

# 2021

annual report



**S A I M I**

SOUTH AFRICAN INTERNATIONAL  
MARITIME INSTITUTE

funded by:



higher education  
& training

Department  
Higher Education and Training  
REPUBLIC OF SOUTH AFRICA

hosted by:

**NELSON MANDELA**  
UNIVERSITY

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## ADVISORY BOARD CHAIRPERSON'S FOREWORD

As the COVID-19 pandemic receded globally, SAIMI moved to step up its Strategic Outcome-orientated Goals, Objectives, and Programmes in 2021.

This was the first year of a new three-year funding cycle (2021-2024) made possible by the National Skills Fund, ensuring that SAIMI was able to carry out its mandate of becoming a world-class, independent, and sustainable institute that contributes to the growth, development, and transformation of South Africa's oceans and maritime economy.

Excellent headway has been made in forging meaningful and long-lasting partnerships with stakeholders to carry the organisation well into the future. Furthermore, SAIMI has taken decisive steps in adopting the methodology and principles used in a Project Management Centre of Excellence (PMCoE), which will be integrated into normal business operations. This approach to project management offers a level of professionalism and expertise that will enable South Africa to not only meet but surpass the maritime sector's global standards.

An achievement of which SAIMI is especially proud is its support of a Women in Leadership course, the outcome of which added to the foundational premise of the SAIMI Women's Programme – a key area of focus for the organisation.

As we move further into the decade, SAIMI is on firm footing to take the lead in facilitating efficient and effective education and training, and upskilling of South Africans for a globally competitive SA maritime sector.

It promises to be an exciting journey.

SAIMI ADVISORY BOARD CHAIR  
**Prof Sibongile Muthwa**



“  
An achievement  
of which SAIMI is  
especially proud is its  
support of a Women  
in Leadership course...”

# 02

## CHIEF EXECUTIVE OFFICER'S REPORT

The year under review saw various new doors being opened to SAIMI as it continues to deliver on its core mandate of unlocking socio-economic opportunities in the oceans economy by catalysing education, skills development, training, research, and innovation initiatives through a collaborative partnership matrix.

A few of the year's highlights and achievements include:

- New appointees signing a Fixed Term Contract for the period ending March 2024, which is aligned with the current NSF funding term.
- The Institute has moved from the research and analysis phase and is transitioning to mobilise increased resources in line with its strategic objectives.
- The NSF will provide funding under a separate agreement to cover a bursary for three years to the value of R 7,924,000.
- Engagements with companies in fishing, a crewing specialist as well as an international company (Hanseatic Connect) have taken place to facilitate training berth opportunities for cadets.
- The coded welding skills programme developed by CHIETA and approved by QCTO in April 2021, is being piloted at six TVET colleges.
- Facilitating several workshops and engagement events.

Our emergence from the COVID-19 pandemic has brought new opportunities for collaboration, and this is borne out by the number of new partnerships and MoUs agreed to during the year under review. SAIMI continues to go from strength to strength, and it is widely anticipated that with pandemic restrictions no longer in place, the institution will be in an even better position to develop the maritime sector.

Yours in Growing the Blue Economy,



SAIMI CHIEF EXECUTIVE OFFICER  
**Mr Odwa Mtati**



***Tourism is a popular subject across the entire PSET system, programme offerings largely focus on travel and tourism subjects.***



# 03

## STRATEGIC OVERVIEW

SAIMI was established in late 2014, championed by the Department of Higher Education and Training (DHET), the South African Maritime Authority, and Mandela University with the support of a broad base of stakeholders and representatives from the South African Maritime Sector. SAIMI is at the heart of South Africa's efforts to develop the skills and knowledge to transform the country's vast maritime territory and resources into a sustainable oceans economy. SAIMI is a multi-disciplinary, multi-stakeholder institute active in all aspects of the maritime field, including Fisheries, Maritime Transport, Maritime Manufacturing, Small Harbour Development, Ocean Governance and Protection Services, Aquaculture, and Coastal Maritime Tourism. The strategic goals of the Institute are Advocacy, Education, and Skills Development as well as Research and Innovation which combined are aimed at contributing to the growth of the Ocean Economy. falls under SAIMI's mandate.





## SAIMI PURPOSE

The purpose of SAIMI is to be South Africa's catalyst and platform for collaboration toward the sustainable growth, development, and transformation of the Oceans Economy. 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 implement high-impact interventions. To this end, SAIMI has been positioned to lead a partnership and collaborative effort toward the efficient and effective education, training, and upskilling of South Africans, linking them to socioeconomic opportunities and investing in new knowledge, technologies, and innovations for a globally competitive South African Maritime Sector.

## SAIMI VISION

*"A highly skilled, knowledge-intensive and sustainable oceans sector"*

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

## SAIMI VALUES

Our core values are underpinned by our enduring desire to make a sustainable impact. They serve as guiding principles for all our staff and partners. Our way of working is grounded in 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

## SAIMI 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"*

The Institute will contribute to South Africa and Africa's socio-economic development in the ocean economy, through collaborative efforts across a 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.

## SAIMI 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, and extraction of energy and mineral resources, among many conventional and emerging new uses of the oceans.

SAIMI places strategic emphasis on 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.

The broad areas of focus for SAIMI in the oceans sector are:

- ▶ Marine Manufacturing,
- ▶ Marine Transport
- ▶ Aquaculture
- ▶ Oil and Gas Exploration
- ▶ Fishing
- ▶ Ocean Governance and Protection Services
- ▶ Small Harbour Development
- ▶ Coastal and Marine Tourism

## SAIMI STRATEGIC PILLARS

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

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

- ▶ Building a Sustainable Institute
- ▶ Providing Skills, Education and Training
- ▶ Supporting Research, Development, and Innovation
- ▶ Undertaking outreaches and stakeholder engagements
- ▶ Developing Policy and Supporting through Advocacy



# SCOPE & STRATEGIC PILLARS

## SAIMI STRATEGIC GOALS AND OBJECTIVES

The national oceans economic development strategy and its programme remains at the core of SAIMI's strategic agenda and has been adopted as the central theme for the Institute over the next 20 years in alignment with the government's ambitions. In this role, SAIMI provides strategic implementation support to the oceans economic development strategy and its programme by supporting Operation Phakisa initiatives and implementing education, skills development, and research initiatives.

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

By 2023, SAIMI will be a world-class, independent, and sustainable institute that 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 strong collaboration with industry, communities, key partners and beneficiaries.

### Strategic goal 1

A mature and sustainable maritime institute by 2023

### Strategic goal 2

A competitive, future ready and increasingly employed oceans sector workforce by 2023

### Strategic goal 3

A leading maritime research, development, innovation and knowledge management system by 2023

### Strategic goal 4

A catalytic, influential and leading maritime institute by 2023

SAIMI aspires to become a fully-developed maritime institute by addressing the strategic weaknesses in its internal configuration, resources, and capabilities; securing sustainable financial resources; offering a comprehensive portfolio of products and services; and operating with greater 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 among priority stakeholders and may enable the exercise of greater administrative responsibility and accountability of the Institute. SAIMI has prioritised the following strategic objectives in alignment with its Strategic Outcome-Orientated Goals.

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 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 strong and mutually beneficial partnerships in the oceans sector by 2023

## OUR STRATEGIC PORTFOLIO OF PROGRAMMES

SAIMI invests in a portfolio of strategic programmes, sub-programmes, and projects which create the structure for the delivery of the institute’s strategy and achievement of its strategic outcome-oriented goals. Each strategic programme coordinates, directs, and oversees the implementation of a set of related projects and activities intended to deliver outcomes, outputs, and benefits related to the strategic objectives of SAIMI. Outcomes represent one or more measurable improvements that are perceived as an advantage by one or more stakeholders.

Sub-programmes deliver the services or activities that contribute to achieving the objective(s) of each strategic programme.

SAIMI’s programmes are classified as:

### Support Service Programmes

These programmes are not directly involved in the delivery of services to customers, but rather provide common, corporate support services to the Institute and all programmes in its portfolio.

### Enablement Programmes

These are the programmes through which SAIMI supplies services, or enables the provision of services and resources, to individual stakeholders and maritime sub-sectors, and collaborates and partners with role players and other organisations to deliver on its mandate.

STRATEGIC OUTCOME ORIENTATED GOALS		STRATEGIC OBJECTIVES		STRATEGIC PROGRAMMES	
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 Level 4 (Mature) on the SAIMI Institutional development framework by 2023	<b>A. Support Services Programme</b>	
		1.2	To diversify the sources of funding for SAIMI programmes by 2023	1	Institute Development Programme
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	<b>B. Enablement programme</b>	
				3	Skills, Education and Training Programme
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	Research, Innovation, and Knowledge Management Support Programme
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	5	Stakeholder Partnership programme



# 04

## PERFORMANCE INFORMATION

## STRATEGIC GOAL 1

### A mature and sustainable maritime institute by 2023

<b>STRATEGIC OBJECTIVE 1</b>	To improve SAIMI's level of institutional development from its current baseline level to Level 4 (Mature) on the SAIMI institute development framework by 2023
<b>PROGRAMME</b>	Institute Development Programme
<b>DESCRIPTION</b>	The sub-programme focuses on strategic leadership, governance, management, and administration of SAIMI. It ensures that the Institute is positioned for success and that it is constantly aligned with its strategy and vision that it complies with all legal, best practice, and good governance prescripts. This subprogram will, among other things, make sure that the Institute has the appropriate policies, strategies, frameworks, systems, and processes in place to achieve its strategy.

## SUB PROGRAMME 1 | Corporate Services Support

### 1. Institutional Development

#### 1.1 Grant Funding

SAIMI has been funded by the National Skills Fund (NSF) since April 2015. The Institute has evolved into a fully-fledged institute beyond its establishment phase. It is now at the point of transitioning into the critical phase of scaled expansion and the delivery of benefits and impacts that are strategic for the country's maritime sector. The initial NSF funding cycle ended on 31 May 2021.

The NSF has approved a further funding grant of R300 million for the next three years from April 2021 to March 2024.

- Continue supporting SAIMI operations; and
- Enable SAIMI to become a world-class, independent, and sustainable institute that 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.

#### 1.2 Revised organisation structure

SAIMI needed to adopt an organisational structure that would allow it to achieve its goals and objectives over this period. Several programmes have been developed to support these goals and objectives.

The revised organisation structure has been approved by the relevant structures within Nelson Mandela University by September 2021.

### 2. Corporate Compliance and Risk Management

**2.1 The Risk Management Plan and Register was tabled and approved by the Advisory Board in December 2021.**

**2.2 Several agreements have been concluded to regulate the relationships with key stakeholders and service providers:**

The agreements are focused on the following areas:

- **Research, Innovation, and Technology** – establishment of SA's second marine robotics centre at UCT.
- **Education** - Formalise relationships with higher education institutions to promote collaboration on various initiatives of interest among the parties.
- **Education** - Establish a formal relationship with the Department of Basic Education (DBE) and promote collaboration on various initiatives of interest among the parties, which would include support for maritime high schools/focus schools; teacher development; Maths, Science, and Technology (MST) Integrated Strategy and Maritime Awareness programme.
- **Employment** – Establishment of a formal relationship with DoEL to promote collaboration on various initiatives of interest among the parties, which would include the utilisation of the Employment Services of South Africa (ESSA); advocacy initiatives; work readiness programmes; research; and funding.
- **Youth Development** – To assist young people to access sustainable livelihoods, obtain employment, self-employment, and/or further information, education and training opportunities.
- **International partnerships** – Establishment of a formal partnership with the International Association of Maritime Universities (IAMU) to promote collaboration on various initiatives of interest among the parties.
- **Skills audits conducted:**
  - Marine manufacturing skills audit
  - Small harbours development skills audit
  - Northern Cape maritime skills audit
- **Maritime Awareness Programme Initiatives** – The South African Sea Cadets programme provides training interventions that support maritime awareness.
- **Seafarer Training**
  - Development of a National Seafarer Development Framework.
  - Financial support for maritime lecturers.
- **PR, Marketing and Communication** - Strategic communication and development of strategic documents.

## SUB PROGRAMME 2 | Operational Excellence

### 1. Project Management Centre of Excellence (PMCoE) Plan

SAIMI plans to adopt the methodology and principles used in a Project Management Centre of Excellence (PMCoE), which will be integrated into normal business operations. The centre of excellence is not a standalone unit or office, but an approach to project management. All staff members would need to be trained in the functioning of a PMCoE and be involved in managing projects according to the Project Management Body of Knowledge methodology (PMBOK).

### 2. Quality Management System

SAIMI has gone from strength to strength in terms of its internal processes, frameworks, and systems, and continues to develop policies and procedures to ensure compliance and growth in all departments and all areas.

## SUB PROGRAMME 3 | Talent & Performance

### Human Resources

Since the organisational structure has been approved by the university structures, recruitment of personnel will commence at the beginning of 2022.

## SUB PROGRAMME 4 | Marketing & Communications

### 1. Marketing, Promotions, Public Relations and Communications

- Service providers have been appointed for the provision of marketing, advertising, PR and corporate communication services.
- News, Information and Media:
  - Herald, Eastern Cape –“Maritime Framework needed to steer Bay: Co-ordination key to reaping the rewards of the ocean economy”.
  - Shipyear Magazine – The Africa Free Trade Area and what this means for the maritime sector.
  - Maritime Review Magazine – Promoting data-free access to the Dive In website.
  - Media release on the Ocean Governance Course – “No borders or limits for Ocean Governance in Africa”.
  - Media Release on the NMU Marine Robotics Centre – Solar boat going solo soon in Nelson Mandela Bay.
  - Sunday Times Editorial/Public Sector Manager magazine – “A paradigm shift in the development of skills for the oceans economy”.
  - Post Matric Magazine – Promotion of the data-free Dive In Career Exploration website
  - SAIMI newsletter distributed in August.
  - The Dive In Career Exploration website was launched in February 2021.





<b>STRATEGIC OBJECTIVE 2</b>	To diversify the sources of funding for SAIMI programmes by 2023
<b>PROGRAMME</b>	Financial Sustainability Programme
<b>DESCRIPTION</b>	<p>SAIMI will develop and implement a long-term financial sustainability policy, strategy, and plan over the next five years. This framework will among 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:</p> <ul style="list-style-type: none"> <li>• The protection of beneficiaries by making sure they receive services provided by the Institute, regardless of changes in funding cycles or funding delays;</li> <li>• Providing partners with the assurance that SAIMI has the capacity and financial health to make the best use of grants;</li> <li>• Creating a safety net to protect the Institute in unforeseen circumstances, such as a major funder suddenly pulling out; and</li> <li>• Providing capital that can be used for future projects, borrowed against, or used for the expansion of the organization's activities.</li> </ul>

**SUB PROGRAMME 1 | Financial Management**

**1. Financial planning, monitoring, reviewing, and reporting**

**1.1 SAIMI Main Project – Initial funding cycle**

The NSF provided a grant of R311 million for the establishment and operations of SAIMI. The initial funding cycle ended on 31 May 2021.

**1.2 SAIMI Main Project – 2nd funding cycle**

The NSF approved a second grant of R300 million for the following three years, April 2021-March 2024 to support the continued operations of SAIMI.

**1.3 Boatbuilding Project**

The project, funded by the NSF to the value of R14 849 071, provides boatbuilding and repairs training and composite skills development. The three-year learnership component is being done at False Bay College. The composites skills development programme is incomplete, awaiting the appointment of a training provider to deliver the training. The NSF approved an extension of the project to 31 December 2022.

**1.4 South African Sea Cadets (SASC) Project**

The project, funded by the Transport Education Training Authority (TETA) to the value of R1 800 000 provides for the implementation of the maritime awareness programme offered by the SASC. SAIMI is responsible for managing the project while SASC provides maritime awareness training to 1000 Cadets and trainers nationally. The TETA discretionary funding agreement is effective from 14 August 2021 to 31 March 2024.

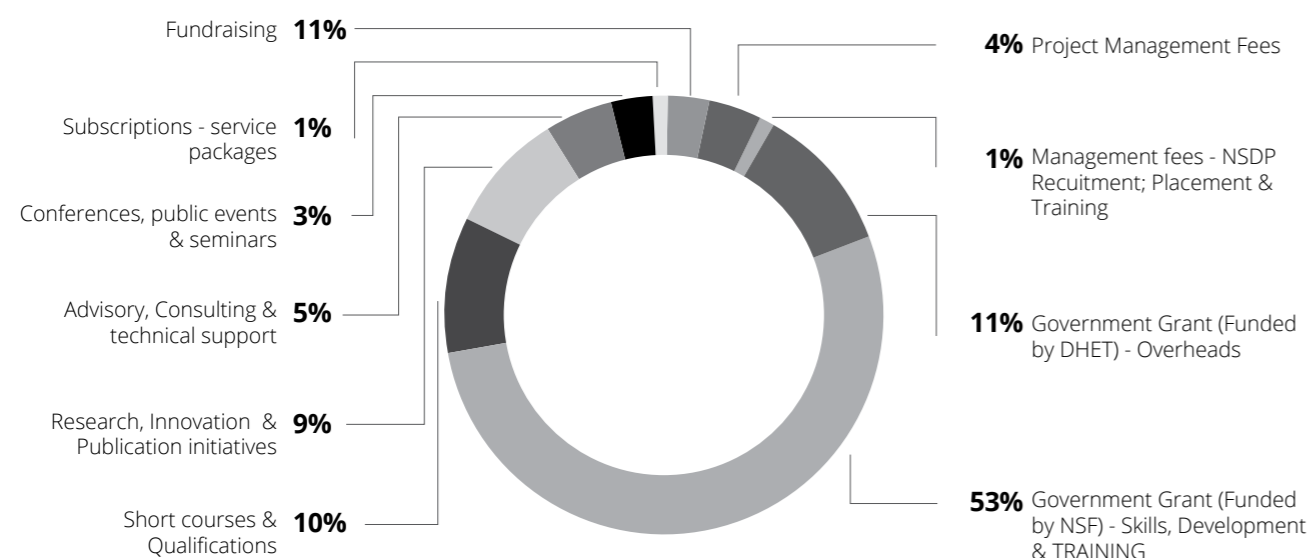
**1.5 Accounting systems**

The Pastel Accounting system has been implemented to accurately record all expenditure allocations including project costing.

## SUB PROGRAMME 2 | Revenue Diversification

### 1. Revenue diversification and growth strategy

SAIMI has committed its approach to the financial sustainability of the Institute and has moved from the research and analysis phase and is transitioning to mobilise the plan.



Total proposed income streams		Total income per annum	NMU Levy	Cost break-down	SAIMI Profit	Margin
Government Grant (Funded by DHET) - Overheads	11%	13 000 000		13 000 000		0%
Government Grant (Funded by NSF) - Skills, Development & Training	53%	63 790 000	4 784 250	59 005 750		0%
Short courses & Qualifications	10%	12 100 000	1 815 000	8 470 000	1 815 000	15%
Research, Innovation & Publication initiatives	9%	11 440 000	1 716 000	8 008 000	1 716 000	15%
Advisory, Consulting & technical support	5%	6 500 000	975 000	4 550 000	975 000	15%
Conferences, public events & seminars	3%	3 200 000	480 000	2 240 000	480 000	15%
Subscriptions - service packages	1%	1 000 000	150 000	700 000	150 000	15%
Fundraising	11%	3 200 000	480 000	320 000	2 400 000	75%
Project Management Fees	4%	5 000 000	750 000	250 000	4 000 000	80%
Management fees - NSDP Recruitment; Placement & Training	1%	1 770 000	265 500	106 200	1 398 300	79%

- Short courses and qualifications – SAIMI has identified the potential of providing training through the offering of credit-bearing and non-credit-bearing courses on various oceans sector focus areas that are demand-driven. This could be done both solely and in partnership with identified academic institutions, TVET colleges, and private training service providers. For credit-bearing courses, SAIMI would need to apply for accreditation or partner with accredited training providers to obtain accreditation in the medium-long term. Multi-model teaching and learning approaches would need to be pursued in line with current and future developments. The skills audits and further engagement with industry on skills needs would form the basis for the type of courses to be provided.
- Research funding – To support SAIMI’s research agenda and financial sustainability, SAIMI is exploring potential funding grant applications on international platforms such as UNESCO, AU, and other international agencies which are being driven through credible partnerships between SAIMI and local research entities.
- Enhancement and diversification of SAIMI’s revenue sources – SAIMI will be re-issuing a Request for Proposals (RFP). The aim is to appoint a Service Provider/s that will assist the Institute with the implementation of a revenue enhancement and diversification strategy by sourcing additional revenue streams, including but not limited to grants/donations/advisory, consulting and technical sector support, and online platforms to support the sector.
- Development of an advisory and sector technical services offering – Consideration is being given to providing innovative solutions to clients to inform decision-making and contribute to organisational growth, through submitting bids/proposals for tenders as the Institute or in partnership with other organisations to generate revenue and build internal capacity.

### 2. Financial sustainability:

The SAIMI Advisory Board Strategic Session was held virtually on 5 August 2021. The purpose of the session was to:

- Consider the current strategy;
- Determine the Board’s role in the Sustainability Strategy and Plan;
- Propose additional courses of action; and
- Consider alternative revenue-generation streams.

## STRATEGIC GOAL 2

A competitive, future-ready, and increasingly employed oceans sector workforce by 2023

<b>STRATEGIC OBJECTIVE 3</b>	To increase the number of SA youth and women who have been through the SAIMI-facilitated skills, education and training programmes by 2023
<b>PROGRAMME</b>	Skills, Education and Training Programme
<b>DESCRIPTION</b>	<p>Government has appointed SAIMI as an implementing agent for the development of skills, training and education over the medium term.</p> <p>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.</p> <p>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. Furthermore, SAIMI will identify, research, and 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</p>

### SUB PROGRAMME 1 | Skills Development Support

#### 1. Fishing Industry

SAIMI is currently exploring opportunities to support the fishing industry.

#### 2. Partnerships

SAIMI is exploring more partnerships to strengthen its skills development initiatives that support the South African agenda. The partnerships being explored will ensure high-level skills development of accredited courses as well as masterclasses for expert professional development. These include the following:

- GMAPS (Global Maritime and Port Services Pty Ltd) is a Singaporean entity that is involved in maritime consultancy and training. SAIMI is exploring the possibilities of offering training in port and harbour development as well as entrepreneurship and innovation in maritime.
- Lloyds Maritime Academy, UK, which offers maritime courses worldwide. The courses are on cybersecurity, ship repair, logistics, and shipping.

The skills initiatives will add value to the professionalisation of people in the maritime sector by ensuring high value-adding skills that are competitive in the global market. Also, these skills development initiatives will be used as a revenue source for SAIMI as it continues to grow its financial independence.

### SUB PROGRAMME 2 | Education Support

#### 1. Educational Support Initiatives

##### 1.1 The Sindiswa Carol 'Tu' Nhlumayo Merit Bursary Programme

The NSF will provide funding under a separate agreement to cover the bursary scheme for three years to the value of R 8,093 000. SAIMI will be the administrator of the programme. The NSF will advance the funds to NSFAS, which will in turn settle the students' fees and expenses. An MoA needs to be concluded between the NSF, SAIMI, and NSFAS.

An implementation plan has been developed.

### SUB PROGRAMME 3 | Seafarer Development Programme

#### 1. Introduction

The National Seafarer Development Programme (NSDP) is a comprehensive and all-encompassing programme for training South African seafarers for a career at sea.

The National Cadet Programme (NCP) is a sub-programme within the overall NSDP and focusses on the training of:

- Officers in Charge of the Navigational Watch (Deck Officers/Cadets); and
- Officers in Charge of an Engineering Watch (Marine Engineer Officers/Cadets)

The NCP provides a structured training programme for candidates to obtain their sea-time through agreements with foreign and local shipping companies, enabling them to secure internationally recognised qualifications. During their time onboard a vessel, the seafarers are taught seamanship and safety culture, best practices, discipline and work ethics, practical application of theory learned at the university/college, and combines experience and research to complete assignments and gain practical ship maintenance experience.

The programme, commonly referred to as a Cadetship, has to comply with standards for training and certification of seafarers (Officers) in terms of regulations that were promulgated by the International Maritime Organization (IMO) and referred to as the "STCW" regulations that are applied throughout the global maritime industry and accredited, in the case of South Africa, by the South African Maritime Training Authority (SAMSA) in terms of a strict protocol, which makes this qualification and career a global one.



**a. Previous funding cycle 2015 to May 2021:**

*Deck and Engine Cadets:*

No. of Trainees	480 Trainees over 5 ½ years	
Graduated	225 Graduates	47%
Completed – not competent	25 Trainees	5%
Drop-out rate	96 Trainees	20%
Completed theoretical learning, currently undergoing workplace-based learning	50 Trainees	10%
Completed theoretical learning, awaiting workplace-based learning opportunity	75 Trainees	16%
Completed learning programme, but waiting to be assessed / trade-tested	9 Trainees	2%

**b. Previous funding cycle 2015 to May 2021:**

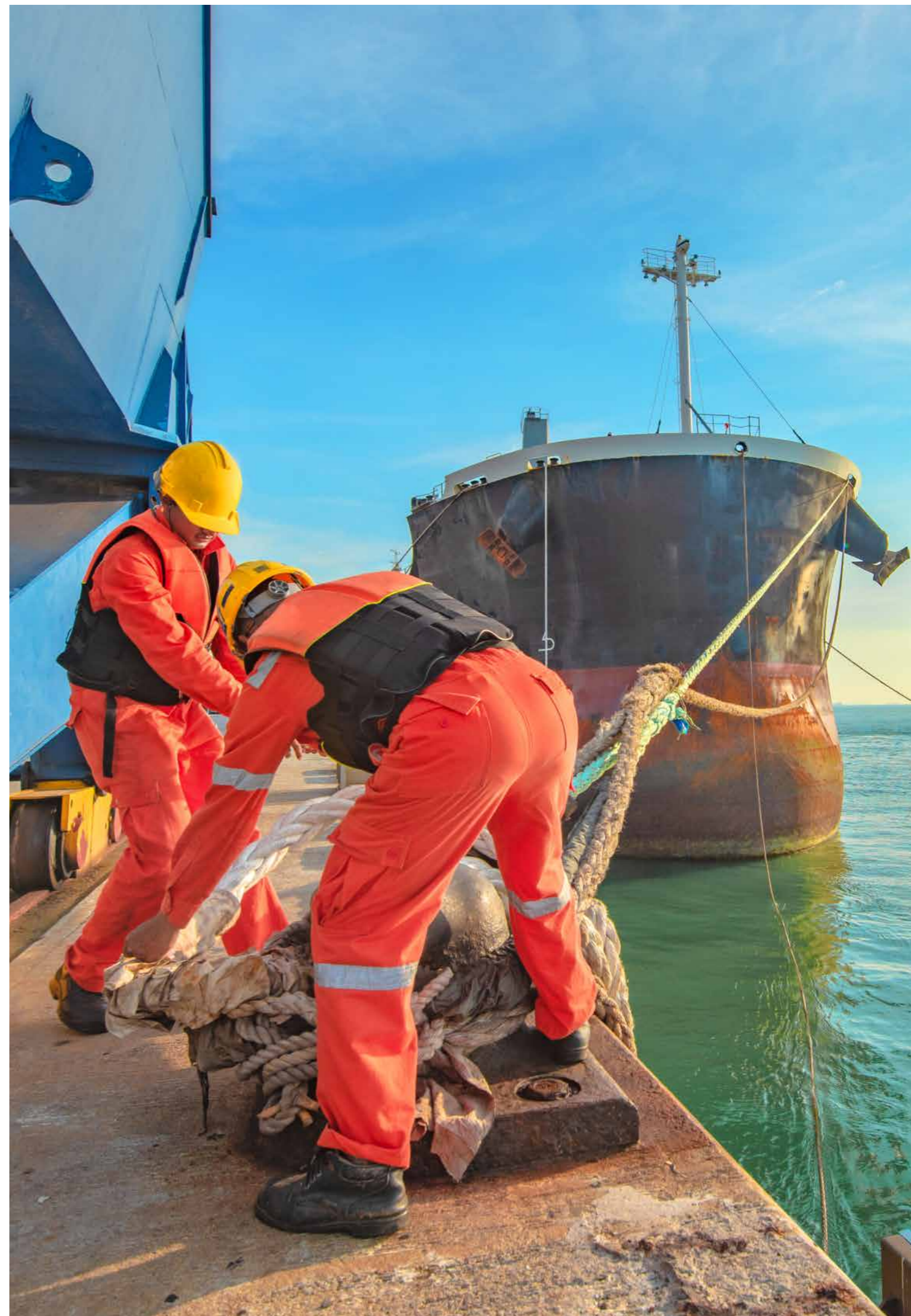
<b>Achievements: Total</b>		
Total No. of Trainees (1 April 2021 – 31 December 2021)	273	100%
Graduated	29	11%
Completed – not competent	2	1%
Completed – waiting to be trade-tested	19	7%
Drop-outs	4	1%
Learning in progress	219	80%

**3. National Seafarer Development Framework Strategy**

SAIMI has entered into an agreement with a service provider to conduct research on the existing seafarer programme, and design, articulate and elaborate on a conceptual framework for the National Seafarer Development Programme in South Africa. This framework document is meant to effectively map out a national seafarer development terrain for SAIMI with a clear consideration of the international requirements, starting at the level of basic education through to their absorption into the labour market. Furthermore, the framework should map the relevant stakeholders across the seafarer development pipeline, their strategic roles, and value propositions. Ultimately, this should enable the development of a much more strategic approach to seafarer development for the country, a comprehensive and consolidated strategy, approach, and national overarching programme. The study is being funded by TETA.

**4. Seafarer Recruitment and placement**

SAIMI has made an application to SAMSA to be accredited as a Seafarer Recruitment and Placement Services (SRPS) agency. This will allow SAIMI to enter into contracts with shipowners for the placement of seafarers to do their practical sea-time training onboard vessels.



## SUB PROGRAMME 4 | Skills Education and Training Capacity and Development Support

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

- ▶ Aquaculture and Fisheries;
- ▶ Marine Protection and Governance;
- ▶ Marine Transport;
- ▶ Marine Manufacturing;
- ▶ Small Harbour Development;
- ▶ Coastal Marine and Tourism; and
- ▶ Oil and Gas Exploration.



## Operation Phakisa skills structures supported

### AQUACULTURE AND FISHERIES

The Department of Forestry, Fisheries and Environment (DFFE) and SAIMI, through the Operation Phakisa Aquaculture Skills Expert Group, plans to facilitate the establishment of a Research Chair or a Community of Practice in Aquaculture to build research as well as the skills capacity within the aquaculture value chain.

A draft concept document for these initiatives has been submitted to the NRF for consideration. Engagements also took place with the NRF in September 2021 on funding options, and the NRF indicated that feedback would be provided to SAIMI around December 2021 on whether there would be funds available for the proposed initiatives during the 2022/23 financial year. Plans are also in place by DFFE to establish an Aquaculture National Research Forum, which will also feed into the work to be done by the proposed CoP/ Research Chair in Aquaculture.

SAIMI has been requested by DFFE to partner in facilitating the accreditation process of the Aquaculture Technology Demonstration Centre (ATDC) at the Gariep Dam. ATDC offers short-term courses on aquaculture to emerging and existing farmers, as well as students who are in learnerships and internships. It has been agreed that the facility should work towards getting accredited as a part qualification under the QCTO Aquaculture Farmer NQF Level 4 qualification. AgriSETA will assist in this process, commencing with a site visit to assess the status quo in respect of current infrastructure, human resources, and learning materials to enable the development of an action plan. The planned site visits were postponed due to COVID-19 implications.

DFFE has also engaged SEDA in the development of incubators for the aquaculture sector as well as the mentoring and training of new farmers in Saldanha Bay. Under the NSF/DFFE programme, about 40 people within the aquaculture sector in KwaZulu-Natal were trained in business and entrepreneurship skills in June 2021. Another 83 people were trained between March 2021 and May 2021 in the Western Cape, Gauteng, and KwaZulu-Natal.

An Aquatic Health Working Group has been established through the University of Pretoria to “facilitate a permanent networking system where key stakeholders assist in defining and directing focal areas needing attention, working on collaborative research and supporting one another and the industry”. An inaugural meeting was held, with various stakeholders in attendance. SAIMI was also invited to participate to ensure alignment with the work of the Operation Phakisa Aquaculture Skills Expert Group. The skills audit conducted by SAIMI highlighted the need for the development of aquatic vets and research. A process is currently underway that will look at key focal needs and strategy.

Through the AgriSETA Aquaculture Subsector Skills Committee, an Aquaculture Skills Plan will be compiled as well as various research initiatives. Topics proposed include:

- Analysis of aquaculture infrastructure available for training and skills development at universities and TVETs. This would assist with developing future training interventions.
- Skills development and capacity-building for small-scale aquaculture farmers.

## MARINE MANUFACTURING

- The NSF-funded SAIMI/DTIC Learnership Boatbuilding Pilot Programme implemented in 2018 for 30 learners was scheduled to end in June 2022 due to the revised timeframes as a result of COVID-19. The NSF has approved an extension on the project to 31 December 2022.
- The process of establishing a Boatbuilding Trade Test Centre at False Bay College was delayed due to COVID-19, among other things; however, the process has now resumed with the college indicating that it has started the process of procuring the required equipment and finalising the human resource requirements. This is in preparation for the assessment process (site- visit) by the National Artisan Development Body (NAMB) which was delayed due to COVID implications. The site visit will take place on 18 November 2021. After the visit, it would take about six weeks to finalise the outcomes of the process.
- Through the Operation Phakisa Marine Manufacturing Skills Expert Group, SAIMI was requested to facilitate a multi-stakeholder workshop on coded welding, to better understand the training needs as well as funding options for coded welding, as there appeared to be a preference for coded welders in the industry. The virtual workshop took place on 1 July 2021 and the outcomes can be summarised as follows:
  - The coded welding skills programme developed by CHIETA and approved by QCTO in April 2021, would be piloted at six TVET colleges (those that were successful in their applications for CHIETA funding for the programme). Other training service providers can also offer the skills programme as registered under the national qualifications framework.
  - Industry representatives at the workshop confirmed that although coded welding is specialised, based on the type of codes required by companies, the newly approved skills programme is relevant for the industry as it covers the bulk of the industry requirements, although some aspects relating to aluminium and other areas may not have been covered.
  - More awareness about the skills programme needs to be created.
  - Further discussion needs to be held on whether coded welding should form part of the welding trade test or should form part of industry training. The pros and cons of both options need to be fully explored. Industry has indicated that coded welding training has proved to be costly. The discussion therefore should also include the exploration of funding approaches for both options proposed.
  - The Centre of Specialisation programme at different TVET colleges is ongoing although at different stages – some have already had two intakes of learners (groups of 30) while some are planning for their second intakes. One of the challenges expressed is industry participation in general in the programme. Some of the industry players, especially in boatbuilding, have started implementing their own training programmes targeted at unemployed youth due to the limited number of learners (in boatbuilding) produced through the college system. The Operation Phakisa Skills Expert Group has indicated that this challenge needs to be urgently addressed – industry should not be expected to provide training and employment opportunities, the pipeline should come from TVETs.
- A service provider has been appointed to conduct the Marine Manufacturing Skills Audit. Inception meetings have been held and the work has been approved. Work was in progress and is expected to be concluded by March 2022.

## MARINE TRANSPORT

- **International Maritime Organisation (IMO)** The IMO audit for South Africa was conducted in October/ November 2021 to assess the implementation of the IMO Standards for Training, Certification, and Watchkeeping (STCW). The audit was conducted by Lloyds Register and focused on CPUT and SAMTRA. The outcomes report will be discussed by SAMSA in December 2021, with SAMSA planning to submit its report to the IMO in February 2022 based on the findings of the audit.
- **TVET Colleges Umfolozi** – Discussions are to be held with DHET to formalise the maritime offering at the college through the Centre of Specialisation programme for sustainability purposes. The college is also considering offering a boatbuilding qualification as well as expanding the current offering to officer level.
- **Maritime High Schools** In addition to the interventions implemented at the basic education level, SAIMI intends to implement initiatives aimed at supporting teacher development in the sector. This is specifically aimed at those who teach or wish to teach at maritime schools but do not possess the teaching qualifications or are not qualified teachers. Individuals who teach Nautical Studies at maritime high schools may hold seafarer qualifications and have working experience at sea, but do not necessarily have a teaching qualification. SAIMI has therefore identified the need to ensure that individuals who are already in the education system and those seafarers who may have an interest in teaching can obtain an accredited teaching qualification.
- **SAMSA** SAMSA is in the process of addressing the backlogs relating to the certification of seafarers. A notice on the extension of validity of certificates has been issued and consideration given to online certification. The Maritime Youth Development Programme has been put on hold due to challenges in the cruise liner industry resulting from COVID-19.



## OFFSHORE OIL AND GAS EXPLORATION

The 2nd Steering Committee meeting of the NRF/SAIMI Community of Practice in Oil and Gas took place on 13 August 2021. Initiatives undertaken since the beginning of 2021 included:

- CoP was established with members from academia, government, and industry.
- Candidates for upskilling identified: Senior lecturers, lecturers, and post-doctorate fellowships identified at CPUT, Fort Hare, NMU, UWC, and Wits. Development plans were formulated but not implemented due to COVID-19 challenges.
- IHRDC Virtual Mentored Learning (VML) courses: 40 candidates from participating universities completed courses during the first half of 2021.
- Presentations by the chair of CoP: SAOGA Breakfast in May 2021 and presentation at the SAOGA/PASA Upstream Opportunities Conference in September 2021.
- Postdoctoral and postgraduate research: More than 20 MSc, PhD, and Postdoctoral candidates were currently engaged in research related to Petroleum Geoscience.
- Tangible Outputs: 11 research papers (including journal publications) were produced through UWC, Wits, and the University of Fort Hare.
- Africa-wide contacts: The Chair of CoP was invited to join the University of Calgary's bid for an AU project on capacity-building for the African energy sector.

Although COVID has had an impact on the implementation of the CoP work plan, it has been agreed through the Steering Committee that the CoP initiative is adding value and should continue doing its work. The NRF will consider extending the CoP duration for another two years.

The work of the NRF/SAIMI Community of Practice in Oil and Gas is ongoing with various skills development and research initiatives across five universities – Wits, UWC, NMU, CPUT, and Fort Hare. Other universities such as the University of Limpopo have expressed interest in participating.

SAIMI and the Chair of the CoP were invited to the American Association of Petroleum Geologists (AAPG) Remaining Hydrocarbon Potential in Southern African Offshore Basins event held in February 2022 in Cape Town. The Chair of the CoP to speak at this event under the theme, “Legislative Challenges, Local Content and Capacity Development”.

The Review of the Oil and Gas Skills Roadmap that was compiled in 2015 under the Operation Phakisa Skills Working Group is in progress to consider developments that have taken place in the industry since 2015. The work plan was approved and the work was expected to be completed by March 2022.

## SMALL HARBOUR DEVELOPMENT

A service provider has been appointed to conduct the Small Harbour Development Skills Audit. The audit is expected to be completed by March 2022.

## MARINE PROTECTION AND OCEAN GOVERNANCE

- Two initiatives were prioritised for 2021, flowing from the Skills Audit conducted:
  - A skills development and capacity-building programme to support the Water Quality Monitoring Lab at Walter Sisulu University. As part of the implementation process of the Skills Audit conducted, DFFE and SAIMI engaged Walter Sisulu University (WSU) on potential support for skills development and capacity-building for the Operation Phakisa Water Quality Monitoring project driven by the university. A Memorandum of Understanding between SAIMI and WSU is currently undergoing legal processes. This will facilitate the implementation of identified collaboration initiatives.
  - Explore approaches to offering Marine Spatial Planning (MSP) qualifications. The Skills Audit presented the following recommendations:
    - » Early incorporation of modules on MSP in Environmental Management and other relevant qualifications.
    - » The development of short courses in MSP for delivery within the country by NGOs and/or other training institutions.
    - » A specific Masters-level qualification in MSP;
    - » Continue to attend one of the international courses available (however, may not address some of the country's requirements).
- **Course in Ocean Governance for Africa** The course is presented by the International Ocean Institute (IOI) – African Region, and co-funded by SAIMI and the South African National Biodiversity Institute (SANBI). The goal of the Ocean Governance course is to meet the ongoing needs within the African region for awareness and training related to the various disciplines associated with ocean governance. The course also aims to contribute to developing a network of practitioners, “Ocean Ambassadors”, who will continue to work towards and promote responsible, knowledge-based ocean governance throughout Africa. While the course highlights the importance of the global governance framework, it has a regional focus, emphasising the benefits of harmonising ocean policies that promote a shared, integrated, and common approach to ocean management in Africa.

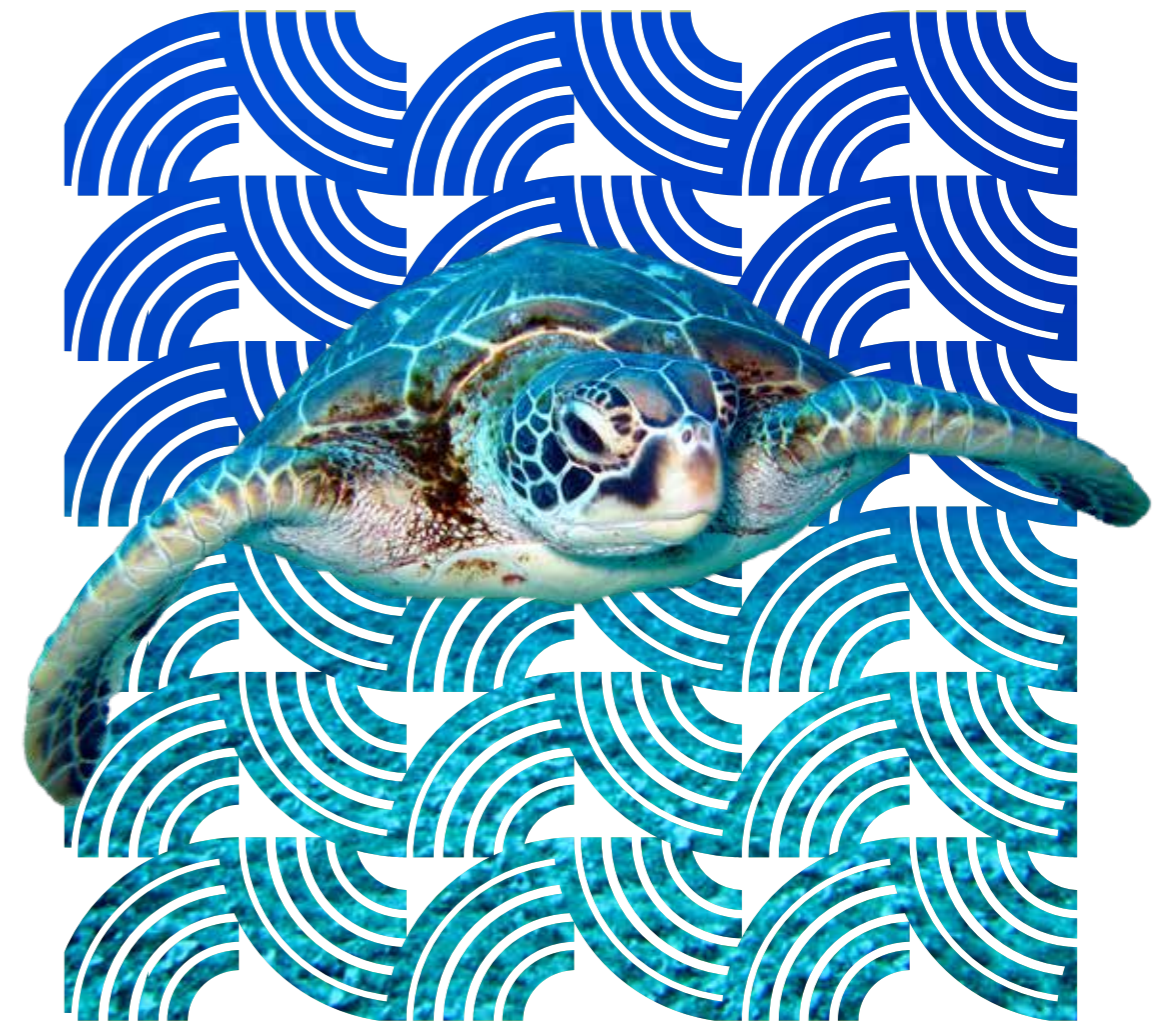


## COASTAL AND MARINE TOURISM

### The following progress has been made:

- RPL Pilot Project – the Department of Tourism is implementing a RPL pilot project (qualification and designation) in Gauteng for 30 chefs.
- Incubation Programme for coastal tourism – plan awaiting approval through relevant structures at the Department of Tourism.
- Eastern Cape:
  - Basic Quality Verification Pilot Programme (Homestays) – The Deputy Minister of Tourism and the Deputy Minister of Small Business Development launched the Basic Quality Verification Pilot Programme at the Buffalo City Metropolitan Municipality (23-24 March 2021). So far, a total of 15 graduate students have been trained as assessors, and 18 properties approved and qualified.
  - Eastern Cape Parks and Tourism Agency (ECPTA) has implemented the following capacity-building programs linked to the Oceans economy:
    - » Capacitating homestay owners on basic food preparation and safety and hygiene training.
    - » Capacity building workshop for Wild Coast Tourist Guides was done in collaboration with Conservation SA.
    - » Facilitated training for Eastern Cape Hiking trail community trust members who own the Wild Coast hiking trail from Port St Johns to Coffee Bay. The training mainly focused on governance and leadership.
    - » As part of the Tourism Relief Programme, the ECPTA trained tour guides in various key areas within the province on nature and culture guiding as well as first aid training. A total of 185 aspirant tourist guides across the province have undergone nature and culture guiding. This includes 100 from Gqeberha, East London, and the Wild Coast.
    - » Kayaking guide training for 16 guides in the Wild Coast and first aid training Level 3.
    - » Kayaking guide equipment (kayak sets and safe jackets) was provided.
    - » Lifeguard training for 20 people from the Wild Coast that including Mkhambathi, Silaka, Hluleka, Dwesa-Cwebe, Bulungula, Tenza Beach, and Kobb Inn.
    - » Massage therapist training for 12 women from Mbizana, Port St Johns, Bulungula, and Dwesa-Cwebe.
    - » Implementation of a mentorship programme between a Coffee Bay kayaking enterprise owned by young Black entrepreneurs and the owner of the Ocean View Hotel is in progress. A key focus of the mentorship programme includes business management, business compliance, and financial management.

- KwaZulu-Natal:
  - Umhlabuyalingana Skills Development Programme – The Department of Tourism implemented a training programme for a National Certificate Food and Beverages NQF 4 for 60 learners who were recruited from Umhlabuyalingana Local Municipality for twelve months. All learners have now been placed in various tourism and hospitality establishments in and around Umhlabuyalingana Local Municipality.
- A Cruise Tourism Maximisation strategy with an implementation plan was developed by the Department of Tourism, aimed at achieving the following outcomes:
  - Increased number of cruise liners docking for longer periods in South Africa.
  - Leveraging economic spinoffs for tour operators, hotels, game reserves, lodges, attractions, and related industries.
  - Increased development of tourism and related products such as wine outlets, jewellery, arts, and craft nearby arrival facilities.
  - Increased opportunities to support trained chefs through the incubator programme to establish and run their own restaurants.
  - Collaboration with neighbouring destinations along South Africa's coastline.
- A change management process was proposed for the Operation Phakisa CMT Skills 3ft Plan considering the challenges and feasibility of implementing some of the proposed initiatives. A workshop was due to be held in January/February 2022 to review the Skills 3ft Plan.



## TVET CAPACITATION PROGRAMME

In 2020 the NSF issued RFPs to TVET colleges and private training service providers for funding of trade-related programmes as well as skills programmes (including maritime). SAIMI has been part of the bid evaluation team for maritime-related proposals as well as the due diligence site visits that took place in November 2021. SAIMI will partner with the NSF in managing the programmes that have been approved as part of this process. This work will feed into the work being done by SAIMI under the TVET Capacitation Programme.

The RFP issued by SAIMI in August 2021 for the development of a Teacher Development Qualification for maritime is expected to cover the TVET band as well – this will fall under the Lecturer Development element of the TVET Capacitation Programme.

The TVET Capacitation Task Team established to look at issues around facilitating better access of TVETs in the maritime sector, had its second meeting on 30 June 2021. The proposed action plan below was tabled for consideration. Work delivery on the proposed plan is in progress.

Research undertaken by SACPO under the auspices of the SACPO/SAIMI TVET Capacitation Task Team has found that there were four TVETs out of the 31 that responded that are currently offering maritime-related qualifications. Furthermore, there were 11 out of the 31 that indicated that they were interested in offering maritime qualifications in the future. As per the Task Team Action Plan, planned interventions in this regard therefore include awareness about maritime qualifications, assistance with capacity-building and accreditation as well as establishing industry linkages for work placement and employment opportunities.

SAIMI will also embark on a process of sourcing a dedicated resource to drive the TVET Capacitation Programme and related programmes.

Focus area	Description	Period
<b>Dedicated Resource</b>	A dedicated resource to be seconded to SAIMI by CIPSET to manage the programme.	2021-2024
<b>Finalise Needs Analysis</b>	Analysis of the survey conducted by SACPO on current maritime offerings by TVETs and planned initiatives or aspirations by TVETs, to identify areas of intervention and possible support. This process will entail developing interventions for those already offering qualifications, i.e., building capacity to expand the current offering. This analysis will also include linkages with recommendations or gaps identified through the Skills Audits in respect of the TVET sector and other relevant studies.	2021
<b>Qualification and curriculum development</b>	Various stakeholders, constitute Occupational Teams that will look at the development of new qualifications, and appoint service providers for the development of the curriculum. Furthermore, engage TVET on possible incorporation and development of maritime-related modules into existing qualifications. Alignment with the developments within the DHET occupational qualifications process will be critical.	2021-2024
<b>Capacity building</b>	Implement a lecturer development programme for new entrants and existing lecturers. Lobby for funding of skills development programmes and infrastructure/equipment.	2022 - 2024
<b>Facilitate industry participation</b>	Develop and drive programmes in collaboration with industry to facilitate increased access into the industry. Facilitate and support work placement programmes. Continuous engagement with industry on industry needs to reduce the mismatch between supply and demand for skills.	2021-2024
<b>Awareness</b>	Create awareness on other OE-related offerings that could be possibly taken up by TVETs as well as provide information on relevant industry linkages for possible workplacement opportunities. Inclusion of inland TVETs. Facilitating partnerships with specialised colleges (e.g. agricultural colleges offering aquaculture modules as well as aquaculture demonstration centres).	2021-2024
<b>Value-add partnerships</b>	Meaningful and value-adding partnerships between private MET providers and TVETs that result in knowledge transfer/capacity building. This includes partnerships between universities and TVETs to ensure articulation and easier mobility.	2022-2024



## OCEANS ECONOMY MASTERPLAN DEVELOPMENT PROCESS

Government is in the process of developing different masterplans (some of which have been completed) for various priority areas of the economy as part of the government's reimagined industrial strategy, led by the Department of Trade, Industry and Competition. The process for developing the Oceans Economy Masterplan, which is being co-ordinated by DFFE, commenced in June 2021. Various working groups and smaller working teams focusing on oil and gas, aquaculture, fisheries, marine transport, and marine manufacturing have been established to do some work which includes sector profiling, SWOT analysis as well as proposed interventions/ action plans. SAIMI has been participating in and leading some of the smaller working teams, specifically skills and capacity building as well as research and Innovation. Draft implementation plans and reports for each subsector have been circulated to stakeholders for comment. SAIMI still provides continued support in the development of the oceans economy masterplan process.

## ENTERPRISE DEVELOPMENT

An enterprise development strategy for the maritime sector is being finalised by SAIMI with the following focus areas:

- Value chain analysis to outline the value chain for different focus areas of the oceans economy. This will enable a better understanding of opportunities and possible entry points for SMMEs.
- Analysis of existing support mechanisms for SMMEs in the Oceans economy.
- Develop programmes to facilitate access into the sector. These will include, among others:
  - Awareness – available business opportunities in the Oceans economy.
  - Incubation programme.
  - Skills development.
  - Facilitate support for youth and women-owned businesses as well as co-operatives.
  - Facilitate supplier development initiatives in partnership with industry.
  - Facilitate participation in SAIMI-driven projects.
  - Facilitate funding through various stakeholders.
- Monitoring and evaluation.

The ECDC, DEDEA, and NYDA have been engaged for possible partnerships in implementing enterprise development programmes in the Oceans economy.

## STRATEGIC GOAL 3

A leading maritime research, development, innovation, and knowledge management system by 2023

<b>STRATEGIC OBJECTIVE 4</b>	To establish a sustainable maritime research, innovation, and knowledge management programme by 2023.
<b>PROGRAMME</b>	Research, Development, Innovation, and Knowledge Management Programme
<b>DESCRIPTION</b>	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.

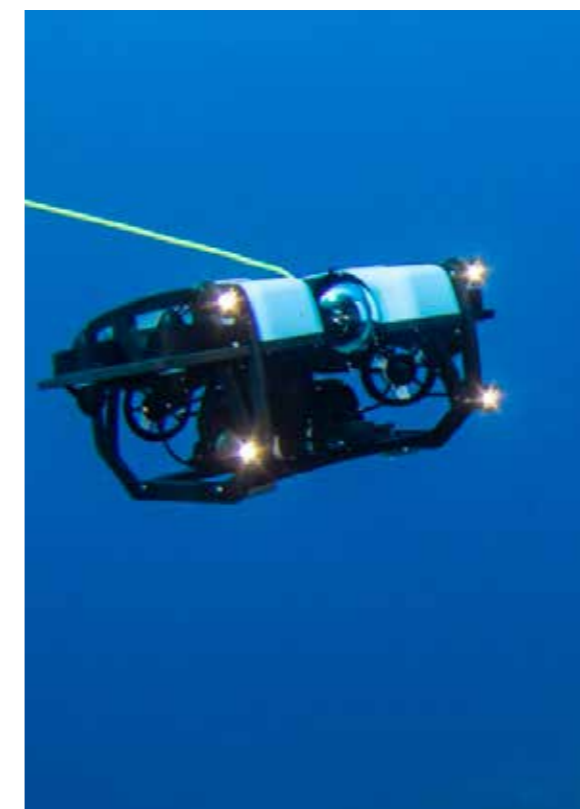
## SUB PROGRAMME 1 | Research, Development, and Innovation Support

- Various Skills Audits have been awarded and inception meetings have been held. These include Marine Manufacturing, Small Harbour Development, Northern Cape, and the Oil and Gas Roadmap Review. It was expected that these studies would be completed by March 2022.
- Bids received from the RFP process for the socio-economic impact study for the bunkering industry in the Eastern Cape are undergoing the relevant supply chain processes.
- Discussions were held with the NRF which expressed willingness to consider support for SAIMI Research Chair and CoP initiatives during the 2022/23 financial year.
- SAIMI provided funding for the establishment of a Marine Robotics Unit at Nelson Mandela University to build capacity through research, innovation, and skills development within the focus area of marine robotics. The activities under Phase 1 of the project are summarised below:

Action	Phase 1	Progress
Identify Post Doc with Industry 4.0 experience, identify graduates who can grow into the required technical positions	Dr Shengzhi Du (Post Doc) and Dr. Ifriky Tadadjeu (Post Doc) possibility as highlighted by Prof. Farouk Smith; Albert Liebenberg (Masters Student), Engineering support through eNtsa (Kyle Donaldson)	Appointment of Dr Tadadjeu (Post Doc), Appointment of Elbert Liebenberg (Project Engineer). Programme housed within eNtsa to provide engineering support. Discussions have led to a collaboration with UCT regarding a NRF supported Antarctic expedition to study sea ice
	Collaboration plan with UCT, CPUT, TUT, CSIR and Ocean Sciences	
Create a centre with dedicated personnel, leading to the required expertise	Identify suitable Interns/Graduates in Training	Appointment of interns and student vacation workers, (Ushveer Ramasir, Havanah Padayachee). Quotations for the purchase of the EcoSub were received, but the purchase was delayed to accommodate the campus lockdown.
	Purchase and utilise EcoSub	
Identify a project (surface autonomous vehicle) that will lead to collaboration between the different disciplines and institutions. UCT(Communication), TUT (Haptic Feedback), etc.	Build an autonomous vessel to cross the bay using solar power and batteries. Depth sensor, GPS, etc.)	First autonomous surface vessel built with sea trials performed. A larger range boat is under development in collaboration with Dept Marine Engineering. Collaborative project identified with UCT NRF supported project to Antarctica
	Design of surface autonomous vessel, (aluminum, 30Knots, self-righting, etc.)	
	Collaboration with Marine Engineering (NMU, UCT) with respect to Computational Fluid Dynamics	
Present a short course with experts from Marine Robotics and Industry 4.0 experience	Training course on required communication infrastructure - Tim Gibbon; training operation/utilization of EcoSub	eNtsa Training Academy identified opportunities for training with EcoSub and concurrent design
Identify suitable capstone projects within marine engineering	Identify capstone projects for final year students: camera, GPS tracking, etc.	Capstone projects underway in collaboration with Mechanical Engineering as well as opportunities provided through SAIAB
Develop expertise and assets that can contribute to the local and national Capacity (sensors and autonomy)	Collaborative activities with UCT, CPUT, TUT, Montpellier (France), Gusave Eiffel (France), Plymouth University (UK), NTNU (Trondheim)	Collaborative projects are underway with UCT, SAIAB, and Montpellier University in France. NTNU master's Research support

**Plans are underway to implement Phase 2 (Y2) of the project.**

- Efforts to conclude an SLA between SAIMI and UCT are still underway, intending to support another marine robotics unit at UCT.
- The following skills audits and studies conducted are available on the SAIMI website: <https://saimi.co.za/resource/research-policy/>
- Skills Audit and Needs Analysis for the Marine Protection Services and Ocean Governance Sectors of Operation Phakisa.
- Aquaculture Skills Inventory and Needs Analysis.
- Skills review and emerging strategic focus areas for marine manufacturing.
- Operation Phakisa Skills Development Roadmap for the Offshore Oil and Gas Industry in South Africa.
- Nelson Mandela Bay Maritime Cluster: A Maritime Cluster Support Framework.





## STRATEGIC GOAL 4

A catalytic, influential, and leading maritime institute by 2023

<b>STRATEGIC OBJECTIVE 5</b>	To develop a strong and mutually-beneficial oceans and maritime partnership for change by 2023.
<b>PROGRAMME</b>	Stakeholder Partnership Programme
<b>DESCRIPTION</b>	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. A concerted effort must be invested in 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.

## SUB PROGRAMME 1 | Outreach and Awareness

### 1. Maritime Outreach and Awareness Initiatives include:

- ▶ Proposals received for the appointment of service providers to deliver maritime awareness programmes have been evaluated by the Bid Evaluation Committee – awards are to be made shortly.
- ▶ SAIMI hosted the first youth dialogue on 17 June 2021 in preparation for the Day of the Seafarer on 25 June 2021. The dialogue was to enable the youth and future seafarers to engage on the 2021 theme “Fair Future for Seafarers”. The theme was selected by the International Maritime Organisation (IMO) as the World Maritime theme for 2021, reflecting a clear need to raise awareness of seafarers’ vital role in world trade and increase their visibility.
- ▶ Development of Comprehensive Maritime Career Guide and Dive In website.
- ▶ The Dive In Career Exploration mobile app was launched at the end of November 2021.
- ▶ SAIMI, as part of its participatory function, supported and organised the World of Work Career Series in the Eastern Cape on 14 October 2021. The event had a far-reaching audience not confined to the Eastern Cape. SAIMI played the instrumental role of advocating for maritime careers through awareness provided by experts working in the sector. These include university support, marine manufacturing support through False Bay College, cadetship through Sea Harvest, and research through Nelson Mandela University support.

#### **The key achievements:**

- Youth awareness and advocacy for maritime matters.
- Enabling a maritime culture.
- Strengthening partnerships with existing stakeholders.
- ▶ South African Sea Cadets (SASC) – SAIMI entered into a funding agreement with TETA for the implementation of the maritime awareness programme offered by the SASC. SAIMI is responsible for managing the project while SASC will provide maritime awareness training to 1 000 cadets and trainers nationally.

## SUB PROGRAMME 2 | Stakeholder Engagement

### KPI'S

- Rating achieved on the SAIMI stakeholder perceptions and engagement survey
- Number of projects successfully implemented through established partnerships
- Number of SAIMI stakeholder engagement platforms successfully held

### Policy advocacy and engagement events

These engagements are critical for creating publications, reports, and forums to support the work of SAIMI. Therefore, SAIMI will ensure at least three seminars are hosted each year and at least one conference. Where possible, policy reviews, reports, or publications will be developed as a result thereof. SAIMI is exploring a partnership with the Chair of Law of the Sea to draft a policy-relevant document to support knowledge sharing on policy implications in current times on the maritime sector.

- ▶ **Webinar – 8 June 2021** SAIMI hosted a webinar to enable a high-level discussion to support and share knowledge on strategies and mechanisms that support the economic development agenda in South Africa and broader Africa. The agenda on the expansion of the country's oceans economy is already entrenched in key strategies such as Operation Phakisa (Oceans Economy) 3-ft plans launched in 2014, as well as the Masterplan development for the oceans economy process which is currently in progress. For the continent, policy documents such as the 2050 Africa's Integrated Maritime (AIM) Strategy (African Union, 2012) and the regulations of the African Free Continental Free Trade Area (AfCFTA) (The African Union Commission, 2015) have paved a way for increased focus in the development of the oceans economy in Africa. These instruments have been discussed at length by observers in terms of their consequences on wealth creation for Africa. However, the critical aspect that remains is the implementation of strategies to support local as well as continental growth, intending to unlock the potential for a growing and sustainable African oceans economy. The speakers included industry, international experts, experts within the continent, and South African government and industry role players.

- ▶ **Women's Event and Training Workshop hosted by SAIMI** On 31 August 2021, SAIMI successfully hosted an online seminar that had a training component to it. From a strategic point of view, SAIMI will continuously host training geared towards supporting women's development in the maritime sector. The event resulted in key strategic outcomes, viz:

- SAIMI supported a Women in Leadership course (referenced as a standalone activity below).
- SAIMI proposing a partnership with the Marine Learning Alliance (MLA), a UK-based institution, to provide training, particularly for women, to advance them in their professional careers.
- SAIMI is in the process of drafting a women-focused programme that supports all its initiatives targeted at women. The programme includes different efforts geared towards different targeted age groups and professionals.

The Women in Leadership course was attended by nine women based on their affiliation to SAIMI and having answered a survey based on the previous event. SAIMI also saw it as an opportunity to support its female staff who participated in the workshop. The consensus from hosting workshops and training revealed the urgent need to introduce a standardised measure to ensure that women are supported through skills development and advocacy through SAIMI. Therefore, this workshop also added to the foundational premise of the SAIMI Women's Programme. The demographic of the group was 100 % Black Africans (according to the South African definition). Beneficiaries included WISTA\_SA members, AMSOL, Sea Harvest, and Nelson Mandela University.

Students who successfully complete the programme will receive a Nelson Mandela University Certificate of Compliance and credits towards stipulated learning programmes.

- ▶ **Maritime Heritage Conference** On 24 September 2021, South Africa celebrated Heritage Day. SAIMI partnered with the Maritime Heritage Institute (MHI), in association with the Department of Public, Constitutional, and International Law at the University of South Africa's (UNISA) College of Law and the National Heritage Council (NHC). In keeping with the theme of World Maritime Day 2021, "Seafarers: At the Core of Shipping's Future, the 3rd Maritime Heritage Conference's theme was Our Seafaring and Shipping Heritage: Survival, Challenges, and Opportunities In Times of Pandemic", which sought to reflect on our maritime heritage and history which show the role of seafarers and ships in the development and sustaining of society, especially during the pandemic crises.
- ▶ **World Maritime Day** The Department of Transport in partnership with SAIMI hosted the World Maritime Day event on 30 September 2021 via Zoom.
- ▶ **Webinar series – 16 and 23 November 2021** SAIMI, in partnership with Maritime Review Africa, hosted a two-part webinar series under the theme "Advancing SAIMI's strategic Agenda: Spotlight on the Maritime SMME". The two-part webinar series is of value to the maritime industry at this present stage as it remains a relevant and important topic that could significantly help new entrants, as well as existing small businesses and potential maritime entrepreneurs, access more opportunities across the sub-sectors.
- ▶ Meeting with the South African Institute of Marine Engineers and Naval Architects (SAIMENA) to discuss joint courses on mentorship, the support for the Research Chair on Naval Architecture and Design, and the consideration of an Accreditation Body.

### 3. Tertiary Institutions

Ongoing discussions are held with tertiary institutions to discuss progress, initiatives and obstacles being experienced to find lasting solutions to challenges.

### 4. Maritime Awareness Initiatives And Partnerships

SAIMI provided support to youth development organisations such as the Royal Cape Yacht Club (RCYC), Sail Africa Youth Development, South African Sea Cadets and General Botha Old Boys Bursary Fund.

### 5. Industry Collaboration

A meeting was attended with Klaveness (Norwegian Shipping Company) in Durban. The aim of the forum was to brief all South African stakeholders about the latest developments in the industry, at Klaveness and how they expect relations going forward. They also allowed all their cadets in the country to join in for a meet and greet.

### 6. Seafarer Development - Capacity Building Under Covid-19 Pandemic

The Covid-19 pandemic has had a negative impact on the National Seafarer Development Programme, which resulted in the training programme duration for individual learners being extended, at-sea learner contracts extended, and Covid-19 related costs incurred.

Upon every Level of Lockdown in the country, we had requested our service providers to communicate (on our behalf) with learners abroad regarding the current situation and what opportunities are open for them to come home, keeping all of them apprised of developments.

### 7. SA Agulhas Training Vessel

The vessel embarked on an international assignment from December 2019 to March 2020. The intention was to address the current dire need to provide female cadets with training berths/ sea time. This trip was, therefore, dubbed a "Female cadets' trip" with an aim to mix senior cadets with junior cadets to close the knowledge gaps, responses in emergencies and coordinated participation on ship maintenance activities.

The future of the vessel, which is owned by SAMSA is currently uncertain.

## SUB PROGRAMME 4 | Skills Education and Training Capacity and Development Support

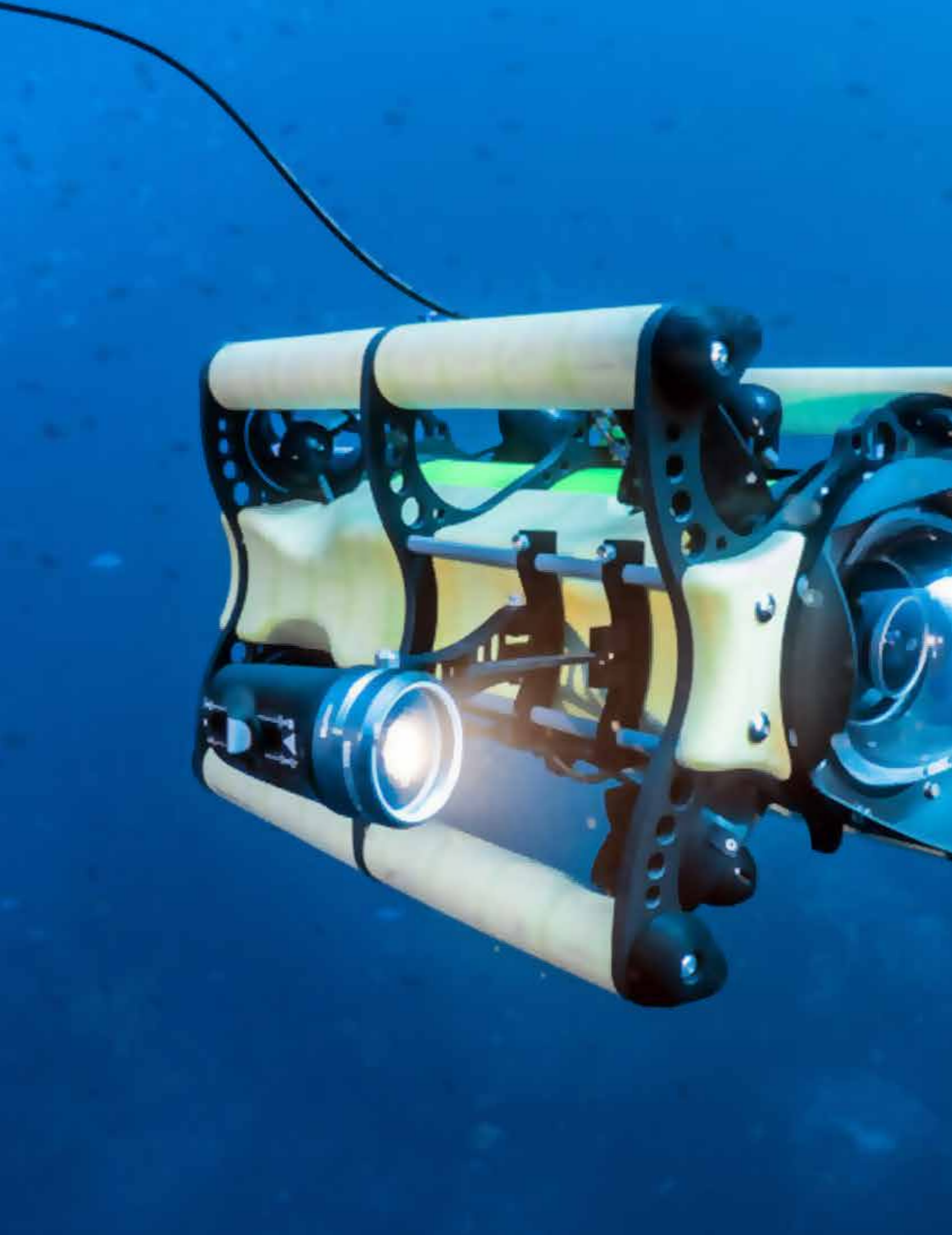
### *Operation Phakisa skills structures supported*

SAIMI has been appointed as the implementing agency for Skills Development and Capacity Building by the Department of Higher Education and Training (DHET), with the responsibility of supporting, coordinating, facilitating and implementing multi-stakeholder initiatives under these cross-cutting focus areas. As such, the following seven Operation Phakisa Skills Initiative Working Groups have tasked SAIMI with the role of supporting, coordinating and facilitating the implementation process:

- ▶ Aquaculture
- ▶ Marine Transport
- ▶ Marine Manufacturing
- ▶ Marine Protection and Governance
- ▶ Offshore Oil and Gas
- ▶ Small Harbours
- ▶ Coastal Marine and Tourism

These working groups are responsible for identifying challenges and designing solutions for delivering the skills targets of Operation Phakisa and to develop a comprehensive national maritime skills development strategy and implementation plan for the DHET.





# 05

## INCOME STATEMENTS

## STATEMENT OF COMPREHENSIVE INCOME

### NSF / SAIMI Main Project

#### NATIONAL SKILLS FUND (NSF)

##### NSF/SAIMI Main Project – Original funding cycle (April 2015 – May 2021)

###### Brief description of the project:

The NSF awarded a three-year start-up funding grant of R31 million to SAIMI for the following:

- ▶ The establishment and operationalisation of SAIMI; and
- ▶ For SAIMI to act as the coordination body for skills development in the maritime sector nationally, including but not limited to the National Cadet Programme.

###### The original budget timeline was extended to 31 May 2021.

###### ▶ Budget vs Expenditure Report @ 31 May 2021 (Project Closed)

Budget Line Item	Total Budget per Line Item (VAT incl.)	Total Actual Expenditure Paid To 31/12/2020	% Budget utilized
Project Management	900 000.00	900 000.00	100%
Goods & Services	1 994 848.00	1 990 690.09	100%
Furniture & Equipment	399 457.92	179 457.92	45%
Salaries: CEO & Staff	25 651 011.98	25 402 994.00	99%
Operating Costs	5 298 938.30	5 297 965.19	100%
Stakeholder engagement & communication strategy: Develop & implement plan to raise awareness of SAIMI	4 920 000.00	4 903 432.82	100%
Regional Centre support: Initiatives to grow and support SAIMI awareness & involvement in regions	79 946.81	79 946.81	100%
Support projects that support the growth of the maritime economy through skills development	30 924 853.83	30 922 672.21	100%
New Programmes	4 840 000.00	4 840 000.00	100%
New Programmes - Samic	0.00	0.00	100%
New Programme - Career Expo	3 000 000.00	3 000 000.00	100%
New Programme - Bursaries	92 818.95	92 818.95	0%
New Programmes - Lecturer Salary subvention	1 049 650.00	1 049 650.00	100%
Assistance to DHET with implementation of imperatives from operation Phakisa	13 710 386.00	13 681 805.11	100%
National Cadet Training	187 079 836.25	187 079 770.29	100%
NMU Project Support	31 359 695.05	31 359 761.01	100%
	<b>311 301 443.09</b>	<b>310 780 964.40</b>	<b>100%</b>

##### 5.1.2. NSF/SAIMI Main Project – New funding cycle (April 2021 – March 2024)

###### Brief description of the project:

The NSF awarded a further three-year funding grant of R300 million:

- ▶ To continue supporting SAIMI operations; and
- ▶ To enable SAIMI to become a world-class, independent, and sustainable institute that 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.

###### Budget April 2021 – March 2024

	Strategic Goal	Budget Programme	Subprogramme	Budget Estimates (R,000)			Total 2021 - 2024
				Apr 2021 - Mar 2022	Apr 2022 - Mar 2023	Apr 2023 - Mar 2024	
1	Establish SAIMI as a national institute recognised nationally and internationally	Institutional Development Programme	1.1. Administration	496	316	309	<b>1 121</b>
			1.2. Staffing	11 549	12 007	12 482	<b>36 038</b>
			1.3. Support Services	1 188	923	923	<b>3 034</b>
			1.4. Marketing and Communications	2 036	1 988	2 040	<b>6 064</b>
2	Ensure SAIMI's financial sustainability	Financial Sustainability Programme	2.1. Financial Management	232	150	153	<b>535</b>
3	Grow SAIMI's world-class research that supports innovation and promotes maritime knowledge management (Strategic)	Skills Education and Training Programme	3.1. Skills Development Support	2 030	1 015	0	<b>3 045</b>
			3.2. Education Support	0	0	0	<b>0</b>
			3.3. National Seafarer Development Programme	38 864	55 489	51 882	<b>146 234</b>
			3.4. SET Capacity and Capability Dev. Support	8 502	8 546	6 529	<b>23 577</b>
4	Grow and enhance SAIMI's education and training portfolio and services to the industry	Research Development Innovation & Knowledge Management Programme	4.1. Research, Development, Innovation and Knowledge Management	13 389	14 473	9 473	<b>37 335</b>
5	Support and enable national maritime skills objectives (Strategic)	Sector and Stakeholder Partnership Programme	5.1. Outreach and Awareness	5 297	2 899	2 466	<b>10 663</b>
			5.2. Stakeholder Engagement	3 147	3 334	3 373	<b>9 854</b>
6		NMU Project Support	6.1. NMU 7.5% Levy	7 067	8 148	7 285	<b>22 500</b>
<b>Total Annual Budget</b>				<b>93 796</b>	<b>109 288</b>	<b>96 916</b>	<b>300 000</b>

## Budget vs Expenditure Report April 2021 - 31 December 2021

Budget Line Item	Budget April 2021 - Mar 2024	Actual April 2021 - December 2021	Budget Available December 2021	% Budget Remaining
Administration	1 121 000	38 718	1 082 282	97%
Staffing	36 038 000	4 594 934	31 443 066	87%
Support Services	3 034 000	536 250	2 497 750	82%
Marketing and Communications	6 064 000	518 959	5 545 041	91%
Financial Management	535 000	101 039	433 961	81%
Skills Development	3 045 000	-	0	0%
National Seafarer Development Support	146 234 000	17 923 869	128 310 131	88%
SET Capacity and Capacity Development Support	23 577 000	567 855	23 009 145	98%
Research, Development, Innovation and Knowledge Management	37 335 000	5 000 000	32 335 000	87%
Outreach and Awareness	10 663 000	191 814	10 471 186	98%
Stakeholder Engagement	9 854 000	147 120	9 706 880	99%
NMU 7,5% Levy	22 500 000	1 758 694	20 741 306	92%
	<b>300 000 000</b>	<b>31 379 252</b>	<b>268 620 748</b>	<b>90%</b>

Budget Line Item	Total Budget per Line Item (VAT incl.)	Total Actual Total budget Expenditure available at 31 December 2021	Total Budget available 31 December 2021	% Budget Remaining
Learning Materials & Workshop (CTA)	322 074,00	322 074,00	-	0%
Pre-assessment (CTA)	666 000,00	666 000,00	-	0%
Learnership Training (FBC)	6 933 540,00	6 933 540,00	2 374 269,67	34%
Skills Programmes (CTA)	5 191 476,00	548 533,64	4 642 942,36	89%
Pilot Impact Study Report	700 000,00	-	700 000,00	100%
Project Management fees	1 035 981,75	496 561,87	539 419,88	52%
	<b>14 849 071,75</b>	<b>6 592 439,84</b>	<b>8 256 631,91</b>	<b>56%</b>

### 5.1.4. Financial statements – signed by Finance is attached

### 5.1.5. Summary for Research and Engagement Committee (REC) and Senate (ECS)

The initial funding that SAIMI received from the NSF enabled the Institute to establish a firm foundation for developing a robust national maritime education, training, and development programme

The NSF approved a second funding grant to the value of R300 million for the three years commencing in April 2021. The institute has made good progress toward promoting skills development, education, training, and research that supports the growth of the maritime economy. The major challenge that SAIMI continues to face is the management of its cash resources which has been caused by delays in receiving funds from the National Skills Fund.

It is thus critical that SAIMI develops alternative income sources that will enable operations independent of NSF and DHET funding.



# 06

## ADVISORY BOARD



## Members of the SAIMI Advisory Board on 31 December

<b>Prof Sibongile Muthwa – Chairperson</b>	NMU
<b>Odwa Mtati – CEO</b>	SAIMI
<b>Dr Derrick Swartz</b>	NMU
<b>Dr Oswald Franks</b>	NMU
<b>Prof Heather Nel</b>	NMU
<b>Prof Patrick Vrancken</b>	NMU
<b>Lindiwe Okuofu</b>	NSF
<b>Kgaogelo Hlongwane</b>	NSF
<b>Sobantu Tilayi/ Tsepiso Taoana-Mashiloane</b>	SAMSA
<b>Prof MDM Phutsisi</b>	SACPO
<b>Maphefo Anno-Frempong</b>	TETA
<b>Dr Yonah Seleti</b>	DST
<b>Adrian Strydom</b>	SAOGA
<b>Dr Laura Best</b>	NMU
<b>Dr. Nonceba Mashalaba</b>	TheDTI
<b>Shamera Daniels</b>	FishSA
<b>Andre Share</b>	DFFE
<b>Vanessa Davidson</b>	SABBEX
<b>Dr Thandi Mgwebi</b>	NMU
<b>Itumeleng Matsheka</b>	Transnet
<b>Prof Barend van Wyk</b>	NMU
<b>Alfred Makgato</b>	DHET



**07**

**ACRONYMS**

ABET	Adult Basic Education and Training
AgriSETA	Agriculture Sector Education and Training Authority
CEO	Chief Executive Officer
CHIETA	Chemical Industries Education and Training Authority
CBMT	Competency-Based Modular Training
CMTP	Comprehensive Maritime Transport Policy
CoC	Certificate of Competency
CoP	Community of Practice
CPUT	Cape Peninsula University of Technology
CSIR	Council for Scientific and Industrial Research
DBE	Department of Basic Education
DFFE	Department of Forestry, Fisheries and the Environment
DEL	Department of Employment and Labour
DHET	Department of Higher Education and Training
DIRCO	Department of International Relations and Cooperation
DOT	Department of Transport
DSI	Department of Science and Innovation
DTIC	Department of Trade, Industry and Competition
DTV	Dedicated Training Vessel
DUT	Durban University of Technology
EC	Eastern Cape
EWSETA	Energy and Water Sector Education and Training Authority
FADI	Fisheries & Aquaculture Development Institute
GBOBA	General Botha Old Boys' Association
IDZ	Industrial Development Zone
IMO	International Maritime Organisation
IMS	Incident Management System
IOI-SA	International Ocean Institute – Africa Region
IPAP	Industrial Policy Action Plan
KZN	KwaZulu-Natal
MCS	Marine Crew Services
MerSETA	Manufacturing, Engineering and Related Services Sector Education and Training Authority
MET	Maritime Education and Training
MIASA	Marine Industry Association of South Africa
MLC	Maritime Labour Convention
MOA / MOU	Memorandum of Agreement / Understanding
MSC	Mediterranean Shipping Company

NAMB	National Artisan Moderation Body
NSDP	National Seafarer Development Programme
NMU	Nelson Mandela University
NRF	National Research Foundation
NSF	National Skills Fund
NSRI	National Sea Rescue Institute
OP	Operation Phakisa
PSET	Post-school Education and Training
QCTO	Quality Council for Trades and Occupations
RCYC	Royal Cape Yacht Club
RFP	Request for Proposals
RIKM	Research, Innovation and Knowledge Management Roadmap
SA	South Africa
SACPO	South African College Principals' Organisation
SAIMI	South African International Maritime Institute
SAMIC	South African Maritime Industry Conference
SAMSA	South African Maritime Safety Authority
SAMTRA	South African Maritime Training Academy
SAOGA	South African Oil and Gas Alliance
SARChI	South African Research Chairs Initiative
SBIDZ	Saldanha Bay Industrial Development Zone
SIC	Standard Industrial Classification
SSTG	Sea Safety Training Group
SETA	Sector Education and Training Authority
STCW	International Convention on Standards of Training, Certification, and Watch-keeping for Seafarers
TETA	Transport Education and Training Authority
TIA	Transnet National Ports Authority
TNPA	Technology Innovation Agency
TVET	Technical Vocational Education and Training
UKZN	University of KwaZulu-Natal
UWC	University of the Western Cape
WC	Western Cape
WIMAfrica	African Women in Maritime
WISTA	Women's International Shipping & Trading Association

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