET. Furthermore, its growth and development towards an independent, standalone entity has been constrained to ensure that it receives the full nurturing and support of Nelson Mandela University as its operational leader and host location, whilst still being strategically led by a broad base of stakeholders from South Africa's maritime related universities, government departments, business, industry and state owned entities. The following areas were identified as critical to developing the resources and capabilities of SAIMI over the medium term:

Resources and Capabilities	
Strengths	Weakness
<ul style="list-style-type: none"> <li>• A strong brand</li> <li>• An implementing agency for the oceans economy</li> <li>• Leverage of host entity "Nelson Mandela University"</li> <li>• Broad stakeholder participation</li> <li>• Advisory board members</li> <li>• International relations</li> <li>• Government support, especially from DHET and DST</li> <li>• Strategic position as a national multi stakeholder institute</li> <li>• Current cycle of funding</li> <li>• Strong association and links to the government maritime sector</li> <li>• Facilitator of government's oceans skills working group</li> <li>• A strong value proposition</li> <li>• Access to local and international partners, stakeholders and experts</li> </ul>	<ul style="list-style-type: none"> <li>• Nascent management process and systems</li> <li>• High dependency on external service providers</li> <li>• Misaligned organisational structure and operating model</li> <li>• Weak programme information management, monitoring and evaluation system</li> <li>• Lack of a programme and project management process and system</li> <li>• Lack of a risk, internal control, compliance and governance framework</li> <li>• Inadequate partnership management process and system</li> <li>• Inadequate support service performance in respect of Legal, Audit, Recruitment support services etc</li> <li>• Vacancies in core areas of work</li> <li>• Weak stakeholder management process and systems</li> <li>• Lack of a corporate and people performance management</li> <li>• Inadequate leverage of industry stakeholders and partnerships</li> <li>• inadequate internal maritime industry experience</li> <li>• Unsustainable long term funding model</li> <li>• Lack of a policy and advocacy capability</li> <li>• Lack of a research, development and innovation management capability</li> <li>• Lack of a data analytics, information and knowledge management capability</li> <li>• A weak employee value proposition (inability to attract the right level of resources)</li> <li>• Poorly positioned and integrated into the African Oceans and Maritime ecosystem (UNECA, PMAESA, AU, AAMA, AMC, etc)</li> <li>• Poorly positioned and integrated into the global maritime ecosystem</li> </ul>

The following 5 years should see SAIMI establish an even stronger, flexible and lean organisational base and enable it to embed a sustainable and capable institute. It will need to address current and emerging challenges that relate to the adequacy and quality of its internal resources and capabilities.

### 10.2 The External Operating Context

SAIMI, like many other sector-focused institutes, is faced with a dynamic, challenging yet exciting current and future operating context. The nature, scale and speed of change has in recent times had an amplified impact on organisations, and placed an enormous strain on their capacity to competently respond and adapt to an operating environment laden with heightened uncertainty, deeply disruptive technologies and a fast transforming socio

technical environment. The success of modern institutions hangs, amongst other things, on the institutional competence and leadership acumen steeped in being resilient, future proof and future shaping. The mega trends and strategic drivers of the change shaping SAIMI's operating context have been considered in developing an appreciation of the factors impacting on its medium to long-term sustainable success.

External Operating Environment	
Threats	Opportunities
<ul style="list-style-type: none"> <li>• Loss of NSF funding</li> <li>• Deprioritisation of the oceans economy by government</li> <li>• Waning stakeholder participation and support</li> <li>• Negative perceptions of SAIMI as an NMU only entity</li> <li>• Proliferation of private maritime academies and institutes</li> <li>• Brand and reputational risk as a consequence of uncontrolled representation of the SAIMI brand and programmes by external parties.</li> <li>• Sluggish maritime industry performance</li> </ul>	<ul style="list-style-type: none"> <li>• Data analytics, insights and foresight services</li> <li>• Advisory and consulting services</li> <li>• Strategic partnerships in Africa</li> <li>• Strategic international partnerships</li> <li>• Formation and of strategic partnerships with the oceans and maritime industries in the country and internationally</li> <li>• Leverage South Africa's position in regards to the AU Maritime and oceans development programme (2050 AIMS) - Including soliciting the Ex AU Chair and DIRCO as a political champion and partner.</li> <li>• Leverage of women and youth targeted programmes and initiatives and related partnerships.</li> <li>• Opportunity to become the focal point for SADC maritime and oceans multilateral development instruments</li> <li>• National maritime industry clusters</li> <li>• Marine tourism</li> <li>• IORA Tourism Core group - The Nelson Mandela Bay Declaration</li> <li>• Small harbours programme</li> </ul>

## PART C: STRATEGIC GOALS AND OBJECTIVES

### 11. Our Strategic Outcome Oriented Goals

SAIMI has prioritised the pursuit of four strategic outcome oriented goals, which are informed by the institutional imperatives and aligned to the vision, mission and strategic pillars.

Strategic Outcome Oriented Goals		Strategic Objectives	
1	A mature and sustainable maritime institute by 2023	1.1	To improve SAIMI's level of institutional development from Level 2 (Current baseline level) to a Level 4 (Mature) on the SAIMI Institutional development framework by 2023
		1.2	To diversify the sources of funding for SAIMI programmes by 2023
2	A competitive, future ready and increasingly employed oceans sector workforce by 2023	2.1	To increase the number of SA youth and women who have completed SAIMI facilitated skills, education and training programmes by 2023
3	A leading maritime research, development, innovation and knowledge management system by 2023	3.1	To establish a sustainable oceans and maritime research, innovation and knowledge management system by 2023
4	A catalytic, influential and leading maritime institute by 2023	4.1	To develop a strong and mutually beneficial partnership in the oceans sector by 2023

By 2023 SAIMI will be a world class, independent and sustainable institute which contributes to the growth development and transformation of South Africa's oceans and maritime economy through its distinctive ability to advocate, integrate, facilitate and catalyse applied research, innovation, scholarship, skills and professional development through a strong collaboration with industry, communities, key partners and beneficiaries

#### **STRATEGIC GOAL 1: A mature and sustainable maritime institute by 2023**

SAIMI aspires to become a fully developed maritime institute over the next five years by addressing the strategic weaknesses in its internal configuration, resources and capabilities; securing sustainable sources of financial resources; offering a comprehensive portfolio of products and services; and operating with a greater level of independence and autonomy. To achieve this, SAIMI will implement good corporate governance principles and best practices, and develop its leadership, management and business capabilities. The rationale is that a well-governed and autonomous SAIMI has the potential to enable broad based ownership and partnership amongst priority stakeholders and may enable the exercise of greater administrative responsibility and accountability of the institute. SAIMI has prioritised the following strategic objectives (Outputs) for it to effectively pursue this outcome over the next five years.

#### **STRATEGIC OBJECTIVE 1.1: To improve SAIMI's level of institutional development from Level 2 (Current baseline level) to a Level 4 (Mature) on the SAIMI Institutional development framework by 2023**

SAIMI has identified a number of strategic gaps, opportunities and challenges in the way that it is currently configured, how it operates and provides support to its programmes and

operations. It has, as a result, identified the need to develop its internal resources, structure, processes, systems and capabilities to levels commensurate with its purpose, vision and mission. This will focus on enhancing its management processes, systems, shared culture, staff, skills, style, structure and strategies. It will create an enabling infrastructure to help SAIMI deliver superior and sustainable value to all its stakeholders. To achieve this, SAIMI will invest in improving the efficiency and effectiveness of its entire internal support service management system through the adoption and deployment of best management practices and embarking on a transformational journey to mature these over time. The findings and recommendations from SAIMI's 2018 organisational performance review assessment and subsequent operational reviews will form the basis for a strategic improvement programme over the next five years. An Institute capability maturity model (ICMM) has been adapted as a framework to guide the maturation of SAIMI. The model provides a theoretical continuum along which maturity can be developed incrementally from one level to the next.:

Levels	Characteristics
1 Initial	Ad hoc, chaotic and undefined ways of working with a high dependency on individuals. There is no evidence of strategy, frameworks and standardised policies, processes and procedures.
2 Repeatable	Some evidence of documented policies, processes, procedures and related practices. Projects are tracked in terms of outputs, cost, schedules and functionality.
3 Developed	There is an established way of operating across all areas with standardised processes, systems and practices.
4 Mature	The established system of operation is fully embedded and integrated into a broader continuous improvement philosophy in practice.
5 Best Practice	The system of management and its outputs are best in class and continuously optimised through incremental and innovative improvements.

### **STRATEGIC OBJECTIVE 1.2: To diversify the sources of funding for SAIMI programmes by 2023**

SAIMI currently receives its major source of funding from a grant by the National Skills Fund to enable the institute to provide support for the delivery operation phakisa related initiatives and to manage the national seafarer development programme. The grant provides funding for specific targeted areas in skills education and training and thus limited as it does not cover the other areas of SAIMI's operations. Therefore, SAIMI needs to expand its funding base if it is to comprehensively and sustainably pursue its various areas of focus and to resource its growth and development over the long term.

SAIMI's priority over the long term is thus to diversify its sources of funding so that it can more effectively secure far reaching resources to pursue its purpose, vision and mission. Diverse revenue sources support sustainability, flexibility and security. Through a diversified mix of conventional funding sources (e.g. budgetary allocations) and innovative funding sources (e.g. payments for products and services), SAIMI can achieve stable and sufficient long-term financial resources to support its programme of work. Financial sustainability is not only about increasing the diversity, quantum and sources of revenue, but it is also about how efficiently, effectively and sustainably this revenue is managed. To this end, SAIMI will develop and implement a long-term financial sustainability policy, strategy and plan over the next five years. This framework will amongst other objectives, incorporate the establishment of a reserve fund to sustain ongoing operations and mitigate against liquidity risk. The following are some of the benefits SAIMI can gain from establishing a reserve fund:

- The protection of beneficiaries by making sure they receive services provided by the institute, regardless of changes in funding cycles or funding delays;
- Providing partners with the assurance that SAIMI has the capacity and financial health to make the best use of grants;
- Creating a safety net to protect the institute in unforeseen circumstances, such as a major funder suddenly pulling out;
- Providing capital that can be used for future projects, borrowed against or used for the expansion of the organisation's activities.

## **STRATEGIC GOAL 2: A competitive, future ready and increasingly employed SA maritime workforce by 2023**

The outcome sought is to have an increased number of South Africans, in particular those from previously disadvantaged groups, women and the youth, who are escaping poverty, unemployment and inequality through the pursuit of a career, in the oceans and maritime sector. SAIMI will implement and support a coordinated set of strategies, programmes, projects and initiatives in partnership with local and international stakeholders from industry, post school education and training sectors, to enhance the awareness of career opportunities in the sector and help fast track the development of South Africa's capacity to optimally and sustainably exploit these employment and broader economic opportunities. SAIMI's strategic focus is therefore on supporting initiatives and programmes that increase the quality and throughput of South Africa's oceans and maritime education, skills development and training system. SAIMI will, at the same time, foster a strong partnerships with industry to make sure that the country's talent pipeline matches the demand from the market. To achieve this outcome SAIMI will pursue the following objective:

### **STRATEGIC OBJECTIVE 2.1: To increase the number of SA youth and women who have completed SAIMI facilitated skills, education and training programmes by 2023**

Government has appointed SAIMI as an implementing agent for the development of skills, training and education over the medium term. The Department of Higher Education and Training, as the custodian, has delegated the responsibility of facilitating, coordinating and catalysing skills, education and training to SAIMI. This is in support of initiatives towards unlocking the potential of South Africa's Ocean Economy under Operation Phakisa. It is expected to execute this mandate in collaboration with a broad base of stakeholders across the oceans sector, including the local industry, private and public education and training service providers, government departments, communities and related international partners.

Its task is to coordinate the delivery of education, training and skills development in the sector, to advance its effectiveness through a strategy and to facilitate effective collaboration. Furthermore, SAIMI will identify, research, prepare proposals and where approved implement strategic interventions that enable the efficacy of this programme. It is envisaged that these actions will lead to greater access by South African youth and women to employment - including entrepreneurial opportunities and ensuring their readiness for sustainable careers in the sector. Thus, all participants targeted for SAIMI facilitated programmes are meant to benefit by acquiring future proof education, skills and competencies, at a globally competitive level ensuring that they are poised for sustainable employment across the globe. the objective is thus to increase the number of South Africans employed in the sector from 389,613 FTE in 2015 to 500,000 FTE by 2025

### **STRATEGIC GOAL 3: A leading maritime research, development, innovation and knowledge management system by 2023**

SAIMI's strategic role and focus areas in regards to the national vision and maritime research, development, innovation and knowledge management are:

- To advocate and promote the strategic role of maritime research as an enabler of development
- To formalise and support a national, but internationally linked, maritime research network in partnership with all stakeholders,
- To communicate, connect and bring visibility to relevant areas of maritime research and innovation,
- To support and establish partnerships across South Africa, Africa and the world,
- To raise funding and where possible fund relevant and priority maritime research projects and resources.

SAIMI will have established a strong research, development and innovation coordinating and support capability by 2023. It will have extensive partnerships and networks to facilitate research, development and innovation initiatives that address key priorities on the South African Maritime Research Roadmap, and in line with the oceans economy development programme. Furthermore, SAIMI would have facilitated, supported and completed priority strategic analysis, research, innovation initiatives and generated new knowledge to foster growth, development and transformation of the sector by 2023 in line with its 5 year research development and innovation plan, which will be developed and aligned to the 2019 - 2023 strategy. Furthermore, a collaborative knowledge management system for the oceans and maritime sector will be established and operational by 2023 with a strong and growing partnership locally, on the continent and internationally.

#### **STRATEGIC OBJECTIVES 3.1: To establish a sustainable oceans and maritime research, innovation and knowledge management system by 2023**

Strategic research can provide game changing capabilities and sustainable advantages for South Africa's oceans and maritime economy. SAIMI will support the creation and application of scientific and socio technical knowledge. To this end, SAIMI will play a coordination, integration and catalytic role, in collaboration with its national, continental and international network of partners, to promote and support research, development and innovation in high priority areas that have the potential to unlock the opportunities in South Africa and Africa's oceans sector. It aims to promote and support research, development and innovation and leverage our knowledge system through the co-creation of new ideas, solutions and development in all fields of the oceans and maritime economy and technology.

### **STRATEGIC GOAL 4: A catalytic, influential and leading maritime institute by 2023**

The growth, development and transformation of the oceans sector is a collaborative effort across the ecosystem, which is meant to create economic, enterprise and social value for all stakeholders and contribute to SA's GDP. By 2023 stakeholders from the South African oceans and maritime sector should rate the catalytic role of SAIMI and the quality of its products and services, at a level exceeding their expectations. They should uphold its growing position and stature amongst the best in the maritime world. The quality of its thought leadership, insights and perspectives on maritime matters is acknowledged amongst national, continental and global policy makers, strategists, business, social partners, professional associations and government leaders.

### **STRATEGIC OBJECTIVE 4.1: To develop a strong and mutually beneficial partnership in the oceans sector by 2023**

SAIMI supports and partners with an increasing number of national, continental and international role players in the oceans sector to increase the number of profitable participants entering and sustaining themselves within the sector; the number of previously disadvantaged entrepreneurs, businesses and society, thereby increasing the competitive might of South Africa's maritime sector on a global scale. The success of SAIMI is premised on the effectiveness of its collaborative and partnership model. It is essential that a concerted effort is invested into developing a more pronounced partner and stakeholder management framework with the necessary structure and system to sustain high levels of participation and commitment.. An integrated approach to planning, design, coordination, resourcing and implementation of the portfolio of programmes will need to be enhanced to foster a collaborative environment.

SAIMI will enhance its capability by operating with stakeholders and partners at the local community level, national country level, regional and continental level as well as at a global international level. It will develop a strong capability to leverage this multi level model to benefit South Africans and contribute to the development of the oceans economy of the country.

## **12. Our Strategic Portfolio of Programmes**

SAIMI has developed a portfolio of strategic programmes, sub programmes and projects to create structure towards the achievement of its strategic outcome oriented goals. The SAIMI portfolio represents the sum total of all strategic programmes, sub programmes and standalone projects which will be invested in to deliver the strategy of the institute. A strategic programme is meant to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes, outputs and benefits related to SAIMI's strategic objectives. These programmes deliver or enable the delivery of one or more measurable improvements resulting from an outcome and perceived as an advantage by one or more stakeholders.

Sub programmes are a constituent part of the strategic programmes, that define the services or activities which contribute to the achievement of the objective(s) of the programme of which it forms a part. Some of the defined services or activities could include key projects identified by SAIMI.

## SAIMI's programmes can be classified as follows:

### A. Portfolio of Support Service Programme(s)

These involve groups of activities gathered into a single programme which are not directly involved in the delivery of services to customers, but rather provide support services to all programmes within SAIMI. Typical support services programme activities are Human Resource, institute-wide Information Technology services and other common services that are usually classified under corporate services. The technical content of the work of a support service programme is not specifically related to the specialised mandate.

### B. The Portfolio of Enablement Programme(s)

Enablement programmes will require the commitment and active involvement of more than one organisation to achieve the desired outcomes. Enablement programme(s) facilitate or enable other programmes to provide services. Enabling programmes may also facilitate services rendered or performed by other government organisations. Examples of enabling programmes include programmes providing sector-wide strategy and policy guidance, providing sector-specific resources, such as trained staff, etc.

Strategic Outcome Oriented Goals		Strategic Objectives		Strategic Programmes	
1	A mature and sustainable maritime institute by 2023	1	To improve SAIMI's level of institutional development from its current baseline level to a Level 4 (Mature) on the SAIMI Institute development framework by 2023	A. Support Services Programme	
				1	Institute Development Programme
2	A competitive, future ready and increasingly employed oceans sector workforce by 2023	2	To diversify the sources of funding for SAIMI programmes by 2023	2	Financial Sustainability Programme
		3	To increase the number of SA youth and women who have been through the SAIMI facilitated skills, education and training programmes by 2023.	B. Enablement Programme	
				3	Skills, Education & Training Programme
3	A leading maritime research, development, innovation and knowledge management system by 2023	4	To establish a sustainable maritime research, innovation and knowledge management programme from by 2023.	4	Research, Innovation and Knowledge Management Support Programme
4	A catalytic, influential and leading maritime institute by 2023	5	To develop a strong and mutually beneficial oceans and maritime partnership for change by 2023.	5	Stakeholder Partnership programme

**PROGRAMME 1: INSTITUTE DEVELOPMENT PROGRAMME**

Programmes	Programme Performance Indicators		Baseline	Targeted level of Performance					
	No.	Output Measures		2018	2019	2020	2021	2022	2023
1	Institute development programme	1	Audit opinion achieved on all audits conducted	New Indicator	Unqualified Opinion				
		2	% of staff members (incl. fixed term contractors) who have been performance managed	New Indicator	100%	100%	100%	100%	100%
		3	% of approved vacant positions that have been filled in line with the approved structure and HR capacity plan	New Indicator	100%	100%	100%	100%	100%
		4	% of annual milestones/targets achieved against the stakeholder marketing, promotion and communications plan	New Indicator	100%	100%	100%	100%	100%

## PROGRAMME 2: FINANCIAL SUSTAINABILITY PROGRAMME

Strategic Objective		To diversify the sources of funding for SAIMI programmes by 2023	
Strategic Programme		Financial Sustainability Programme	
No.	Sub Programme	Description	Focus
2.1	Financial Management	The subprogram is meant to enable SAIMI to exist in perpetuity, securing shared value for multiple generations of internal and external stakeholders. It will help move SAIMI embed practices that deliver consistent and best in class stewardship, through amongst other practices, the adoption of good financial management practices such as the establishment of a reserve fund. The aim is therefore to embed best practice financial accountability and the implementation of measures that ensure a systematic approach to maturing the internal control environment, risks and compliance through best practice frameworks and practices.	Financial Stewardship
2.2	Revenue Diversification	The strategic focus of this sub programme will centre on achieving long term financial sustainability, which is central to sustaining the mission and securing the future of SAIMI. To this end, the health and performance of the financial platform underpinning SAIMI's strategic and operational activities, hinge on securing a much more diverse and sustainable source of funding as well as achieving cost performance and optimisation over the next four years.	Revenue diversification through the offering of advisory and technical sector support services

Programmes	Programme Performance Indicators		Baseline	Targeted level of Performance				
	No.	Output Measures	2018	2019	2020	2021	2022	2023
2 Financial Sustainability programme	1	% Budget variance (over/under)	New Indicator	+/- 10%	+/- 10%	+/- 5%	+/- 5%	+/- 5%
	2	% Compliance with financial management policies and procedures	New Indicator	100%	100%	100%	100%	100%
	3	% of revenues generated from alternative sources	3.4%	3.4%	5 – 10%	10% - 30%	30% - 55%	55% - 60%
	4	Number of months covered by the SAIMI Reserve Fund.	0	3	6	12	18	24

## PROGRAMME 3 SKILLS EDUCATION AND TRAINING PROGRAMME

Strategic Objectives		To increase the number of SA youth and women completing SAIMI facilitated oceans and maritime skills, education and training initiatives by 2023.	
Strategic Programme		Skills, Education and Training Programme	
No.	Sub Programme	Description	Focus
3.1	Skills Development Support	The sub programme focuses on facilitating training opportunities for SA's workforce in priority occupations of the oceans and maritime sector. The sub programme focuses on the training of apprentices, craftsmen, engineers and other artisans within the sector. This is pursued in partnership with the oceans and maritime industry, Universities, TVET Colleges and SETA's. In this regard, SAIMI assists its partners through coordinating training programmes, qualification and curriculum development, work placement and lecturer development.	Workers Learners Public and private service providers
3.2	Education Support	The sub programme focuses on the provision of education support through funding and financial aid schemes to help beneficiaries studying towards oceans and maritime qualifications.	Scholarships Bursaries Professional qualifications
3.3.	National Seafarer Development Support	The sub programme serves as an enabler of practical training phases required for deck, engine and rating officer certificate of competency upon complying with all the statutory requirements. It offers young South Africans the opportunity to gain practical experience on board a working ship through an internship like programme.	Training for merchant shipping occupations and trades
3.4.	SET capacity and capability development support	The sub programme will focus on the development and implementation of collaborative strategies, projects and initiatives aimed at increasing the supply side capacity of South Africa to meet the market demand for oceans skills. Secondly, it will focus on enhancing South Africa's ocean skills education and training system. SAIMI will play a leading role in agitating for changes in the Ocean SET system, coordinating a coherent multi stakeholder response and facilitating successful transition.	TVET's Universities Colleges Private Educators Educators SET Infrastructure and equipment Cross cutting interventions Trainer of last resort



## PROGRAMME 4: RESEARCH DEVELOPMENT INNOVATION AND KNOWLEDGE MANAGEMENT PROGRAMME

<b>Strategic Objective</b>		To establish a sustainable maritime research, innovation and knowledge management programme by 2023.	
<b>Strategic Programme</b>		Research, Development Innovation and Knowledge Management Programme	
No.	Sub Programme	Description	Focus
4.1	Research Development and Innovation Support	The sub programme is focused on increasing productivity in research, innovation, and creativity to address the grand challenges and opportunities in the oceans and maritime sector through the support and facilitation of a multi stakeholder national maritime research development and innovation roadmap.	Develop RDI capacity Establish partnerships and network Secure funding Support RDI in line with oceans economy programme Implement research roadmap
4.2	Knowledge Management	The sub programme is focused on increasing productivity in research, innovation, and creativity to address the grand challenges and opportunities in the oceans and maritime sector through the support and facilitation of a multi stakeholder national maritime research development and innovation roadmap.	Establish a knowledge management hub strategy and system Reaching agreements with content partners (local and international)

Programmes		Programme Performance Indicators		Baseline	Targeted level of Performance					
		No.	Output Measures	2018	2019	2020	2021	2022	2023	
4	Research Development Innovation and Knowledge management programme	1	Number of SAIMI supported RD&I projects completed	0	5	5	8	8	10	
		2	Number of SAIMI supported research publications	0	2	4	6	8	10	
		3	% of milestones achieved against the research roadmap implementation plan	0	100%	100%	100%	100%	100%	
		4	Number of Research Chairs supported	Marine Law	1	1	1	1	1	1
				Oil & Gas	0	1	1	1	1	1
				Marine Robotics	0	1	1	1	1	1
				Shipping, Ports & Logistics	0	1	1	1	1	1
				Aquaculture	0	1	1	1	1	1
		5	% of targeted data resources connected to the knowledge management system.	New Indicator	Priority resources identified	20%	40%	50%	75%	
		6	Number of predetermined partners formally enlisted onto the National Oceans and Maritime Knowledge Management Hub	Industry	New Indicator	5	5	20	20	10
Government	New Indicator			1	5	5	5	4		
Academia	New Indicator			4	12	4	3	3		

## 5: STAKEHOLDER PARTNERSHIP PROGRAMME

Strategic Objectives		To develop a strong and mutually beneficial maritime partnership for change by 2023.	
Strategic Programme		Stakeholder Partnership Programme	
No.	Sub Programme	Description	Focus
5.1	Outreach and Awareness	The sub programme is focused on educating and creating awareness of the role and value of South Africa's oceans and maritime sector as well as an appreciation of the impact it can have in addressing the socio economic challenges facing the country. The sub programme is targeted at reaching out to people from previously disadvantaged communities, learners, entrepreneurs, employees, SMME's, unemployed youth and women of South Africa.	National Maritime consciousness Awareness of socio economic opportunities Understanding of strategic significance of the sector
5.2	Stakeholder Engagement	It furthermore enables SAIMI to systematically identify, understand and interact with its stakeholders to solicit collaboration and support in the implementation of its programmes. It solicits support from stakeholders and customizes its operations and programmes to ensure that it maximizes the benefits and interests delivered on their behalf, whilst decreasing any negative outcomes of its work.	Sustainable partner management Stakeholder relationship management Collaborative model framework development Development of sustainable stakeholder channels and platforms
5.3	Policy and Advocacy	The sub programme encompasses a wide range of activities that are meant to advance the vision and mission of SAIMI by influencing and affording guidance to policy and decision makers in the oceans and maritime ecosystem. The main aim of this sub programme is to offer policy insights and foresights that enable policy makers to make decisions which maximize the accrual of sustainable benefits for the country and its citizens. Furthermore, it raises awareness by providing data, information and education on various policy and strategic trends that may impact the achievement of sustainable outcomes within the oceans and maritime sector.	Policy research and analysis Publications Strategic participation Policy position papers
5.4	Advisory and Technical Support	The sub programme enables the oceans and maritime ecosystem to tap into the resources and capabilities of SAIMI as a trusted and knowledgeable adviser as well as a partner in delivering value adding programmes and projects in the oceans and maritime sector on their behalf.	Development and provision of a portfolio of advisory products and services

Programmes		Programme Performance Indicators		Baseline	Targeted level of Performance					
		No	Output Measures		2018	2019	2020/2021	2021/2022	2022/2023	2023/2023
5	Stakeholder Partnership Programme	1	Rating achieved on the SAIMI stakeholder perceptions and engagement survey		New Indicator	Establish baseline	Above Baseline %	Above 80%	Above 80%	Above 80%
		2	Number of projects successfully implemented through established partnerships	Africa	0	1	2	4	5	6
				International	1	2	3	6	8	10
		3	Number of SAIMI stakeholder engagement platforms successfully held	Conferences/ Workshops	4	5	6	6	7	8
		4	Number of maritime awareness initiatives		1	3	3	3	3	3
		5	Number of oceans and maritime policy inputs prepared and disseminated	National	1	2	2	2	2	2
				Continental	0	2	2	2	2	2
				International	0	2	2	2	2	2
		6	Number of enterprises (incl. entrepreneurs) that have received support (non financial) from SAIMI		0	0	10	10	10	10
7	Number of development partnerships entered into with industry formations/associations		0	4	8	10	12	12		
8	Number of oceans and maritime studies conducted to support industry development		0	4	4	4	4	4		