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NELSON MANDELA UNIVERSITY

SAIMI
SOUTH AFRICAN INTERNATIONAL MARITIME INSTITUTE

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01

FOREWORD

> *Laying the groundwork for an Oceans Economy that reflects the diversity and resilience of our nation*

BY PROF. SIBONGILE MUTHWA, SAIMI ADVISORY BOARD CHAIRPERSON

It is It is with great pleasure that I reflect on SAIMI's achievements over the past year. As a nation with boundless maritime potential, South Africa requires bold and innovative leadership to fully harness the developmental benefits of its Oceans Economy. SAIMI continues to play a pivotal role in driving high-impact interventions that contribute to this national vision.

SAIMI's strategic pillars – Maritime Education and Skills Development, Research and Innovation, and Advocacy - continue to anchor SAIMI's efforts. Notably, the past year saw the strengthening of partnerships with tertiary institutions to align Maritime Education with global best practices. Through initiatives such as the Sindiswa Nhlumayo Merit Bursary and capacity-building for maritime educators, SAIMI is ensuring that our educational systems equip South Africans with the tools to excel in this sector.

At the heart of our mission lies a deep commitment to inclusivity and transformation, with a strong emphasis on development. I am particularly encouraged by SAIMI's role in empowering under-represented groups, including women and youth. From fostering entrepreneurship through SMME-focused programmes to facilitating the growth of coastal communities through the implementation of training initiatives, we are laying the groundwork for an Oceans Economy that reflects the diversity and resilience of our nation.

This year also underscored the importance of governance and policy in driving meaningful change. SAIMI's leadership in facilitating dialogues on, amongst others, sustainable Ocean Governance and its contributions to the national Oceans Economy Master Plan have set the stage for long-term development. These efforts align with SAIMI's mission to not only respond to the present but also to anticipate and shape the future of maritime innovation in South Africa and beyond.

As we look ahead, I am confident that SAIMI will continue to inspire and lead the way. Our shared vision of a knowledge-intensive, sustainable Maritime Sector continues to serve as a lodestar, and I look forward to SAIMI charting a course for a transformative and thriving maritime industry in the years to come.

SAIMI ADVISORY BOARD CHAIR
Prof Sibongile Muthwa

Education and Skills Development remain at the heart of the mandate of the Institute

02 FOREWORD

BY MR ODWA MTATI, SAIMI CEO

The Maritime Sector has been identified as one of the primary drivers of South Africa's economic aspirations, and SAIMI mandated by DHET, continues to play a pivotal role in aligning our nation's capabilities with these ambitions. Over the past year, the Institute made significant strides toward the goal of fostering a sustainable oceans economy by strengthening the pillars of Skills Development, Research, and Advocacy.

Central to the strategic direction is the role of the Institute as an implementing agent for Operation Phakisa (Oceans Economy), a transformative initiative designed to unlock the full potential of South Africa's Oceans Economy. Through targeted skills development interventions across the across the various subsectors of the Oceans Economy, SAIMI with key partners is contributing to shaping a competitive and future-ready maritime workforce.

Education and Skills Development remain at the heart of the mandate of the Institute. In 2024, SAIMI intensified its focus on youth empowerment through Maritime Awareness initiatives such as the Winter School Programme and the Coastal Learn-to-Swim Pilot Programme. These projects not only enhance early career readiness, but also foster a national consciousness about the opportunities inherent in the Oceans Economy. The integration of advanced Seafarer Training Programmes has further ensured that South Africa remains competitive in the global maritime arena.

Collaboration and innovation have defined SAIMI's approach to achieve the desired outcomes. By forging partnerships across academia, industry, and government, we are establishing robust pathways for knowledge creation and dissemination. These efforts are reflected in the emphasis on research and innovation, in all sub-sectors of the Ocean Economy , which is an essential element for sustainable development of the oceans.

As we embark on the next chapter, SAIMI's commitment to advancing South Africa's maritime potential remains unwavering. The Institute will continue to act as a catalyst for transformation, ensuring that the Oceans Economy delivers inclusive, long-term benefits for all.

SAIMI CHIEF EXECUTIVE OFFICER
Odwa Mtati

03

STRATEGIC

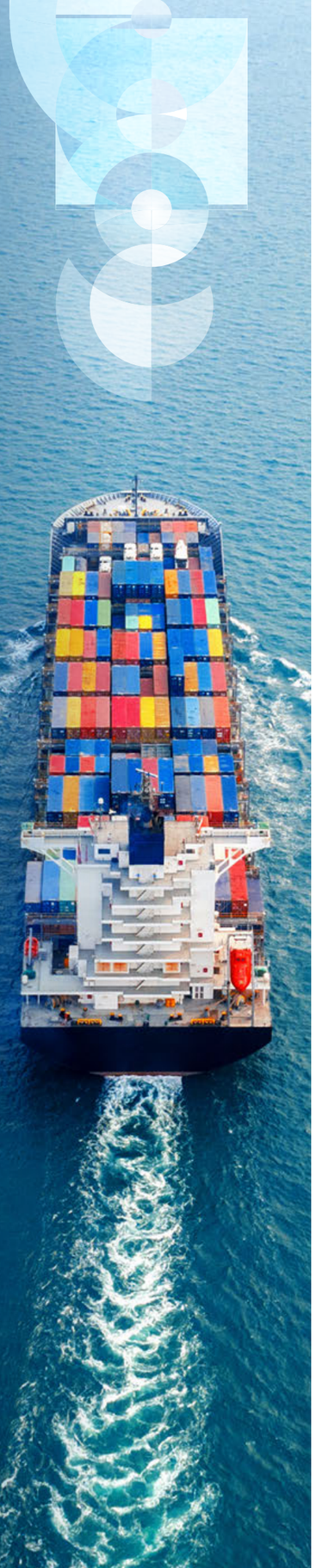
OVERVIEW

STRATEGIC OVERVIEW

The South African International Maritime Institute (SAIMI) was established in late 2014 with support from the South African Maritime Safety Authority (SAMSA), the Department of Higher Education and Training (DHET), and Nelson Mandela University, along with a broad range of stakeholders from public universities and colleges, sector education and training authorities (SETAs), the maritime industry, government, and representatives of the South African maritime sector. SAIMI focuses on developing the skills and knowledge, as well as the research needed, to transform South Africa's extensive maritime resources into a sustainable oceans economy. As a multi-disciplinary institute, SAIMI focuses on various maritime fields, including fisheries, transport, manufacturing, small harbour development, ocean governance and protection services, aquaculture, alternative energy, and coastal and marine tourism. Its strategic goals encompass advocacy, education, skills development, and research and innovation, all aimed at fostering the growth of the oceans economy. Primarily funded by the DHET through the National Skills Fund (NSF), SAIMI also manages projects for other maritime sector entities such as the Transport and Education Training Authority (TETA).

SAIMI PURPOSE

SAIMI's purpose is to serve as a catalyst and a platform for collaboration in South Africa, aimed at fostering the sustainable growth, development, and transformation of the oceans economy. Established to unlock South Africa's maritime potential, SAIMI seeks to align and accelerate the efforts of all maritime education, training, research, industry, social, and government stakeholders into a unified force for change. The Institute focuses on jointly implementing high-impact interventions to enhance the education, training, and upskilling of South Africans, connecting them to socioeconomic opportunities. Additionally, SAIMI invests 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 making a lasting impact. They serve as guiding principles for all our staff and partners. Our way of working is grounded in the IMPACTS value system:

- **I**ntegrity | Underpinning all our work, we think and act with integrity.
- **M**eaningful work | We focus our resources and efforts on high impact work.
- **P**eople | We embrace Ubuntu and are open, inclusive & connected.
- **A**ccountability | We take responsibility for our own actions.
- **C**ollaboration | Success is built on relationships and joint efforts.
- **T**ransformation | We believe in the creation of shared value, growth and inclusivity.
- **S**ustainability | We meet the needs of the present without diminishing opportunities for the future.

SAIMI MISSION

"To help unlock South Africa's oceans and maritime socioeconomic opportunities by catalysing education, skills development, training, research, and innovation initiatives through broad-based collaborative partnerships and networks."

SAIMI contributes to South Africa and Africa's socioeconomic development in the oceans economy through collaborative efforts across our network of partners by educating, training and developing a highly competent workforce for the oceans sector undertaking research into complex problems and design value-creating solutions conducting sector analysis to uncover insights, foresights and leading perspectives on strategic issues affecting the oceans sector supporting the introduction and application of new and innovative operations, products and services in the oceans sector, and facilitating the systematic management of local and continental knowledge related to our oceans sector.

SAIMI SCOPE

SAIMI's scope and area of focus encompass the oceans sector, which involves key aspects of ocean governance, stewardship, and the socioeconomic value derived from ocean-based activities. These activities include fishing, recreation and leisure, commerce, trade, and transportation, as well as the extraction of energy and mineral resources, along with various conventional and emerging uses of the oceans.

SAIMI strategically emphasises the development of South Africa's oceans economy, particularly by advocating for and supporting effective policies, education, skills development, training, research, innovation, knowledge management, and collaborative models of development.

The broad areas of focus for SAIMI within the oceans sector include:

- Marine manufacturing
- Marine transport
- Aquaculture
- Oil and gas exploration
- Fishing
- Ocean governance and protection services
- Small harbour development
- Coastal and marine tourism

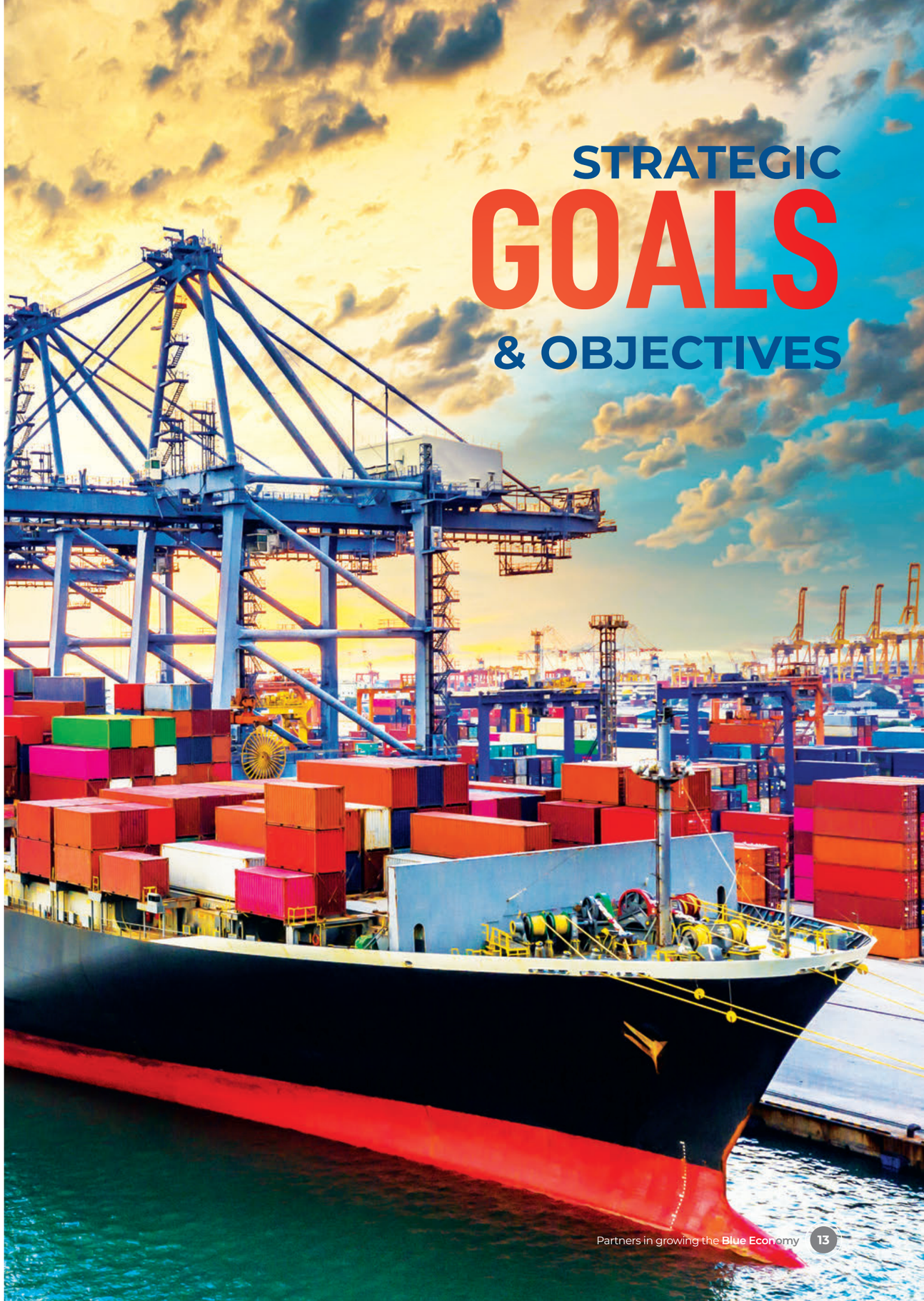
SAIMI STRATEGIC PILLARS

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 aims to leverage world-class capabilities, both in South Africa and internationally, by forming strategic alliances and partnerships. Through these collaborations, SAIMI aims to enhance its 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, and
- Developing policy and supporting advocacy efforts.

STRATEGIC GOALS & OBJECTIVES



Statement of Goals

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	Strategic goal 2	Strategic goal 3	Strategic goal 4
A mature and sustainable maritime institute by 2023	A competitive, future ready and increasingly employed oceans sector workforce by 2023	A leading maritime research, development, innovation and knowledge management system by 2023	A catalytic, influential and leading maritime institute by 2023

STRATEGIES EMPLOYED TO ACHIEVE THE GOALS

SAIMI aspires to become a fully developed maritime institute by addressing strategic weaknesses in its internal configuration. This includes enhancing 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 aims to implement sound corporate governance principles and best practices while developing its leadership, management and business capabilities. The rationale is that a well-governed and managed autonomous SAIMI can facilitate broad-based ownership and partnership among priority stakeholders. SAIMI has prioritised the following strategic objectives (outputs) to effectively pursue this outcome:

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 that provide the framework for delivering the Institute's strategy and achieving its strategic outcome-oriented goals. Each strategic programme coordinates, directs and oversees the implementation of related projects and activities designed to deliver outcomes, outputs and benefits aligned with SAIMI's strategic objectives. Outcomes represent measurable improvements that are recognised as advantageous by one or more stakeholders.

Sub-programmes are responsible for delivering the services or activities that contribute to the achievement of the objectives of each strategic programme.

SAIMI's programmes are classified as follows:

Support Service Programmes

These programmes do not directly involve the delivery of services to customers; instead, they provide essential corporate support services to the Institute and all the programmes within its portfolio.

Enablement Programmes

These programmes enable SAIMI to provide services or facilitate the delivery of services and resources to individual stakeholders and maritime subsectors. They also involve collaboration and partnerships with various role players and other organisations to fulfil SAIMI's 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	**A. Support Services Programme**	
				1	Institute Development Programme
		1.2	To diversify the sources of funding for SAIMI programmes by 2023	2	Financial Sustainability 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. Enablement Programme**	
				1	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	**C. 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	**D. Stakeholder Partnership Programme**	

04

PERFORMANCE

INFORMATION

STRATEGIC GOAL 1
A mature and sustainable maritime institute by 2023

STRATEGIC OBJECTIVE 1	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
PROGRAMME	Institute Development Programme
DESCRIPTION	This sub-programme focuses on the strategic leadership, governance, management, and administration of SAIMI. It ensures that the Institute is well-positioned for success and remains aligned with its strategy and vision, while complying with all relevant legal requirements, best practices, and good governance principles. This sub-programme will, amongst other things, ensure that the Institute has the appropriate policies, strategies, frameworks, systems, and processes in place to achieve its objectives.

SUB PROGRAMME 1 | Corporate Services Support

INSTITUTIONAL DEVELOPMENT

Financial Sustainability

SAIMI has developed a business case aimed at clarifying its role in the maritime sector, specifically regarding its developmental mandate. The business case recommends a framework for SAIMI to pursue financial sustainability, which will guide the Institute in decisions related to new service offerings and the most suitable institutional structure. The framework consists of three tiers: the first tier evaluates factors affecting SAIMI's strategy and mandate; the second tier proposes feasible programmes and evaluates their commercial viability; and the third tier assesses delivery structures, including human resources and infrastructure.

Strategic Plan

SAIMI's Strategic Plan came to an end on 31 December 2023, necessitating a review to develop a new Strategic Plan for the period 2024–2028. This process will also involve strengthening and aligning the SAIMI business case with the revised Strategic Plan. A request for proposals will be issued to appoint a service provider to assist in reviewing and developing the SAIMI Strategic and Implementation Plan for the period 2024–2028, as well as enhancing its business case and value creation model to ensure alignment with the new strategy.

Corporate Compliance and Risk Management

The developed policies aim to enhance the management of the Institute and promote compliance with regulatory requirements, including those set by National Government, the NSF, and NMU.

Several agreements have been established to regulate relationships with key stakeholders and service providers. These agreements focus on the following areas:

- **Aquaculture:**

  Conduct an analysis of the aquaculture infrastructure available for training and skills development in universities and TVET colleges. This includes a baseline desktop analysis to identify research institutions with existing aquaculture research and training facilities. The analysis will evaluate the availability and suitability of the infrastructure and technology required for aquaculture training, as well as assess the current state of equipment usage.

  Appointed Stellenbosch University to assess the integration of aquaculture modules into aquaculture-related qualifications at South African institutions.

- **Fisheries:**

  Conduct a skills audit and needs analysis for the fisheries sector in South Africa, providing a comprehensive overview of the fisheries value chain, including both small-scale and commercial fisheries. This audit will identify existing and potential opportunities within the sea-going and shore-based value chain for each fisheries sector, as well as the necessary skills for the various elements of these segments. Develop and deliver a skills learning programme aimed at creating sustainable livelihoods. The programme will focus on net making, mending, and repairs in South African fishing communities.

- **Marine Transport**

  Conduct a skills audit and training analysis for the marine transport sector in South Africa. This involves gathering data through desk-based research, undertaking comprehensive online surveys, and conducting face-to-face interviews with a representative sample of stakeholders in the sector.

- **Marine Manufacturing**

  Conduct an impact evaluation of the Marine Manufacturing Boatbuilding Pilot Programme, which commenced in 2018 and concluded in 2023. This evaluation includes benchmarking exercises with similar programmes in the industry and analysing comparative data to identify best practices and challenges. The project will also assess the impact of the marine manufacturing skills programme and establish communication channels for ongoing stakeholder engagement.

- **Seafarer Training:**

  SAIMI has entered into an agreement with the International Maritime Employers Council (IMEC) and the South African Maritime Training Academy (SAMTRA) to provide cadets with training berths at sea. This initiative enables cadets to acquire the necessary sea time to obtain their certificates of competency to become deck or marine engineering officers, while also encouraging future employment opportunities with the participating companies, aligned with their personnel development structures and objectives.

  SAIMI has entered into agreements with three universities offering maritime-related qualifications: Durban University of Technology (DUT), Cape Peninsula University of Technology (CPUT), and Nelson Mandela University. The primary objective of these agreements is to formalise partnerships with the universities to ensure that South Africa maintains its credibility in complying with international regulations for seafarer training. Additionally, SAIMI will provide financial assistance to the universities' maritime divisions to supplement the salaries of Class 1 and Class 2 Navigation and Engineering lecturers.

- **Research**

  SAIMI has formed a strategic partnership with the National Research Foundation (NRF) to collaborate and co-invest in the establishment of the following initiatives:

  - A Community of Practice (CoP) in Aquaculture under the South African Research Chairs Initiative (SARChI) Programme
  - A CoP in Oil and Gas under the SARChI Programme
  - A Research Chair in Naval Architecture under the SARChI Programme

- **Education**

  The Department of Basic Education (DBE) and SAIMI have entered into a collaboration agreement to support maritime high schools/focus schools, enhance teacher development, implement a Maths, Science and Technology (MST) integrated strategy, and promote maritime awareness programmes.

  Walter Sisulu University (WSU) and SAIMI have established an agreement to formalise their relationship and promote collaboration on various initiatives. This includes skills development and capacity-building initiatives related to the water quality monitoring project at WSU.

- **Department of Small Business Development**

  The primary objective is to establish formal relationships to partner with and collaborate on various maritime-related activities and projects in South Africa.

- **Eastern Cape Development Corporation**

  Provide support and collaborate in funding maritime-related activities and projects in the Eastern Cape province that make a tangible economic impact.

- **Eastern Cape Socio-Economic Consultative Council (ECSECC)**

  Strengthen key strategic areas of focus by providing support for transformation initiatives that promote inclusivity in the maritime economy.

- **Department of Trade, Industry and Competition (the DTIC)**

The primary objective of the agreement is to establish a formal relationship with the DTIC to promote collaboration on various initiatives that support skills development in the marine manufacturing industry. Areas of collaboration include the Maritime Awareness Programme, policy matters, technology development and innovation, greening the industry, and the Youth Professional Network.

- **Agricultural Sector Education Training Authority (AgriSETA)**

The primary objective of the agreement is to establish a formal relationship with AgriSeta to collaborate on identified interventions and projects that enable both parties to fulfil their statutory mandates and obligations in delivering services to their constituencies. Areas of collaboration include career guidance, resource sharing, research and strategic projects.

SUB PROGRAMME 2 | Marketing & Communications

This sub-programme focuses on positioning SAIMI in the marketplace as South Africa's apex maritime institute and ensuring that its strategic and programme-level stakeholders are engaged and informed about its plans and activities.

MARKETING, PROMOTIONS, PUBLIC RELATIONS AND COMMUNICATIONS

These activities include the following:

- Regular updates and monitoring of the SAIMI website, Facebook page, DiveIn website, LinkedIn, and DiveIn Instagram page
- DiveIn App competition
- Development and implementation of integrated marketing campaigns to promote SAIMI's programmes and initiatives
- Market research and audience analysis to identify target segments and tailor marketing messages accordingly
- Optimised advertising strategies to maximise reach and engagement within allocated budgets
- Managed media relations, including press releases, media briefings and interview coordination
- Secured media coverage in prominent maritime and educational publications, including issuing of press releases and strategically booking advertising and features in prominent print or online publications to enhance SAIMI's visibility, share impactful stories and promote key initiatives in the maritime community
- Managed crisis communication and reputation management efforts on SAIMI social media platforms to address potential public relations challenges promptly and efficiently
- Managed SAIMI's social media platforms by creating, scheduling, analysing and engaging with content posted on Facebook, LinkedIn and Instagram to achieve organisational goals, build an online presence, foster brand awareness and interact with the target audience
- Internal communication
  - Introduction of the 'What's Happening' internal memo
  - Introduction of the 'Making Waves in Maritime' email

- Chief executive officer (CEO) monthly opinion pieces:
  - January 2023 – New Year message
  - April opinion piece: 'SAIMI welcomes the international recruitment of South African seafarers and urges greater buy-in'
  - African Decisions – strategic interventions by SAIMI enabling women to be part of the digital revolution in the maritime industry (August edition)
  - Maritime Cultural Heritage, Indigenous and Local Knowledge
  - December 2023 – A Year in Review
- Publications:
  - African Decisions – 'A Thin Blue Line Establishing the Boundaries of South Africa's Oceans Economy'
  - Ship Year – 'South African Seafarers Enter New Frontiers'
  - Ship Year – 'African Maritime Leadership Conference'
  - The Herald – 'Training to Support and Boost the Future of Small-scale Fisheries'
  - SAIMI website – Paying tribute to Mr Ian Calvert
  - African Decisions – 'SAIMI Serious About Women Empowerment'
  - Ship Year – 'African Maritime Leadership Conference and South African Seafarers Enter New Frontiers'
  - Forerunner – African Maritime leadership Conference
  - Post Matric – DiveIn Career Portal
  - Publicising of Seafarer article drafted by the Research Department based on the Drewry Report
  - Sunday Times Empowerment Supplement
  - National Handbook
  - South African Career Guide
  - Maritime Africa Review: Salted Issue
  - Roundtable Series Feature, December 2023
  - Thematic coverage of the Roundtable Series facilitated by SAIMI in *The Herald* newspaper.
  - 'Oceans Economy Contribution to Gross Domestic Product' (Johannesburg Workshop)

STRATEGIC OBJECTIVE 2	To diversify the sources of funding for SAIMI programmes by 2023
PROGRAMME	Financial Sustainability Programme
DESCRIPTION	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, include the establishment of a reserve fund to sustain ongoing operations and mitigate liquidity risk. The benefits of establishing a reserve fund for SAIMI include: • **Protection of beneficiaries**: ensuring that services provided by the Institute continue uninterrupted, regardless of changes in funding cycles or funding delays. • **Assurance for partners:** demonstrating to partners that SAIMI has the financial capacity and health to make the best use of grants. • **A safety net for unforeseen circumstances:** protecting the Institute against unexpected events, such as a major funder withdrawing support. • **Capital for future projects:** Providing resources that can be allocated to new initiatives, borrowed against, or used to expand the Insitute's activities.

SUB PROGRAMME 1 | Financial Management

FINANCIAL PLANNING, MONITORING, REVIEWING, AND REPORTING ON THE FOLLOWING PROJECTS:

NSF Funding cycle from April 2021 – March 2024 for the SAIMI Main Project

Brief description of Project: The NSF awarded a second three-year funding grant to SAIMI to

- continue supporting SAIMI operations
- 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. This will be achieved through its unique ability to advocate, integrate, facilitate and catalyse applied research, innovation, scholarship, skills and professional development, in close collaboration with industry, communities, key partners and beneficiaries.

NSF Boatbuilding Pilot Project

Brief description of the project: The NSF approved a funding grant to SAIMI for the provision of training in boat building and repair. The project was from 1 April 2018 – 31 March 2023 and included the following training interventions:

- A three-year learnership programme
- A composite skills training programme

An impact study will be conducted to assess the extent to which the programme objectives have been met, as well as to outline challenges, lessons learnt and recommendations for the future implementation of similar training initiatives.

Transport Education and Training Authority (TETA) South African Sea Cadets Project

Brief description of Project: This programme is an initiative designed to promote and raise awareness of maritime-related careers among South African learners in Grades 6–12, encompassing both primary and high school levels. Participants receive basic maritime training as well as essential skills necessary for success in the maritime and oceans economy sector. SAIMI supports the Sea Cadets to attract and recruit future seafarers from this youth pool, aiming to achieve its strategic goal of "National Maritime Consciousness".

The project will continue until 31 March 2025.

SUB PROGRAMME 2 | Revenue Diversification

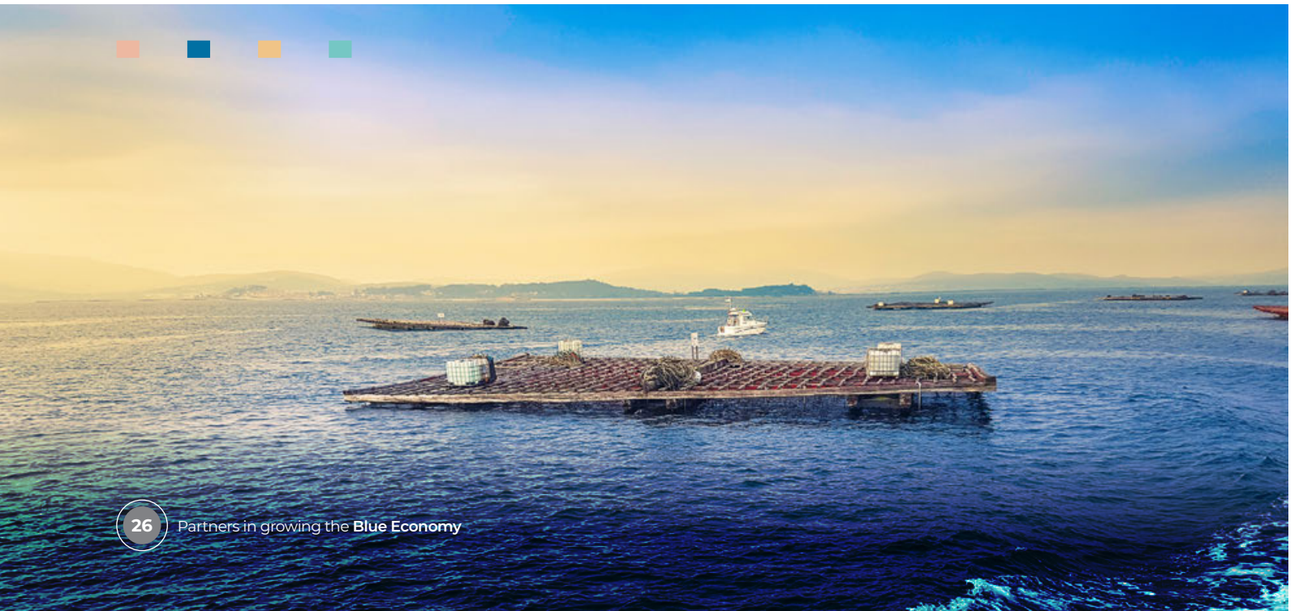
The strategic focus of this sub-programme is on achieving long-term financial sustainability, which is essential for sustaining SAIMI's mission and securing its future. To this end, the health and performance of SAIMI's financial platform underpinning its strategic and operational activities is reliant on securing a more diverse and sustainable funding source, as well as optimising cost performance over the next three years.

REVENUE DIVERSIFICATION AND GROWTH STRATEGY

SAIMI has embarked on a revenue enhancement and diversification strategy to generate additional income aimed at achieving the following objectives:

- Adequately execute the service level agreement (SLA) targets with the DHET
- Meet the Institute's research objectives
- Implement various skills development initiatives and projects

Effectively respond to the sector's skills development needs.
The development of a business case is in its final stages, with the aim of clarifying SAIMI's role in the maritime sector, particularly in relation to its developmental mandate, and serving as a key driver for mobilising the Revenue Diversification project.



STRATEGIC GOAL 2

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

STRATEGIC OBJECTIVE 3	To increase the number of South African youth and women who have participated in SAIMI-facilitated skills, education and training programmes by 2023
PROGRAMME	Skills, Education and Training Programme
DESCRIPTION	The government has appointed SAIMI as the implementing agent for the development of skills, training and education over the medium term. The DHET, as the custodian, has delegated responsibility for facilitating, coordinating and catalysing skills, education and training to SAIMI. This initiative supports efforts to unlock the potential of South Africa's oceans economy under Operation Phakisa. SAIMI is expected to execute this mandate in collaboration with a diverse range of stakeholders across the oceans sector, including local industries, private and public education and training service providers, government departments, communities and relevant international partners. In addition, SAIMI will identify, research and prepare proposals for strategic interventions, which, once approved, will be implemented to enhance the efficacy of the programme. These actions aim to increase access to employment opportunities, including entrepreneurial ventures, for South African youth and women, ensuring their readiness for sustainable careers in the sector.

SUB PROGRAMME 1 | Skills Development Support

AQUACULTURE AND FISHING INDUSTRY

Fisheries Skills Audit

A service provider has been appointed to conduct a skills needs analysis of the fisheries sector. This analysis aims to establish a baseline of existing skills and identify gaps in skills development. The findings will inform the creation of targeted interventions to enhance skills development in the fisheries sector.

Aquaculture Modules Assessment

Stellenbosch University has been appointed to conduct an assessment aimed at integrating Aquaculture modules into aquaculture-related qualifications at South African institutions.

Aquaculture Infrastructure Analysis

A service provider has been appointed to analyse the aquaculture infrastructure available for training and skills development in universities and Technical, Vocational, Education and Training (TVET) colleges.

TRANSPORT INDUSTRY

SAIMI is conducting a skills audit and needs analysis for the Marine Transport sector, assessing both current and future skills requirements. This sector plays a significant role in South Africa's economic performance.

SUB PROGRAMME 2 | Education Support

EDUCATIONAL SUPPORT INITIATIVES

The Sindiswa Carol 'Tu' Nhlumayo Merit Bursary Programme

This programme offers a merit bursary to Black South African females pursuing a maritime-related qualification at either the undergraduate or postgraduate level in one of South Africa's tertiary institutions. The bursary covers tuition, textbooks, accommodation, transport and meals for the duration of the qualification.

In addition to financial support, the bursary scheme includes a mentorship component and the beneficiaries are invited to attend SAIMI-hosted conferences. To further support the bursary beneficiaries, it is proposed that they be given opportunities to participate in organisations such as Women in Maritime Africa (WIMA) and women-focused maritime and science bodies. SAIMI will collaborate with organisations that empower women in the maritime field to create networks that facilitate future opportunities for the beneficiaries.

It is proposed that the bursary be awarded to 24 Black women across various qualifications and levels, reflecting Ms Nhlumayo's passion for empowering Black women in the maritime sector.

Skills Education and Training Capacity Building and Support

SAIMI has appointed the University of KwaZulu-Natal (UKZN) to develop subject specialisations in Nautical Science and Maritime Economics for the Post Graduate Certificate in Education (PGCE) and the Advanced Diploma in Technical and Vocational Teaching (AdvDipTVT). Development is currently in progress.

SUB PROGRAMME 3 | National Seafarer Development Programme (NSDP)

INTRODUCTION

The National Seafarer Development Programme (NSDP) is a comprehensive programme designed to train South African seafarers for careers at sea.

The National Cadet Programme (NCP) is a sub-programme within the NSDP, focusing on the training of:

- Officers in Charge of the Navigational Watch (Deck Officers/Cadets),
- Officers in Charge of an Engineering Watch (Marine Engineer Officers/Cadets),
- Officers in Charge of an Electrical Watch, Electronic and Control Engineering (Electro-Technical Officers/ Cadets).

The NCP offers a structured training programme that allows candidates to obtain sea time through agreements with foreign and local shipping companies, enabling them to secure internationally recognised qualifications. During their time onboard, seafarers learn seamanship and safety culture, best practices, discipline and work ethics, and the practical application of theory learnt at university or college. They also combine experience and research to complete assignments and gain hands-on ship experience.

Commonly referred to as a cadetship, the programme complies with international standards for the training and certification of seafarers (officers), as established by the International Maritime Organization (IMO) under the STCW (Standards of Training, Certification, and Watchkeeping for Seafarers) regulations. These standards are applied throughout the global maritime industry and are accredited in South Africa by SAMSA, following a strict protocol that ensures this qualification and career are globally recognised.

Learner Activity: April 2021 – December 2023

Total no. of trainees: 1 April 2021 – 31 December 2023	326	100%
Learning in progress	186	57%
Graduated	93	27%
Completed – not competent	24	7%
Drop-outs	23	7%

SAIMI maintains a database of seafarers enrolled in the training programme, which tracks the training status of each learner.

Total Trainees – 31 December 2023:

	SAMTRA	MCS	TOTAL
Deck Cadets	122	67	189
Engine Cadets	128	9	137
Other categories of seafarers			98
TOTAL	250	76	

TRAINING PROVIDERS

The South African Maritime Training Academy (SAMTRA) and Marine Crew Services South Africa (Pty) Ltd (MCS) have been appointed as the two accredited training providers for managing the NSDP training programme on behalf of SAIMI.

INTERNATIONAL COLLABORATIONS AND PARTNERSHIPS

International CrewConnect Conference – Manila, Philippines

The South African delegation, represented by SAIMI, SAMSA, SAMTRA and MCS, attended the CrewConnect Conference held in Manila, Philippines, in November 2023.

INTERNATIONAL MARITIME EMPLOYERS COUNCIL (IMEC)

SAIMI and SAMTRA (NSDP training provider) have been attending the CrewConnect Conference for several years, fostering strong relationships with the IMEC. Earlier this year, the IMEC conducted a country audit of South Africa with the aim of proposing it as a sourcing destination for seafarers to its 260-member shipping companies. An in-principle agreement was reached to initiate an IMEC Cadet Training Programme in South Africa, which could serve as a long-term solution to the cadet training berth crisis that has affected the country for the last two decades.

IMEC members, who are owners and/or managers of vessels, are committed to facilitating experiential on-board training by providing berths on their vessels for cadets enrolled in the Accelerated Training Programme. International shipping companies are increasingly seeking diversity and inclusivity in their fleet crew composition, and South Africa is well-positioned to meet this demand. This focus on diversity has been prominently advocated by the 'Just Transition' campaign of the International Chamber of Shipping.

A South African delegation, comprising industry stakeholders (SAMSA and SAMTRA), attended the IMEC Conference and Annual General Meeting in Southampton, United Kingdom. During this event, a memorandum of agreement was established for the recruitment and placement of South African cadets on board IMEC partner companies.

MAERSK LINE (FORMERLY SAFMARINE) RESTARTING CREWING OPERATIONS FROM SOUTH AFRICA

Maersk Line is contemplating the reintroduction of cadets from South Africa. During the Manila conference, the South African delegation met with executives from Maersk Line and discussed South Africa's potential as a crew sourcing centre.

INTERNATIONAL ASSOCIATION OF MARITIME UNIVERSITIES (IAMU)

SAIMI has entered into a memorandum of understanding (MoU) with the IAMU to promote collaboration on various initiatives of mutual interest. The IAMU is a global network of leading maritime universities that provide Maritime Education and Training (MET) for seafarers in the global shipping industry. Member universities collaborate on scientific and academic studies, developments and practical applications related to MET.

Although SAIMI cannot be a member of the IAMU, as it is not a maritime university, there are several areas of collaboration that can be explored between the two organisations to further promote MET in South Africa. The MoU aims to facilitate and institutionalise the collaboration initiatives identified between SAIMI and IAMU.

NATIONAL COLLABORATIONS

SAIMI actively collaborates with various local shipping groups and organisations to explore opportunities for placing officers, cadets and ratings.

WORK READINESS PROGRAMME (WRP)

SAIMI has rolled out the WRP to strengthen MET. It has been observed that some students struggle during interviews with potential employers owing to a lack of preparation. The WRP targets final-year Nautical Studies students and unemployed graduates of the three-year Nautical Studies qualification, as well as NSDP cadets awaiting berths. This initiative is designed to support the seafarer strategy by developing a capable and competitive workforce that can adapt to diverse international working conditions.

MARITIME OUTREACH AND AWARENESS PROGRAMME

Operation Phakisa has highlighted the potential of South Africa's maritime environment for sustainable economic growth and job creation. Realising this potential necessitates the development of a national maritime culture and consciousness, encouraging South Africans to view their country as a maritime nation and take collective ownership and pride in a sustainable blue economy.

SAIMI has developed a national Maritime Awareness Programme as one of its key strategic initiatives, aimed at fostering greater awareness of and involvement in the maritime environment by all sectors of society. In alignment with Operation Phakisa's goal for South Africa to be globally recognised as a maritime nation by 2030, this programme also aligns with a key objective of the Maritime Research, Knowledge and Innovation Roadmap for the Maritime Sector, which envisions a nation that will have "a maritime culture and recognise and learn from our maritime history" by 2030.

The programme focuses on educating the public and raising awareness of the role and value of South Africa's oceans and maritime sector, while also emphasising its potential to address the socioeconomic challenges facing the country. It specifically targets people from previously disadvantaged communities, including learners, entrepreneurs, employees, small, medium and micro enterprises (SMMEs), unemployed youth and women across South Africa.

YOUTH DEVELOPMENT

An important aspect of building South Africa as a maritime nation is to demonstrate to young people the career opportunities available in the oceans economy and to promote the development of practical skills at the school level to foster awareness and interest. SAIMI supports several development initiatives aimed at the youth and maritime school learners, with the aim of enhancing existing programmes that raise awareness of maritime careers and the marine environment while also developing maritime and life skills.

Specifically, there is a focus on strengthening the NSDP by expanding the pool of potential recruits and improving the preparedness of learners for maritime studies. SAIMI provides support for the following youth development programmes:

THE SAIL AFRICA YOUTH DEVELOPMENT FOUNDATION

SAIMI provides funding for Sail Africa to incorporate day skipper and instructor training, as well as STCW-required pre-sea courses, into their youth development programme. Over the past 10 years, disadvantaged youth who have been introduced to sailing through Sail Africa have gone on to sail and skipper yachts in international races and to pursue various maritime careers.

SOUTH AFRICAN SEA CADETS

The South African Sea Cadets Maritime Awareness Programme, coordinated by SAIMI and funded by TETA, has been active for the last 24 months. Currently, there are 10 active training units located in various provinces across South Africa, with a total capacity of 810 learners. Aimed at preparing youth for careers at sea, the programme offers several pathways, including seamanship, engineering, catering, first aid and communications. Firefighting is also offered as a certified course.

SAIMI supports the Sea Cadets in attracting and recruiting future seafarers from this pool of youngsters, aiming to reduce attrition rates and meet the targets set by Operation Phakisa. The Sea Cadets participate in a variety of training scenarios, encompassing a range of maritime skills. Additionally, they develop essential social attributes such as self-discipline, self-esteem, self-worth, self-confidence, self-identity, self-reliance, a positive attitude, teamwork, leadership and citizenship. These qualities enhance the cadets' ability to concentrate, learn and apply the information and skills necessary for their future endeavours.

The maritime training and skills development components form the cornerstone of the programme, which serves as an extracurricular activity for learners from Grade 6 until they complete Grade 12.

The National Learn-to-Sail Programme is an initiative designed to introduce young people to the basics of sailing and the practical aspects of the maritime industry. This programme aims to enhance participants' understanding of the industry while equipping them with fundamental seamanship skills. Participants build confidence on the water, develop an appreciation for the environment, improve their physical fitness and foster social connections.

The National Learn-to-Swim Programme was launched in 2023 to introduce basic swimming and water safety training to primary and high school learners residing in areas with limited access to such facilities. SAIMI collaborates with reputable accredited service providers to deliver the training. This initiative aims to increase the number of skilled swimmers who are knowledgeable about the maritime sector and its activities. As an implementing agent for seafarer development and training in South Africa, SAIMI recognises swimming as an essential skill for seafarers, given the nature of their work environment.

WINTER SCHOOL PROGRAMME FOR MARITIME HIGH SCHOOLS

The Winter School Programme is held annually. It is intended to be a national programme covering all provinces with high schools that offer maritime subjects. This programme is one of SAIMI's initiatives designed to achieve its strategic objective of increasing the participation of South African youth in the maritime industry.

In addition to raising maritime awareness, the Winter School Programme seeks to improve learners' grades and performance in maritime subjects, mathematics and physical sciences. This is accomplished through a series of lessons and guest lectures on various maritime themes. The programme also exposes learners to maritime-related infrastructure and activities, including visits to ships, ports and museums, and excursions to the beach for environmental awareness.

SPRING SCHOOL PROGRAMME FOR MARITIME HIGH SCHOOLS

SAIMI, in partnership with the Eastern Cape Department of Education, hosted a Spring School at the NMU Business School. The main objective of the programme was to improve the grades of Grade 12 learners preparing for their final examinations. The Spring School Programme also involved an excursion to the Port of Port Elizabeth and the Port of Ngqura at the end of the programme.

PORT AND SHIP TOURS

This initiative aims to provide learners from maritime universities, high schools and colleges with exposure to the maritime industry by organising excursions that explore ports, ships and other significant maritime infrastructure. For those interested in pursuing a career in this field, experiencing life on a ship can deepen their passion and understanding of the vast opportunities available in the maritime sector.

DAY OF THE SEAFARER EVENT

SAIMI co-hosted the commemoration of the Day of the Seafarer in partnership with the National Department of Transport (DoT), SAMSA, Transnet and other organisations. This year's theme was "MARPOL at 50 – Our Commitment Goes on".

QUALIFIED SEAFARERS DATABASE

There is a recognised need for the establishment of a South African Qualified Seafarer database. This will enable SAIMI to maintain a comprehensive record of qualified South African seafarers and track their employment status post-qualification. By doing so, SAIMI can provide relevant statistics on employed and unemployed seafarers, facilitating informed decisions about the future of seafarers in South Africa. The database is open to all seafarers holding any form of ticket or licence to work aboard a ship.

SAIMI encourages all qualified South African seafarers to register on the database. Additionally, the Institute aims to provide seafarers with continuous access to important industry information, helping them to stay updated on developments in the industry. An official launch of the live database of South African Seafarers took place in June 2023.

MARITIME E-LEARNING PROGRAMME

SAIMI offers the internationally recognised Ability Profiling (APRO) solution from the Ocean Technologies Group, designed to guide interested youngsters towards the most suitable career options based on their abilities and interests. The e-learning materials and films are available online, providing valuable resources for tertiary institutions and individual trainees alike. The programme is being rolled out across various MET institutions, serving as a supportive mechanism for learners during their training.

NATIONAL SEAFARER DEVELOPMENT FRAMEWORK

In 2022, SAIMI commissioned a research study to assess the current state of the maritime industry in South Africa. The purpose of this study was to evaluate the country's capacity to leverage its potential for untapped labour in the sector. The main deliverables of the research report include:

engaging with key stakeholders in the maritime industry, including Transnet, DoT, SAMSA, the Department of Forestry, Fisheries and the Environment (DFFE), education providers, private sector companies, international firms and maritime training funding institutions strategically reviewing the seafarer development landscape by linking strategies, programmes, projects and initiatives preparing a comprehensive report on the National Seafarer Development Programme (NSDP), including cost analysis and comparisons with similar international seafarer programmes, specifically referencing at least two countries that are comparable to South Africa developing a comprehensive national seafarer development framework, roadmap, marketing plan and business plan for the training ship, and making recommendations for a system to track seafarers from recruitment through to placement.

The findings of this study have informed future plans for the NSDP.

UMFOLOZI TVET COLLEGE SUPPORT PLAN

SAIMI representatives conducted several visits to Umfolozi TVET College to identify and establish the support needed for the effective coordination of its marine engineering offerings.

SKIPPERS LICENCE TRAINING

In December 2023, SAIMI launched a pilot project for the category C skippers ticket training programme in Gqeberha. The programme began with five staff members from Walter Sisulu University (WSU), as part of the Operation Phakisa water monitoring and treatment unit. SAIMI has an MOU with the University, which includes the facilitation and training of staff for the skippers licence.

This training enables candidates to operate small vessels of less than 9 metres in length or with a mass of less than 25 gross tons, whether at sea or on dams and rivers. The programme significantly enhanced the capabilities of the WSU candidates in executing their duties. The trainees were instructed in the advanced category of the skippers licence (category C), which allows them to sail up to 40 nautical miles from the shoreline.

PERSONAL SURVIVAL TECHNIQUE TRAINING

SAIMI, in partnership with the National Youth Development Agency (NYDA) and the Eastern Cape Office of the Premier, hosted a training programme in Personal Survival Techniques for youth. The purpose of this training was to provide participants with hands-on experience at sea, helping them to become familiar with the environment they will encounter when working on fishing vessels. Trainees were recruited from four regions in the Eastern Cape, with each region represented by five participants.

EMPLOYMENT OPPORTUNITIES

The SAIMI Internship Programme provides qualified unemployed students with in-service training and practical work experience. The primary goal is to address capacity building challenges in the maritime sector and raise awareness about its operations. Interns are placed at SAIMI offices or at other organisations in the maritime sector.

HIGH SCHOOL TEACHER CAPACITATION

The University of KwaZulu-Natal (UKZN) has been appointed to develop teaching and lecturing programmes in Nautical Science and Maritime Economics for the Post Graduate Certificate in Education (PGCE) and the Advanced Diploma in Technical and Vocational Teaching (AdvDipTVT).

SALARY SUBVENTION PROGRAMME

SAIMI is committed to ensuring that South Africa remains a credible nation compliant with international regulations for seafarer training. The Salary Subvention Programme aims to support universities offering academic qualifications in Maritime Studies and Marine Engineering, thereby increasing student throughput in the maritime sector. The participating institutions include CPUT, NMU and DUT. This programme is designed to help universities attract and retain qualified staff members to teach maritime and nautical studies by supplementing their salaries.

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

OPERATION PHAKISA SKILLS STRUCTURES SUPPORTED

SAIMI has been designated as the implementing agency for skills development and capacity building by the DHET. This role involves supporting, coordinating, facilitating and implementing multi-stakeholder initiatives within this cross-cutting focus area. Accordingly, the following Operation Phakisa Skills Initiative Expert Groups have assigned SAIMI the responsibility of overseeing the implementation of their work:

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

Aquaculture

Aquaculture is the controlled farming, both on land and offshore, of aquatic species. Farmed animals are either sold directly to the food industry or used to replenish wild stocks in their natural environment. With wild resources dwindling, aquaculture production is becoming increasingly important for global food security.

Aquaculture Skills Expert Group (ASEG)
The ASEG aims to address skills gaps identified by the Operation Phakisa needs analysis. SAIMI serves as the Secretariat for the ASEG.

National Aquaculture Research Forum (NARF)
SAIMI also provides secretariat functions for the NARF. As part of its involvement, SAIMI organises meetings in collaboration with the DFFE and contributes to the NARF terms of reference. SAIMI supports and collaborates on aquaculture skills development, research development and innovation to foster a sustainable aquaculture industry in South Africa that complies with global standards. In addition to the recommendations in the skills audit report and rollout plans via the ASEG, it is important to align with the latest quality research, and prioritise and promote research and development. This includes identifying viable species for aquaculture initiatives, enhancing the training and empowerment of aquaculture farmers, as well as assessing the viability of aquaculture incubation programmes in South Africa.

Aquaculture Skills Programme: Annual Training Intervention, Aquaculture Technology Demonstration Centre (ATDC), Gariep Dam

The ATDC Annual Training Programme addresses the skills shortage in the aquaculture sector by enhancing the capabilities of small-scale businesses. The initiative aims to raise awareness and stimulate growth in South Africa's aquaculture sector, ensuring that it significantly contributes to the supply of fish products, job creation and rural livelihoods.

The Aquaculture Skills Empowerment Training for Small-Scale Businesses took place from 18–22 September 2023 at the ATDC at Gariep Dam in Free State province. This training targeted 20 small businesses from the Eastern Cape and KwaZulu-Natal (KZN), with 19 entrepreneurs participating. The training encompassed theoretical instruction and practical evaluations, assessing participants' knowledge through written examinations and applied exercises derived from the topics addressed.

Train the Trainer: Aquaculture Technology Demonstration Centre (ATDC), Gariep Dam
The Train the Trainer initiative is designed to address the skills shortage in the aquaculture sector. Pending the institution's accreditation process, SAIMI has partnered with the DFFE to empower and equip the facilitators, assessors and moderators responsible for the programme at the ATDC.

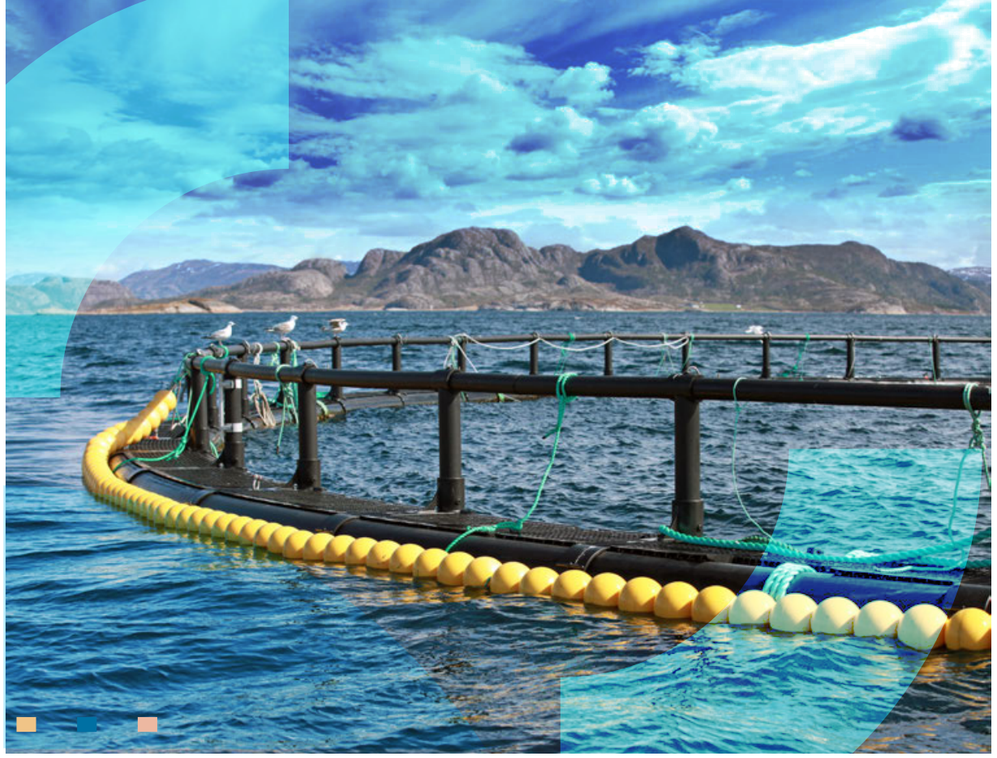
Accreditation of the Aquaculture Technology Demonstration Centre (ATDC)
SAIMI is part of a task team that supports the accreditation process for the DFFE ATDC at Gariep Dam. The facility has been recognised as well-resourced for both theory and practical aquaculture training and has been recommended for use as an assessment centre for individuals from other regions. However, there are outstanding issues that need to be addressed, including revamping the training materials to align with the requirements of the Quality Council for Trades & Occupations (QCTO) Aquaculture Farmer qualification, and enhancing the human resource capacity available at the ATDC.

Train the Trainer: Dohne Agricultural Development Institute
Dohne plays an important role in enhancing both commercial and rural farming, aiming to increase the benefits of farming for rural people in the Eastern Cape province. The Institute employs a range of human resources, including agricultural scientists (specialising in crops and animals) and researchers, and utilises modern farming equipment to fulfil its mandate from the Department of Rural Development and Agrarian Reform (DRDAR). This mandate focuses on conducting research to support commercial and sustenance farmers across the province.

The Train the Trainer programme is designed for 16 beneficiaries currently facilitating aquaculture courses at the Dohne Agricultural Development Institute. This collaboration aims to support and equip the ATDC with the approved standards necessary for hosting and participating in various capacity building skills related to the aquaculture subsector. Additionally, it seeks to enhance value addition through the establishment of aquaculture demonstration centres.

Aquaculture Infrastructure
A service provider has been appointed to analyse the aquaculture infrastructure available for training and skills development in universities and TVET colleges.

Aquaculture Modules
A request for proposals has been issued to assess the integration of aquaculture modules into aquaculture-related qualifications at South African institutions of higher learning.



Integrated Aquaculture and Fisheries Strategy Workshop
SAIMI participated in the Integrated Aquaculture and Fisheries Strategy Workshop held on 29–30 June at the East London International Convention Centre. This event was jointly organised by the Eastern Cape Department of Rural Development and Agrarian Reform (DRDAR) and the Eastern Cape Socio-Economic Consultative Council (ECSECC). organised labour, small-scale fishery cooperatives, institutions of higher learning and the private sector. The workshop aimed to develop an integrated aquaculture and fisheries strategy for the Eastern Cape province in consultation with the stakeholders to support the sector's sustainable growth. SAIMI facilitated the breakaway session focused on aquaculture and contributed to the reporting.

Fisheries

South Africa's fishing sector consists of three distinct subsectors: commercial, small-scale and recreational. These subsectors coexist along the country's coastline, which spans two major ocean currents, as well as at various inland sites.

Fisheries Skills Expert Group (FSEG)
SAIMI convened the inaugural meeting of the FSEG, focusing on both small-scale and commercial fisheries. The purpose of this group is to facilitate ongoing discussions with stakeholders from the education sectors (TVET colleges and universities), government and industry. Members will work in alignment with the broader terms of reference for skills expert groups to develop an action and implementation plan.

The meeting took place in Cape Town on 8 November 2023, where fisheries were divided into two groups: commercial fisheries and small-scale fisheries. Various engagements between SAIMI and the fishing industry and participation in the Oceans Economy Master Plan development process have highlighted the need to conduct a skills audit and needs analysis for both subsectors. This audit will establish a baseline of existing skills and identify needs in skills development, informing interventions to advance training in the industry.

The Fisheries Skills Audit Report is expected to be completed by the end of March 2024. Following this, SAIMI has been tasked by the FSEG to draft an implementation plan based on the recommendations outlined in the report.

Small-Scale Fisheries (SSF)

- The Integrated Small-Scale Fisheries Empowerment Project: This pilot project aims to enhance the quality of leadership and operational management skills of registered small-scale fishing co-operatives, promoting sustainability through business principles and safe fishing techniques.
- SSF Integrated Pilot Project: In partnership with the DFFE, SAMSA and the Oceana Group, a three-day training intervention was conducted with four cooperatives from Ndlambe Municipality.
- SSF Integrated Project: A three-week training intervention was facilitated for 90 cooperatives in Hout Bay, Western Cape, in partnership with the DFFE, SAMSA and the Oceana Group. This initiative aimed to provide value-added training and raise awareness of SSF in the Western Cape, ensuring a long-term sustainable impact on cooperative businesses.

Mentorship Programme Fisheries Development Officers (FDOs)

In October 2023, a mentorship training programme was conducted to empower SSF cooperatives. SAIMI makes use of FDOs to coordinate and facilitate capacity building and skills development in the maritime industry. The programme aimed to train 10 FDOs, focusing on business development, market access (value chain) and mentorship. Participants received training on advising small businesses.

Fisheries Awareness Programme (Net Mending and Repairs)

Net mending and repairs have been identified as a scarce skill essential for empowering youth in coastal areas to create sustainable livelihoods. A service provider has been appointed to deliver an accredited Net Making, Mending and Repairs NQF Level 03 Skills Learning Programme to fishing communities in South Africa. The programme will target 15 participants each from the West Coast, Northern Cape, Eastern Cape and KZN.

Fisheries Skills Audit and Needs Analysis

A service provider has been appointed to conduct a skills audit and needs analysis for the fisheries sector. This assessment will establish a baseline of existing skills and identify gaps in skills development, informing the development of interventions to advance skills development in this sector.

Marine Protection Services and Ocean Governance

To protect our oceans, a diverse group of scientists is essential. This includes oceanographers, meteorologists, marine biologists, marine spatial planners, marine scientists, ichthyologists and more. The South African government, together with research institutes, is actively working to understand our oceans and fish supplies, and how to safeguard our marine resources.

Operation Phakisa Water Quality Monitoring Project

As part of the skills audit implementation process, the DFFE and SAIMI have partnered with WSU to support skills development and capacity building for the Operation Phakisa Water Quality Monitoring project. An MOU between SAIMI and WSU has identified priority areas, including:

- fish identification,
- plankton identification,
- sediment assessment, and
- swimming, diving and rescue.

Ongoing discussions are taking place regarding the rollout of these proposed interventions. SAIMI has engaged in bilateral discussions with the DFFE through the MPG Delivery Unit to explore the implementation of WSU's proposed interventions and Marine Spatial Planning modules. A programme is currently being developed.

The Peace Officers Training Intervention

The project aims to train Honorary Marine Conservation Inspectors and Military Veterans under the Coastal Peace Officer Training Programme, to provide coastal protection by means of an introductory course in developing law enforcement expertise in coastal municipalities. As the first pilot project of its kind in South Africa, it represents a significant milestone for SAIMI, the DFFE and the NMU Centre for Law in Action (CLA). There is a pressing need for this type of specialised skills training programme to address the skills deficit and promote community involvement in voluntarily managing and monitoring the coastline. This initiative aims to control the exploitation of marine living resources and ensure that the objectives of the Marine Living Resources Act are met across the value chain in South Africa, particularly in the Marine Protection and Governance sector.

The pilot project involves 50 learners, with 25 participating in sessions in Nelson Mandela Bay Municipality and another 25 in Buffalo City Local Municipality. SAIMI, in collaboration with the DFFE and the NMU CLA, will launch a second phase of the programme in 2024.

Marine Transport

Marine Transport Skills Audit and Needs Analysis

A service provider has been appointed to conduct a skills audit and needs analysis for the Marine Transport sector.

Marine Transport Skills Expert Group

In regard to this expert group, SAIMI facilitates quarterly meetings and reporting to the Delivery Unit and Lab Coordinating Committees (LCC). Discussions on skills interventions provide a basis for ongoing dialogues. All participating parties operate within the broad terms of reference established for the Skills Expert Group, which include the development of the group's action and implementation plan. Additionally, the SAIMI Secretariat has scheduled a meeting with the chair to explore DUT's facilities and discuss other interventions.

Comprehensive Maritime Transport Policy (CMTP)

SAIMI was represented at the launch of the task force meeting focused on implementing the Comprehensive Maritime Transport Policy (CMTP). SAIMI is a member of the human resources task team, participating in monthly meetings aimed at positioning South Africa as an international maritime centre by 2030.

Marine Manufacturing

Boatbuilding Pilot Project
SAIMI has provided funding for a pilot project focused on a yacht and boatbuilding learnership with 30 learners at False Bay College. This initiative addresses the identified shortage of skills in the yacht and boatbuilding sector in South Africa. The learners have been placed in various companies in the boatbuilding industry.

To evaluate the impact of this pilot programme, SAIMI has appointed a service provider to conduct a study. This evaluation aims to assess the extent to which the programme objectives have been met, as well as to identify challenges, lessons learnt and recommendations for future training initiatives.

In addition, SAIMI facilitated a roundtable discussion on the capacitation of TVET colleges regarding maritime-related qualifications at False Bay College.

Marine Manufacturing Skills Expert Group
SAIMI has facilitated quarterly meetings for the Marine Manufacturing Skills Expert Group, reporting to the Delivery Unit and LCC meetings. The broad terms of reference for this Skills Expert Group include developing an action and implementation plan.

Marine Manufacturing – Young Professionals Network
An MoU has been signed between the DTIC and SAIMI, enabling the rollout of additional interventions such as the Young Professionals Network and other related projects.

Small Harbour Development

Small Harbour Development Skills Audit and Value Chain Analysis
The Small Harbour Development Skills Audit and Value Chain Analysis work has been completed.

The study identifies several strategies to address the skills gaps:

- Reassigning existing staff to positions that better match their skill sets.
- Upskilling current staff to fill identified gaps.
- Implementing succession planning and mentoring programmes with senior staff.
- Utilising recognition of prior learning (RPL) where applicable and in line with departmental policies.
- Contracting external specialists for specific tasks, such as legal advice, engineering design, assessments or specifications.

Small Harbours Skills Expert Group
The Small Harbours Skills Expert Group was formed as a result of the skills audit, which highlighted skills shortages as a barrier to economic growth across all the Operation Phakisa Oceans Economy Labs. SAIMI held the inaugural meeting of this group in November 2023. The group's purpose is to facilitate ongoing discussions with various stakeholders, including the education (TVET colleges and universities), government and industry sectors. Members are tasked with developing the group's action and implementation plan, working in alignment with the broad terms of reference.

Harbour Master Skills Development Training in End-user Computing
This training initiative aims to address the identified skills gap among harbour masters. The Small Harbour Development Skills Audit identified computer skills as a high-priority area for development. Training was scheduled to commence in January 2024.

Coastal and Marine Tourism (CMT)

CMT Skills Expert Group
The CMT Skills Expert Group meeting, coordinated by SAIMI in collaboration with the Department of Tourism, took place in June 2023. Government and state agencies attended but there was no participation by provincial and industry stakeholders.

SAIMI was tasked with organising and coordinating a provincial workshop in KZN, inviting the provinces, tourism industry associations, government departments, state agencies and institutions of higher learning (universities and TVET colleges). A follow-up meeting was held in December 2023, where discussions centred on skills interventions. New members reported on ongoing CMT initiatives, and work is underway to ensure the effective execution of the implementation plan with the relevant partners.

Qualification Development
In August, SAIMI met with NMU to discuss the framework for developing CMT qualifications. It was agreed that a comprehensive framework must be established before any qualifications can be developed.

OCEANS ECONOMY VALUE CHAIN STUDY AND STRATEGY DEVELOPMENT

The issue of low economic participation by SMMEs in South Africa is a widely researched phenomenon. SMMEs continue to face significant challenges in scaling up their businesses and overcoming barriers to market entry across all sectors. The challenges include, but are not limited to, access to capital and supply chain networks, economies of scale and access to information (Malgas, 2019). In addition, SMMEs may encounter difficulties influenced by their sector environments and historical contexts, such as inadequate technical skills, a lack of relevant business acumen and insufficient access to suitable premises, particularly in the Marine Transport and Manufacturing sector. The fragmented mentoring and support for new entrants is a notable challenge across all subsectors, and the Covid-19 pandemic further exacerbated the status quo.

This study culminated in a strategy and implementation plan aimed at fostering enterprise development and socioeconomic transformation in the oceans economy for the benefit of SMMEs. The strategy seeks to:

- create an enabling environment that facilitates greater access for SMMEs to the maritime sector
- promote the supply of goods and services by SMMEs across various segments of the oceans economy, including measures to enhance local procurement, and
- stimulate economic growth through increased activation of oceans economy sectors.

SMME INCUBATION STUDY

SAIMI has appointed a service provider to evaluate the development of a Maritime Enterprise Development Business Incubation Strategy.

TVET COLLEGE CAPACITATION

The DHET, SAIMI and the South African College Principals Organisation (SACPO) organised a stakeholder roundtable discussion to identify key principles for incorporating additional skills required in the maritime industry. The objective of the roundtable discussion was to facilitate action-oriented discussions on integrating maritime subjects into existing qualifications offered by TVET colleges. It also aimed to promote capacity-building efforts to address the constraints faced by colleges, such as inadequate infrastructure and resources (including simulator-based training) and to diversify certain marine offerings.

SAIMI participated in the 2nd BRICS TVET Institution President Forum Seminar, held from 11–13 July 2023 at the Ekurhuleni West TVET College in Gauteng province. The seminar, themed 'Global Perspectives on TVET Educational Trends', aimed to discuss some of the commitments and activities of the Technical Cooperation Agreement (TCA) by focusing on four thematic priority areas in technical and vocational education and training that have an impact on BRICS member states and the broader South African context. The four thematic areas include:

- Using blended teaching and learning to improve student access in a post-COVID-19 context
- Green skills in vocational education and training
- Fostering entrepreneurship skills for youth employment
- Forging purposeful partnerships for workplace-based learning amidst employer reluctance and challenges

OCEANS ECONOMY MASTERPLAN DEVELOPMENT PROCESS

The DFFE, in collaboration with the Department of Transport and the Department of Mineral Resources and Energy, is actively developing the Oceans Economy Master Plan and subsector implementation plans for various priority areas of the economy. This initiative forms part of the government's reimagined industrial strategy, led by the DTIC. The development process for the Oceans Economy Masterplan, coordinated by the DFFE, began in June 2021.

To facilitate the process, various working groups and smaller working teams have been established, focusing on key sectors such as Oil and Gas, Aquaculture, Fisheries, Marine Transport and Marine Manufacturing. These groups are engaged in sector profiling, conducting SWOT analyses, and proposing interventions and action plans. SAIMI has been actively participating in and leading some of the smaller working teams, particularly in the areas of skills and capacity building and research and innovation.

Draft implementation plans and reports for each subsector have been circulated to stakeholders for comment. Targeted stakeholder engagement sessions are currently taking place, especially with critical stakeholders who did not participate in the working groups. This engagement aims to close any gaps before the finalisation of the Oceans Economy Masterplan for Cabinet approval and to ensure alignment of plans.

SAIMI continues to provide support throughout the development of the Oceans Economy Masterplan process.

STRATEGIC GOAL 3

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

STRATEGIC OBJECTIVE 4	To establish a sustainable maritime research, innovation, and knowledge management programme by 2023.
PROGRAMME	Research, Development, Innovation, and Knowledge Management Programme
DESCRIPTION	Strategic research has the potential to deliver transformative capabilities and sustainable advantages for South Africa's oceans and maritime economy. SAIMI is committed to fostering the creation and application of scientific and socio-technical knowledge. To achieve this, SAIMI will play a pivotal role in coordination, integration and catalytic role in collaborating with its national, continental and international network. The aim is to promote and support research, development and innovation in high-priority areas that can unlock opportunities in South Africa's and Africa's oceans sector. SAIMI aims to promote and support research, development and innovation and enhance the knowledge system by co-creating new ideas and, driving development in all fields of the oceans and maritime economy and technology.

SUB PROGRAMME 1 | Research, Development, and Innovation Support

This programme aims to increase SAIMI's productivity in research development, innovation and knowledge management, focusing on:

- developing research, development and innovation (RDI) capacity,
- establishing partnerships and networks,
- securing funding,
- supporting RDI in line with the oceans economy programme,
- implementing a research roadmap,
- establishing a knowledge management hub strategy and system, and,
- reaching agreements with content partners (local and international).

BACKGROUND

Strategic research has the potential to deliver transformative capabilities and sustainable advantages for South Africa's oceans and maritime economy. SAIMI is committed to fostering the creation and application of scientific and socio-technical knowledge. To achieve this, SAIMI will play a pivotal role in coordination, integration and catalytic role in collaborating with its national, continental and international network. The aim is to promote and support research, development and innovation in high-priority areas that can unlock opportunities in South Africa's and Africa's oceans sector. SAIMI aims to promote and support research, development and innovation and enhance the knowledge system by co-creating new ideas and, driving development in all fields of the oceans and maritime economy and technology.

SAIMI Think Tank Objectives

The objectives of the SAIMI Think Tank are as follows:

- **Maritime Research Generation.** This objective focuses on producing groundbreaking research across various maritime sectors. The aim is to produce research outputs that illuminate the economic dimensions of the maritime industry, contributing to a nuanced understanding of sector growth, trends, developments, and related policy and legislative aspects.
- **Knowledge Sharing and Exchange.** This objective focuses on disseminating research findings through publications, presentations, workshops, or roundtables. Such dissemination is essential for sharing SAIMI-generated research with a broader audience, fostering academic discourse, and promoting an exchange of ideas that enrich the maritime economic knowledge base.
- **Maritime Research, Professional Development and Capacity Building.** This objective emphasises the professional development of the SAIMI and the broader community of emerging maritime researchers. It aims to build competencies within the maritime research field and nurture the next generation of maritime researchers and practitioners. As the world faces pressing challenges such as climate change, overexploitation of resources, and environmental degradation, the contributions of emerging researchers in the oceans economy are increasingly important. Their perspectives, innovative ideas, and interdisciplinary approaches can significantly advance the sustainable development of the sector.

Workstreams and projects

The underlying strategy to enhance SAIMI's research capacity and activities involves integrating internal researchers with the various research experts. The objective is to increase research outputs, particularly in scholarly accredited publications supported by SAIMI. This Think Tank initiative aligns with SAIMI's overall strategic focus on cultivating impactful research expertise and fostering transformative engagement with stakeholders through a humanising approach.

Workstream 1: Maritime Economics

This workstream was established to provide insights into the economic dynamics of the maritime sector, informing policymaking and strategic planning in the industry. Currently, there are seven research initiatives in this area, as illustrated in the table below.

Maritime Economics Initiatives

	RESEARCH TITLE	STATUS
1	Defining South Africa's ocean economy	Completed – paper accepted for publication in the Journal for Ocean Governance and Policy in Africa
2	A Review of Two Methods by which to Measure South Africa's Ocean Economy – submitted to journal (re-vised edition of ERSA 2022 working paper by Hosking and Mtati)	Completed – https://econrsa.org/publications/why-and-how-to-measure-the-contribution-of-south-africas-ocean-economy
3	A Re-estimation of the 2010 Ocean Resource Contribution to South Africa's Gross Domestic Product – submitted to journal	Work in progress – expected completion date is 13 March 2024
4	Towards the Development of a South African Ocean Economy Satellite Account: Methodology and Data Availability	Preliminary draft stage, expected completion date is 31 March 2024
5	A Regional Measure of South Africa's Ocean Economy in the Year 2019	Draft paper presented for review - expected completion date is 15 March 2024
6	An Estimate of the Buffalo City Metropolitan Municipality Ocean Economy to its GGP – Based on the Dependency for the Economic Activity to be Located near to the Ocean	Draft paper presented for review - expected completion date is 31 March 2024
7	Estimates, Projections and Inferences Drawn of the GDP and Employment Contributions of the Ocean Economy for the Years 2015, 2019 and 2029 – preliminary draft presented for review	Draft paper presented for review – expected completion date is 31 March 2024

The completed papers and preliminary work on some research papers were presented at a SAIMI Research Working Session held on 23 November 2023 in Pretoria. In addition, the collaborative efforts of SAIMI and the Global Ocean Accounts Partnership Africa (GOAP) CoP to enhance existing methodologies for measuring the ocean economy's contribution gross domestic product (GDP) were also presented at the session. This work is anticipated to be completed by the end of March 2024, with the goal of producing research reports for national policy considerations and for publication.

Workstream 2: Maritime Information Technology

A key component of this workstream is to investigate the vulnerabilities of maritime operations to cyberthreats and to develop strategies and technologies that enhance maritime cybersecurity. Plans are in place to expand the scope of work in this area to include additional focus areas related to maritime technology. Several research projects are currently underway, as outlined in the table below. This work involves the supervision of postgraduate students by the SAIMI research experts, as well as research activities conducted by these experts and their associates.

Maritime Information Technology Initiatives

	RESEARCH TITLE	STATUS
1	Modern Shipping needs to be Cybersecure – A South African Perspective	Completed – paper published in the South African Journal for Maritime Education and Training (SAJMET) in December 2023 https://doi.org/10.47348/SAJMET/2023/i1a2
2	Governing Cybersecurity in the Maritime Industry	Completed – paper published in the December 2023 issue of the accredited journal Computer Fraud & Security https://www.magonlinelibrary.com/doi/abs/10.12968/S1361-3723%2823%2970056-0 https://doi.org/10.12968/S1361-3723(23)70056-0
3	The Maritime Industry and Cybersecurity	Completed – opinion piece prepared for publishing by SAIMI
4	The Maritime Industry and Cyber-'icebergs'	Completed – opinion piece prepared for publishing by SAIMI
5	Educating the Maritime Industry on the Cyber-'icebergs'	Completed – opinion piece prepared for publishing by SAIMI
6	Further investigation to determine whether current curricula for educating marine engineers should be adapted to include more ICT-related topics together with that of cybersecurity	Completed and results included in paper for the SAJMET
7	• A Framework to Cultivate Cybersecurity Awareness amongst Seafarers (MIT at NMU) • Investigation on Drafting the Curriculum for a Short Learning Program in Cybersecurity in the Maritime Industry	Master's student is progressing well. Expected completion around mid-20254
8	Predictive Maintenance in the Maritime Industry (MEng at UJ)	Proposal stage, research not yet undertaken
9	Cybersecurity in the Maritime Industry (MEng at UJ)	Master's student is progressing well. Expected completion around mid-2025
10	Machine Learning in the Maritime Industry (MEng at UJ)	Master's student is progressing well. Expected completion around mid-2025

Workstream 3: Maritime Indigenous Local Knowledge Systems (MILK)

The purpose of the workstream is to document and integrate indigenous knowledge systems (IKS) into mainstream maritime practices, promoting sustainability and inclusivity in the maritime sector. A roundtable discussion on IKS was held on 13 November 2023, in partnership with NMU. It was led by Professor Rose Boswell and Dr Thandi Mgwebi, Deputy Vice Chancellor: Research, Innovation and Internationalisation. The aim of the discussion was to institutionalise IKS as a flagship programme that includes maritime aspects by establishing a platform at the university to serve as a catalyst for research generation, exchange and collaboration among the various stakeholders both locally and globally. The themes for the hubs to be established under the NMU IKS Platform are the following:

- Maritime
- Health and disease
- Heritage and culture
- Internationalisation
- Education
- Business, employment and economic development
- Environment and agriculture
- Migration, security, law and dispute resolution

The work currently being undertaken under this workstream is outlined in the table below.

Maritime Indigenous Local Knowledge Systems (Milk) Initiatives

	TASK	DESCRIPTION	STATUS
1	Setting up the IKS Platform for NMU	Outline objectives and features, coordinate with team members, launch and promote the Platform	In November 2023, a roundtable was held to discuss the establishment of the NMU IKS Platform, with SAIMI taking the lead on the Maritime IKS Hub. On 23 January 2024, the first Steering Committee met, approved the terms of reference and established the NMU IKS Platform.
2	GSetting up the SAIMI Maritime IKS Working Group	Outline objectives and features, identify and coordinate with team members, launch and promote the Working Group	The first Working Group took place in February 2024 to discuss activities for the new financial year.
3	Producing two scholarly articles	• Institutionalising Indigenous Knowledge Systems in Maritime Education Institutions in South Africa • Interrogating the Value Proposition of Public Participation with Indigenous Communities	In progress – article accepted for publication in SAJMET 3rd edition Expected completion date – June 2024

Workstream 4: Alternative Energy

The purpose of this workstream is to explore and promote the use of alternative energy sources in maritime operations and to contribute to reducing carbon emissions in the maritime sector. Current activities under this focus area are outlined in the table below.

Alternative Energy Initiatives

	RESEARCH TITLE	STATUS
1	A continent endowed with natural resources: the coexistence of hydrocarbons with other economic sectors and the protection of the environment	Completed in November 2023
2	Decarbonisation in shipping and maritime innovation call for readiness in maritime education and skills training	Accepted for publication in the SAJMET 3rd Edition
3	Climate Change Impact On the Ocean Economy and Policy Implications for South Africal	Accepted for publication in Springer https://link.springer.com/chapter/10.1007/978-3-031-56007-1_26

Workstream 5: Ocean Governance

This workstream aims to contribute to the development of policies and frameworks that promote responsible and sustainable ocean governance. An overview of the research initiatives in this area is presented in the table below.

Ocean Governance Initiatives

	RESEARCH TITLE	STATUS
1	Desktop scanning of existing qualifications in both South Africa and abroad	Work in progress – expected completion date 31 March 2024
2	Development of an ocean governance curriculum framework	Work in progress – expected completion date 31 March 2024
3	Finalisation of a proposal for the consolidation, harmonisation and development of ocean law qualifications in South Africa	Work in progress – expected completion date 31 March 20244
4	a) Legal aspects of the relationship between the Ocean Accounts Framework and marine spatial planning in South Africa b) Accounting for the Convention on the Law of the Sea to determine South Africa's compliance with its provisions	Work done in collaboration with the Global Oceans Accounting Framework (GOAF); currently under review – expected completion date June 2024

Workstream 6: Maritime Safety, Education and Training/Internationalisation

The purpose of this workstream is to research and develop safer maritime practices, as well as to propose strategies for enhancing maritime education and training in South Africa. Current initiatives in this workstream are detailed in the table below.

Maritime Safety, Education and Training/Internationalisation initiatives

	RESEARCH TITLE	STATUS
1	National Seafarer Development – framework	Completed October 2023
2	IAMU partnership initiatives	Ongoing
3	IMO partnership initiatives	Ongoing
4	SAJMET	Ongoing

Other research initiatives

South African Journal on Maritime Education and Training (SAJMET)

The second issue of SAJMET was finalised and released in February 2024. A call for papers for the third issue was re-issued in November 2023, and by the extended deadline of 20 December 2023, 14 abstracts were received. The Editorial Board met on 29 January 2024 to review the submissions, and eight papers were accepted for publication.

Journal of Ocean Governance and Policy in Africa (JOGA)

The transfer of JOGA's management to SAIMI is underway. The current issue is being finalised and SAIMI will begin managing the 2024 edition. Four papers that were not accepted by SAJMET for the January 2024 issue due to scope were accepted for publication by JOGA. Paper submissions are expected by the end of May 2024.

Research Repository

The platform is now complete and optimisation of the repository to meet SAIMI's needs is underway, including the process of populating content. Training for research staff took place in December 2023. Discussions with stakeholders are ongoing regarding the possible inclusion of research papers in the repository, including the work of postgraduate students involved in various SAIMI-supported initiatives. Additionally, the plan is to leverage international partnerships to incorporate various research products in the repository. The platform is expected to go live by the end of March 2024.

Communities of Practice

Oil and Gas

A CoP was established in 2021 in partnership with the NRF to generate research and promote capacity building in the Oil and Gas sector. The day-to-day activities of the COP are managed by its chair, Prof. Durrheim (University of the Witwatersrand (Wits)), who works closely with eight academics selected from the five participating universities, as well as the postdoctoral fellows and postgraduate students under their supervision. The participating academics include Prof. Seun Oyekola (CPUT), Dr Moses Magoba (University of Fort Hare (UFH)), Dr Bastien Linol and Barry Morkel (NMU), Prof. Mimonitu Opuwari (University of the Western Cape (UWC)) and Dr Stephanie Enslin, Dr Zubair Jinnah and Prof. Diakanua Nkazi (Wits). Prof. Musa Manzi, the founding director of the Reflection Seismic Research Centre (Wits), who also supervises research in petroleum seismology and rock physics, is also included.

All CoP academics are engaged in research and postgraduate supervision, with over 20 MSc and PhD candidates currently registered through the CoP. The quality of their research outputs has already garnered recognition,

including the Geological Society of South Africa Jubilee Medal for best paper published in the South African Journal of Geology in 2021, awarded to Scheiber-Enslin, Manzi and Webb for their paper titled 'Seismic Imaging of Dolerite Sills and Volcanic Vents in the Central Karoo, South Africa: Implications for Shale Gas Potential'. Furthermore, a Wits Geoscience team, comprising Durrheim, Manzi and Scheiber-Enslin, received the NSTF-South32 Data for Research Award for extracting new information from legacy data.

Aquaculture

The process of establishing a CoP in Aquaculture is progressing well. The MoU for its formation was submitted to the NRF in January 2024. The NRF is expected to issue the call for the establishment of the CoP by the end of March 2024.

Research Chair in Naval Architecture and Design

The establishment of the Research Chair in Naval Architecture and Design is also at an advanced stage. The MoU for its establishment was submitted to the NRF in January 2024, and the NRF is anticipated to issue the call for establishment of the Research Chair by the end of March 2024.

Marine Robotics

The initiatives in the Marine Robotics Units at the NMU and the University of Cape Town (UCT) are ongoing. The current initiatives are summarised below.

Nelson Mandela University

IMPACT	NO	DESCRIPTION
Students	11	2 graduates in training appointed to the projects 4 Mechatronics Engineering final-year projects 2 master's students appointed to the projects 2 PhD students appointed to the project 1 Mechanical Engineering Capstone projects (TBD)
Technical papers	2	1 technical paper prepared for submission, a second sub-mission expected from the post-doc appointed to the project
Technology transfer	2	This is encouraged through the collaborative relationships established and shared projects. Zenith Laser and Aquarius Inflatables have benefited through this interaction.
Technology demonstrators	3	Two autonomous solar boats to be constructed as demonstrators used for testing equipment and sensors, training staff and equipping the marine robotics unit with assets to encourage industrial support.
Collaborations established	6	Identified collaboration partners include: • UCT • CPUT • TUT • WSU • CSIR • Ocean Sciences

University of Cape Town

IMPACT	NO	DSICRIPTION
Students	12 (9 MSc Eng, 3 PhD)	Recruited and actively supervising 12 students
Technical papers	6	Scopus papers for Boje, Verrinder, Nichols and Amayo
Technology transfer and technology demonstrators	0	Negotiations with Sea Genesis did not result in a project
Collaborators		(UCT Oceanography

In November 2023, UCT invited SAIMI to a workshop where postgraduate students presented work done in the Marine Robotics Unit.

Sasakawa Foundation

SAIMI partnered with the Ocean Policy Research Institute of the Sasakawa Peace Foundation (OPRI-SPF) to convene an International Workshop on Sustainable Blue Economies, enabling stakeholder empowerment and partnership development. The event took place at NMU in Gqeberha (Port Elizabeth), South Africa, from 29–30 June 2023. The workshop aimed to bring together experts and practitioners to address achievements, potential and challenges in promoting sustainable blue economies in Africa, as well as exchange best practices and innovative approaches from Japan and other countries. Participants focused on various topics, including the state of the oceans, marine ecosystem conservation, sustainable fisheries, aquaculture, blue tourism, climate change impacts, renewable energy, the elimination of illegal, unreported and unregulated fishing, marine substance and plastic pollution, maritime security, human resource development, blue financing and capacity development.

International Association of Maritime Universities (IAMU)

Following the May 2023 Consultative Workshop on Maritime Education and Training (MET), a second layer of action was proposed: the implementation of the Peer-Assisted Evaluation Scheme (PAES) through the IAMU at the three South African institutions offering maritime qualifications – DUT, CPUT and NMU. The PAES session was successfully conducted in October 2023, allowing peers to analyse the MET systems in South Africa and make recommendations to enhance the quality of MET and research in South Africa. These recommendations have been accepted by the institutions, and an implementation plan has been proposed for execution in the 2024 financial year.

In October 2023, a SAIMI team attended the IAMU Annual Conference in Finland, which provided a valuable opportunity for networking and engagement with global stakeholders in the MET and maritime research space.

The Socioeconomic Contribution of the Bunkering Operations in the Eastern Cape

The primary objective of the study was to evaluate the socioeconomic contributions of the bunkering industry to the Nelson Mandela Bay area and the broader Eastern Cape. Evidence from the study indicated that the bunkering industry in the Eastern Cape, primarily represented by STS Bunkering in Nelson Mandela Bay, was sustainable during the 2022–2023 period, operating with three bunker operators and 12 vessels. Available statistics suggested that the developmental impact was expanding and the number of beneficiaries was increasing.

STRATEGIC GOAL 4

A catalytic, influential, and leading maritime institute by 2023

STRATEGIC OBJECTIVE 4	To develop a strong and mutually beneficial oceans and maritime partnership for change by 2023
PROGRAMME	Stakeholder Partnership Programme
DESCRIPTION	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. This initiative aims to empower previously disadvantaged entrepreneurs and businesses, thereby enhancing the competitive might of South Africa's maritime sector on a global scale. The success of SAIMI relies on the effectiveness of its collaborative and partnership model. To sustain high levels of participation and commitment, it is essential to invest in developing a more robust partner and stakeholder management framework with the necessary structure and systems. An integrated approach to the planning, design, coordination, resourcing and implementation of the programme portfolio will need to be enhanced to foster a collaborative environment.

SUB PROGRAMME 1 | Outreach and Awareness

ENTERPRISES (INCLUDING ENTREPRENEURS) SUPPORTED (NON-FINANCIAL) BY SAIMI

SAIMI has completed the development of a strategy and implementation plan aimed at increasing SMME participation in the oceans economy. This strategy will inform SAIMI's approach as a national institute to enhancing SMME involvement in this economy.

MARITIME OUTREACH AND AWARENESS INITIATIVES

SAIMI has either hosted or participated in the following outreach and awareness initiatives:

- Youth In Transport Indaba
- Youth in Trade & Exports Summit
- PWD Career Fair and Employer Session
- Career Expo hosted by the Department of Public Works and Infrastructure
- OCEANA GROUP Rise Against Hunger event
- ECDoT Bursary Award Ceremony
- ECDOE Maritime Awareness
- Initiatives Higher Education Expo: Future Leaders
- School visits
- Massachusetts Cadets Meet and Greet event

- The IMO Maritime World Parallel Event Exhibition
  - Hand-over of learning and teaching material to two maritime subject-offering schools in the OR Tambo district in Port St Johns, accompanied by a small awareness component hosted by the SAIMI PR and Marketing Team
  - Eastern Cape Socio-Economic Consultative Council (ECSECC) – Eastern Cape Maritime and Skills Development Summit in East London

Maritime Awareness Day for Grades 8–12 held in Gqeberha and Port Alfred

SUB PROGRAMME 2 | Stakeholder Engagement

SAIMI continues to run engagements effectively in hybrid mode, ensuring robust stakeholder collaboration. The stakeholder engagement portfolio is divided into several categories:

- Continuous Professional Development and Capacity Building,
- Imbokodo in Maritime Transformation Programme,
- Events (Engagements, Conferences and Seminars),
- Regional Collaborations.

CONTINUOUS PROFESSIONAL DEVELOPMENT AND CAPACITY BUILDING

Mandela Bay Maritime Cluster Seminar

In partnership with the Mandela Bay Maritime Cluster, SAIMI hosted a seminar themed "Integrating the Maritime Sector into the City's Developmental Planning Systems". Maritime clusters are vital stakeholders that significantly contribute to the development of businesses in the sector. Their involvement is crucial for the full integration of maritime considerations into the coastal city's service delivery and development planning systems. Therefore, it is essential for the city to create a plan that fosters the incorporation of the maritime sector into local economic development and the city's economic growth strategy.

Without the active participation of the cluster as an advocacy stakeholder, the maritime industry risks being overlooked in city planning.

Maritime Business Chamber SMME Capacitation Programme

In March 2023, SAIMI hosted a workshop in support of the Maritime Business Chamber SMME Capacitation Programme. This workshop was a follow up on the capacity building workshop conducted by the National Maritime Business Chamber in St Francis Bay in 2022. SAIMI is committed to enhancing the capacity of SMMEs, enabling them to penetrate and participate actively in the maritime sector.

Traditional Leaders and Municipal LED Officials Training Workshop

SAIMI hosted a training workshop on the role of Traditional Leaders and Local Economic Development (LED) officials in local coastal municipalities in the Oliver Tambo (OR) Tambo and Amathole regions, as well as the Buffalo City Metro. This two-day workshop aimed to equip participants with essential information regarding the oceans economy and specific projects relevant to their jurisdictions, as well as to ensure greater inclusivity of and active participation by Traditional Leaders and the LED officials. The second day addressed relevant policies and legislation related to ocean governance and the management of coastal and marine areas and resources. This training was conducted in partnership with International Ocean Institute (IOI), the ECSECC and the Eastern Cape Department of Cooperative Governance and Traditional Affairs (COGTA).

International Ocean Institute – Ocean Governance Training Programme, February 2023

This programme aims to provide a basic understanding of the ocean, including the goods and services it offers, the threats it faces, and how to engage in more sustainable practices. Participants learn about the importance of ocean governance, sustainable and equitable human use, the principle of a common heritage for humankind, and the importance of respecting the needs of future generations, all within a locally relevant context. The programme empowers participants to become more active stakeholders in their communities, enabling them to positively influence local and broader ocean-related issues. Attendees are equipped to identify priority issues, trends and future challenges related to the ocean, both locally and globally. This programme was open to anyone interested in ocean literacy and opportunities, including representatives from government, non-government organisations, business and labour. SAIMI participated in the programme to showcase the SAIMI DiveIn App/Career Portal.

IMBOKODO IN MARITIME TRANSFORMATION PROGRAMME

Accelerated Development Programme for Women in Maritime Leadership (ADPW)

The ADPW programme, comprising five modules, launched on 3 October 2022 and concluded on 12 April 2023. A total of twenty students participated, addressing contemporary leadership challenges essential for personal growth and business success. Participants gained valuable insights and tools applicable to both personal and professional contexts, specifically tailored to women leaders in the maritime sector. Delegates from organisations such as Sea Harvest, Transnet, Sail Africa Youth Development Foundation, CPUT and Wilhelmsen Ships Services participated in the inaugural group.

Women's Day Event

In August 2023, SAIMI hosted an event to celebrate Women's Day, highlighting the significant contributions of women in the maritime industry, particularly their pioneering roles in driving technological advancements. The event consisted of two sessions: the morning session at the Ocean Science Campus focused on "Industry Innovation: Women Pioneering Technological Advancements in Maritime", showcasing developments, as well as an expo demonstrating the sector's evolution through the latest technological innovations.

The evening session featured an awards ceremony recognising women making impactful contributions to the industry and organisations that empower women in the following categories:

- **Best Woman in Maritime Business –** Kgomotso Selokane, CEO of Heron Marine for successfully penetrating the industry and empowering SMMEs and mentees
- **Making Waves as a Newcomer –** Vuyisile Jaca, Global Ambassador for the Empowerment of Girls through Education on board the Maiden Factor
- **Leading Entity in Women Empowerment –** Transnet National Ports Authority, for excellence in employing, mentoring and empowering women
- **SHEROES in the Sector –** Debbie Owen, head of Simon's Town School's Lawhill Maritime Centre
- **Most Influential –** Noxolo Ncayo, research analyst at the Ports Regulator of South Africa, for advocating for change, diversity and the inclusion of women
- **Best Mentor –** Captain Makhosi Mbokazi, Master FGN/Fleet Safety and Compliance Manager/Founder: Marine Crew Welfare for exemplary mentorship
- **Star Performer –** Samantha Montes, Senior Maritime Instructor & Manager at the Survival Centre, CPUT, recognised for outstanding commitment and professionalism

- **Woman in Maritime Research** – Dr Nomtha Hadi, lecturer in Strategic Management and Maritime Management Coordinator at the Nelson Mandela University Business School, honoured for excellence in research and publications
- **Maritime Tech Innovator of the Year –** Robyn Verrinder, senior lecturer, Department of Electrical Engineering, UCT

EVENTS (ENGAGEMENTS, CONFERENCES AND SEMINARS)

African Maritime Leadership Conference

SAIMI hosted the African Maritime Leadership Conference in Gqeberha from 24–26 May 2023. The conference aimed to facilitate action-oriented discussions among key stakeholders on sustainable strategies for developing society through the oceans economy. It brought together policymakers, academia, development partners, civil society and the private sector to share experiences and identify opportunities for leveraging ocean resources for sustainable economic development in Africa.

The conference also focused on enhancing Africa's maritime leadership in the oceans economy and aligning with the 2030 Agenda for Sustainable Development through policy engagement and collaboration, as well as merging countries' oceans economy agendas. Participants had the opportunity to share knowledge, ideas and skills in discussions, debates and networking, in five thematic areas:

- Policy and Agreements
- Seafarer Development
- Skills Development Models
- Technology and Innovation
- Infrastructure and the Oceans Economy
-

Other engagements

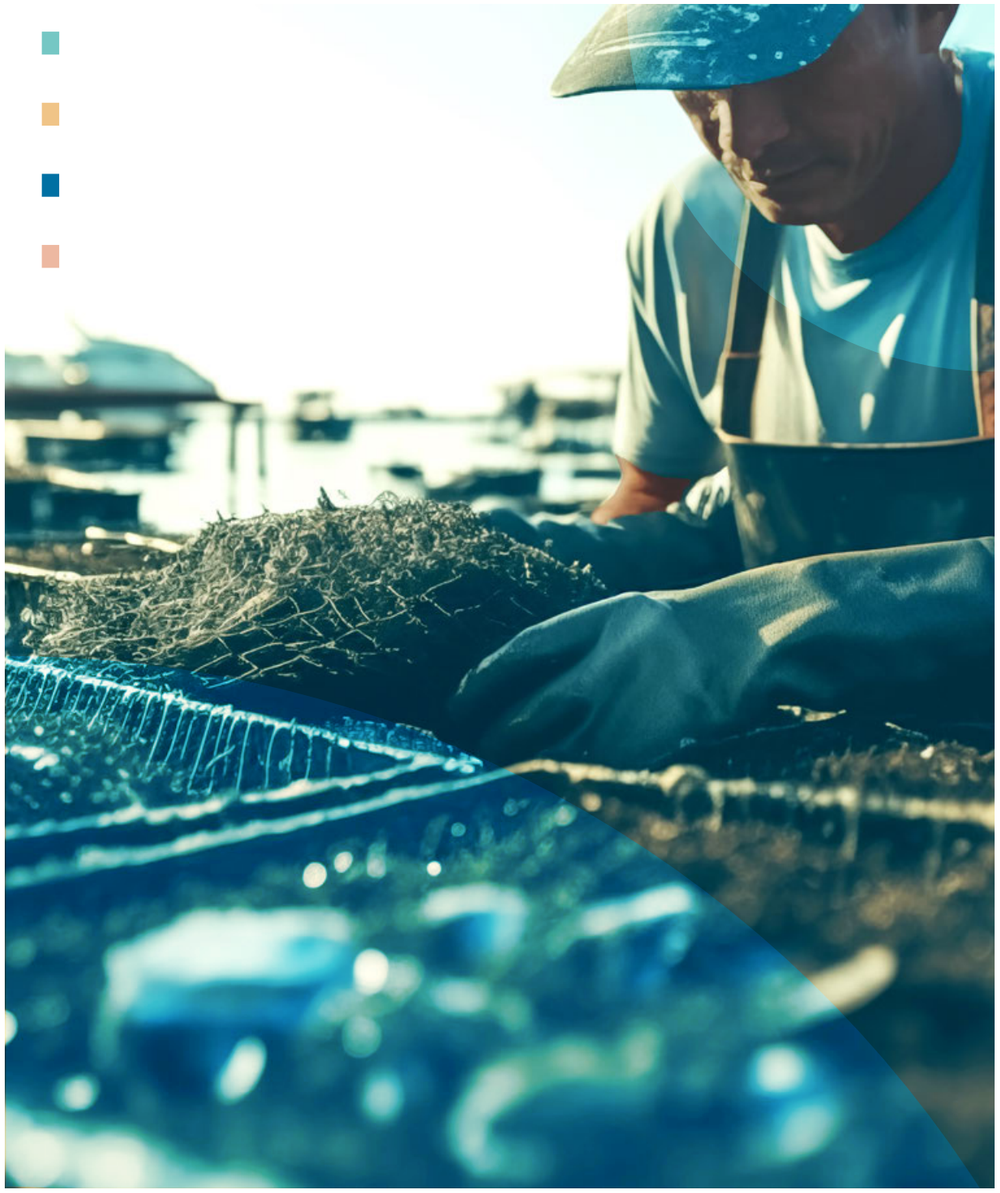
During the reporting period, SAIMI participated in several events:

- South African Shipping Company (SASCO) Pre-Draft Bill
- Port Regulator of South Africa Draft Tariffs consultative adjustments.
- Eastern Seaboard Skills Revolution Summit
- Maritime Innovations Workshop
- IAMU and SAIMI Working Group Inception Meeting
- WOMESA Conference in partnership with the National Department of Transport
- Youth Indaba organised by the Eastern Cape Department of Transport and the NYDA
- Future Leaders Conference
- Eastern Cape Maritime Education and Skills Development Summit in East London
- Trade and Export Event in Gqeberha where SAIMI formed part of the panel
- Opening of the Cruise Season at the Port of Gqeberha
- IOI-SA Women in Maritime Workshop
- Re-launch of the WOMESA South Africa Chapter at the WOMESA Conference

REGIONAL COLLABORATIONS

The Eastern Cape Socio-Economic Consultative Council (ECSECC)

SAIMI submitted a report on the oceans economy and Operation Phakisa deliverables for the Eastern Cape province, contributing to the provincial report. A meeting was held to discuss the labour market landscape of the ocean's economy in the Eastern Cape. Furthermore, SAIMI proposed a partnership to conduct a collective research study aimed at developing a system for tracking labour across all maritime sectors in the province. In addition, a meeting was held with the ECSECC to discuss the labour market landscape of the oceans economy where supporting documents were provided.



05

INCOME STATEMENTS

STATEMENT OF COMPREHENSIVE INCOME

NATIONAL SKILLS FUND (NSF)

- ### NSF/SAIMI Main Project – New funding cycle (April 2021 – September 2024)

Project Description:

The NSF has allocated a funding grant of R300 million for the following purposes:

- **Support SAIMI operations:** To continue the operational support of the South African International Maritime Institute (SAIMI).
- **Institute development**: To enable SAIMI to evolve into a world-class, independent and sustainable institute. This will enhance its contribution to the growth, development and transformation of South Africa's oceans and maritime economy. The focus in on advocating, integrating, facilitating and catalysing applied research, innovation, scholarship, skills and professional development through strong collaboration with industry , communities, key partners and beneficiaries.

Funding cyle update:

The original funding cycle was set to conclude in March 2024; however, the NSF has approved an extension to September 2024.

Budget April 2021 – September 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	**1 121**
			1.2. Staffing	11 549	12 007	12 482	**36 038**
			1.3. Support Services	1 188	923	923	**3 034**
			1.4. Marketing and Communications	2 036	1 988	2 040	**6 064**
2	Ensure SAIMI's financial sustainability	Financial Sustainability Programme	2.1. Financial Management	232	150	153	**535**
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	**3 045**
			3.2. Education Support	0	0	0	**0**
			3.3. National Sea-farer Development Programme	38 864	55 489	51 882	**146 234**
			3.4. SET Capacity and Capability Dev. Support	8 502	8 546	6 529	**23 577**
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	**37 335**
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	**10 663**
			5.2. Stakeholder Engagement	3 147	3 334	3 373	**9 854**
6		NMU Project Support	6.1. NMU 7.5% Levy	7 067	8 148	7 285	**22 500**
			Total Annual Budget	**93 796**	**109 288**	**96 916**	**300 000**

Budget vs Expenditure Report April 2021 – 31 December 2023

Budget Line Item	Budget April 2021 - Mar 2024	Actual April 2021 - Dec 2023	Budget Available Dec 2023	% Budget Remaining
Administration	1 121 000	996 982	124 018	11%
Staffing	36 038 000	24 760 348	11 277 652	31%
Support Services	3 034 000	1 442 749	1 591 251	52%
Marketing and Communications	6 064 000	3 504 862	2 559 138	42%
Financial Management	535 000	339 343	195 657	37%
Skills Development	3 045 000	1 971 637	1 073 363	35%
National Seafarer Development Support	146 234 000	58 616 352	87 618 648	60%
SET Capacity and Capacity Development Support	23 577 000	7 297 718	16 279 282	69%
Research, Development, Innovation and Knowledge Management	37 335 000	27 380 692	9 954 308	27%
Outreach and Awareness	10 663 000	4 821 186	5 840 814	55%
Stakeholder Engagement	9 854 000	7 799 893	2 054 107	21%
NMU 7,5% Levy	22 500 000	12 596 685	9 903 315	44%
	300 000 000	**151 528 447**	**148 471 553**	**49%**

- ### NSF/SAIMI Boatbuilding Project

Project Description:

The project is a pilot programme initiated by SAIMI, supported by the DTIC and SABBEX, with the aim to inform future skills development planning for the subsector. This project provides boatbuilding and repairs training and composite skills development. The project commenced in April 2018 and the NSF has subsequently approved an extension of the project to 31 March 2023. The total value of the project is R14 849 071.75

Budget vs Expenditure

Project Name	Total Budget	Funds not paid to SAIMI	Expenditure incurred	Funds returned to NSF	Commit-ments	Budget Remaining	% Budget Remaining
NSF Boatbuilding Project	14 849 071	2 832 529	6 923 600	4 692 942		400 000	3%

Impact Study:

An impact evaluation of the project is currently underway.

TRANSPORT EDUCATION AND TRAINING AUTHORITY (TETA)

Projects funded by the TETA

Project Name	Total Budget	Funds not paid to SAIMI	Expenditure incurred	Budget Remaining	% Budget Remaining
TETA SA Sea Cadets	1 800 000		1 498 500	301 500	17%
TETA National Seafarer Development Framework	500 000		414 000	86 000	17%

06

ADVISORY BOARD

ADVISORY BOARD

Prof Sibongile Muthwa - Chairperson
Nelson Mandela University

Odwa Mtati - CEO
SAIMI

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Mariam Malebo
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Tshepho Mokoena
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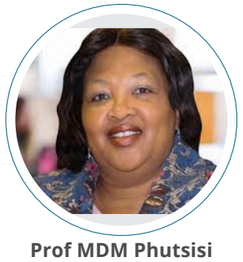
Zamachonco Chonco
SAMSA



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SABBEX

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FishSA

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DFFE

Itumeleng Matsheka
Transnet

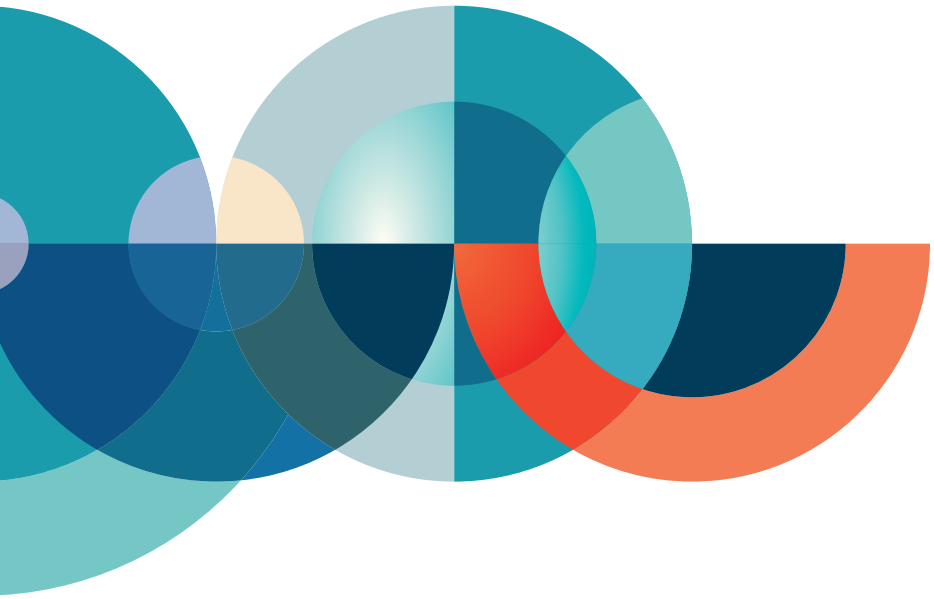
Andrew Mthembu
VUKA Marine

07 ACRONYMS

ACRONYMS

ADPW	Accelerated Development Programme for Women in Maritime Leadership
AdvDipTVT	Advanced Diploma in Technical and Vocational Teaching
AgriSETA	Agricultural Sector Education Training Authority
APRO	Ability Profiling
ASEG	Aquaculture Skills Expert Group
CEO	Chief executive officer
CLA	Centre for Law in Action
CMT	Coastal and marine tourism
CMTP	Comprehensive Maritime Transport Policy
COGTA	Department of Cooperative Governance and Traditional Affairs
CoP	Community of practice
CPUT	Cape Peninsula University of Technology
DBE	Department of Basic Education
DFFE	Department of Forestry, Fisheries and the Environment
DHET	Department of Higher Education and Training
DoT	Department of Transport
DRDAR	Department of Rural Development and Agrarian Reform
DTIC	Department of Trade, Industry and Competition
DUT	Durban University of Technology
ECSECC	Eastern Cape Socio-Economic Consultative Council
FDO	Fisheries Development Officer
GDP	Gross domestic product
GOAF	Global Oceans Accounting Framework
GOAP	Global Ocean Accounts Partnership Africa
IAMU	International Association of Maritime Universities
IMEC	International Maritime Employers Council
IMO	International Maritime Organization
IOI	Internation Ocean Institute
KZN	KwaZulu-Natal
LCC	Lab Coordinating Committee
LED	Local Economic Development
MCS	Marine Crew Services South Africa (Pty) Ltd
MET	Maritime Education and Training
MoU	Memorandum of understanding
NARF	National Aquaculture Research Forum
NCP	National Cadet Programme
NMU	Nelson Mandela University
NRF	National Research Foundation
NSDP	National Seafarer Development Programme
NSF	National Skills Fund
NYDA	National Youth Development Agency
PAES	Peer-Assisted Evaluation Scheme
PGCE	Post Graduate Certificate in Education
QCTO	Quality Council for Trades & Occupations
RDI	Research, development and innovation
RPL	recognition of prior learning

SACPO	South African College Principals Organisation
SAIMI	South African International Maritime Institute
SAJMET	South African Journal for Maritime Education and Training
SAMA	South African Maritime Authority
SAMSA	South African Maritime Safety Authority
SAMTRA	South African Maritime Training Academy
SARChI	South African Research Chairs Initiative
SETAs	Sector Education and Training Authorities
SLA	Service level agreement
SMMEs	Small, medium and micro enterprises
SSF	Small-scale fisheries
STCW	Standards of Training, Certification, and Watchkeeping for Seafarers
TCA	Technical Cooperation Agreement
TETA	Transport and Education Training Authority
TVET	Technical, Vocational, Education and Training
UCT	University of Cape Town
UFH	University of Fort Hare
UKZN	University of Kwazulu-Natal
WIMA	Women in Maritime Africa
Wits	University of the Witwatersrand
WRP	Work Readiness Programme
WSU	Walter Sisulu University



SAIMI

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