



# ISCOS SECRETARIAT

(INTERGOVERNMENTAL STANDING COMMITTEE ON SHIPPING)



## STRATEGIC PLAN 2015/16 - 2019/20

*Serving the Region and the International Community as a One-Stop Centre of Excellence for Regional Maritime Matters and Total Logistics.*



# **STRATEGIC PLAN 2015/16 - 2019/20**



**ISCOS SECRETARIAT**

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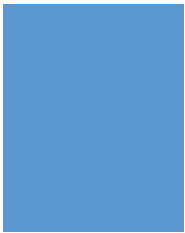
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## FOREWORD BY THE CHAIRMAN OF THE ISCOS ASSEMBLY



Since its inception in 1967, the Intergovernmental Standing Committee on Shipping (ISCOS) has done an enormous job in promoting and protecting the maritime and shipping interests of the Member States. ISCOS' 2006 Transformation could not have come at a better time, as most of the regional economies were becoming liberalized, with particular emphasis on the role of the private Sector in state economies. This landmark Transformation, which in many respects widened ISCOS' Mandate, has helped the Organization to position itself as a Center of Excellence for the Regional Maritime Matters and Total Logistics. The post transformation era has seen ISCOS champion many initiatives on behalf of the Member States, establishing Shippers Councils throughout the region, rolling out robust sensitization programmes for our trading population, establishing a platform for a structured comparative analysis of the performance of ISCOS ports and corridors, and supplementing regional endeavors for mitigating Non Tariff Barriers. Meanwhile, ISCOS still stands out as the main interface between the local shipping populations and the greater shipping world, maintaining its keen interest in the containment of unjustified Freight and Marine related charges and surcharges.

The shipping and maritime industry has tremendously changed during the last five decades. World seaborne trade has more than doubled, and this has created a new dimension of challenges to the developing world. ISCOS' ports are struggling to cope with the ever increasing volumes of trade, yet cargo fluidity on the land bridge is still poor given poor infrastructure systems and other Non-tariff barriers. Shipping lines remain dominant and imposing in nature, dictating tariff levels and threatening to dominate the whole logistical chain, including the hinterland. These and many other situations pose a new wave of challenges to international trade and directly affect our economies.

ISCOS as an expert institution in Shipping, Logistics and Maritime Transport is best positioned to supplement regional efforts in mitigating many of these challenges. The Launch of the 2015/16 -19/20 ISCOS Strategic Plan is a tremendous input to the direction of the Organization, both as guide to its programs and as the basis for the identification of priorities, and therefore allocation of resources. I do hope and pray that ISCOS shall continue to rise to the challenges of the Century and continue to meet the expectations of the Member States. The ISCOS five year Strategic Plan reviews the Secretariat's vision, mission, core values and strategic objectives for the period 2015/16-2019/20, while maintaining the organization's mandate as spelt out in ISCOS protocol. As we launch this important document, I wish to appeal to the Member States to continue giving ISCOS the necessary support, both financial and otherwise, so that this Strategic Plan can be achieved satisfactorily.

It is also my sincere hope that the Secretariat, as the focal point for the Organization's operations, will uphold the expectations of the Member States and work relentlessly towards the betterment of the lives of our people.

**Hon. Dr. Stephen Chebrot,**

Minister of State in Charge of Transport  
Republic of Uganda

## SECRETARY GENERAL'S MESSAGE

The Intergovernmental Standing Committee on Shipping [ISCOS] was established by Treaty in 1967 by the Governments of Kenya, Tanzania, Uganda and Zambia. Since, then, ISCOS has served its Member States faithfully through tremendous changes and upheavals in the Shipping and Maritime industry, as well as in the global economy.

In recognition of the magnitude of change in the sector, ISCOS' Member States reconsidered the role ISCOS should play and the interests it should serve through a Transformational Protocol in Year 2006 which amended the ISCOS Establishment Agreement of 1967. In this Protocol, ISCOS is expected to play a wide-ranging role in Shipping, the Maritime industry and Global Trade, while at the same time embracing modern-age concerns such as environmental protection, gender sensitivity, health pandemics and information technology.

As with most public sector institutions, ISCOS operates in an environment of high expectations and low funding. Global trade, the shipping and maritime industry and information technology are highly dynamic and in a permanent state of flux. The challenge of matching available resources to expanding needs is one that Governments the world over grapple with every single day of the financial year.

Indeed, ISCOS Member States are no exception. There is renewed focus and attention on Regional Integration and Cooperation. There is massive investment in the development of physical infrastructure such as Roads, Railways and new Ports. There is significant concern about our rapidly-growing populations and their increasing needs and demands. There are new discoveries of natural resources such as Oil and Gas that, if harnessed and planned for well, can transform ISCOS Member States into middle-income countries in a relatively short time. Above all, ISCOS Member States are keenly aware of their place and expected role in the global community, and of the need to ensure that the region is an efficient, business-friendly environment serviced by an educated, well-informed population.

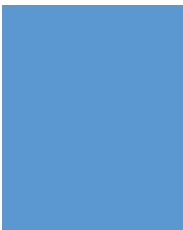
It is in this context that ISCOS has developed its first Strategic Plan, to cover the period 2015/2016 to 2019/2020. The Plan as developed is the result of consultation and collaboration between ISCOS Member State Governments and Stakeholders in the public and private sector in Shipping and Maritime affairs, and in Global Trade. Overall, the Plan aims to increase efficiency and lower the cost of doing business in the region through a multiplicity of interventions, key among them progressive elimination of non-tariff barriers, enhanced regional and international cooperation, embracing and leveraging information technology, and sensitisation and education of the business-active population on better engagement with the international community in global trade.

The Secretariat is keenly aware of the desire of ISCOS Member States for the rapid realisation of the Region's lofty objectives as mentioned above. The Secretariat also appreciates the commitment of the Governments of Kenya, Tanzania, Uganda and Zambia in funding this Strategic Plan over the plan period.

I am grateful for the support received in preparing this Strategic Plan from ISCOS Member States, Stakeholders, Consultants and the Secretariat. I look forward to an exciting journey over the next five years that will yield positive results at the end of the plan period. With the support of ISCOS Member States, Stakeholders and the Secretariat, I have no doubt that these noble aims will not only be achieved, but surpassed.

**Mr. Kenneth Mwige, Secretary General**

## EXECUTIVE SUMMARY



The Republic of Kenya, The United Republic of Tanzania, The Republic of Uganda and The Republic of Zambia formed ISCOS in 1967 to perform, on their behalf, various functions including but not limited to negotiation on freight rates and resisting unjustifiable surcharges and other charges on seaborne cargo. The objectives and functions of ISCOS are defined in the Agreement for the Establishment of ISCOS signed by founding Member States on 16<sup>th</sup> July 1987, as read with the 2006 Protocol Amending the Establishment Agreement.

ISCOS since establishment has not had a strategic plan to guide its operations. The new strategic plan will provide a platform where ISCOS as an organization identifies the challenges that have hindered it from realizing its full mandate as it charts out the course of action required to achieve long-term goals of the organization. After undertaking a detailed situational analysis of its internal and external environment, and reviewing its Mandate, Vision, Mission and Core values the following strategic issues were identified as key focus areas for the plan period;

- Resource- mobilization for sustainability
- Effective and reliable knowledge-management system
- Positioning for relevance and raising of ISCOS' profile
- Enhancing institutional capability and competence to deliver on its mandate.

To realize its vision and mission, ISCOS will focus on the following key strategies goals for the plan period;

- Undertake industry research and disseminate information on emerging contemporary issues in the sector to Member States and other stakeholders
- Advocate and promote efficiency in logistics and economic competitiveness in shipping and trade
- Promote and advocate policy harmonization and informed policy formulation
- Capacity-build importers and exporters on industry best practices
- Enhance ISCOS' internal capability to undertake its mandate
- Resource mobilization for ISCOS and expansion of membership and linkages
- Promote safety, security and environment protection in the sector

This Strategic plan has integrated a Reporting Monitoring &Evaluation framework that will support the implementation process. This however should be integrated into the performance management system and the existing reporting mechanisms and centrally collated for decision-making and external reporting to the various committees. The inherent risks and assumptions for the realization of this plan have also been identified.



## ABBREVIATIONS AND ACRONYMS

AU	African Union
CAF	Currency Adjustment Factor
CCTFA	Central Corridor Transit Transport Facilitation Agency
CFSS	Container Freight Stations
COMESA	Common Market for East and Central Africa
DCC	Dar es Salaam Corridor Committee
EAC	East African Community
GRI	General Rate Increases
HIV/AIDS	Human Immunodeficiency Virus Infection and Acquired Immune Deficiency Syndrome
ICC	International Chamber of Commerce
ICDs	Inland Container Depots
ICT	Information Community Technology
ILO	International Labour Organization
IMO	International Maritime Organization
INCOTERMS	International Commercial Terms
ISCOS	Intergovernmental Standing Committee on Shipping
ITF	International Transport Workers' Federation
KMA	Kenya Maritime Authority
KPA	Kenya Ports Authority
MER	Monitoring, Evaluation and Review Tool
NTBs	Non-Tariff Barriers
OECD	Organization for Economic Co-operation and Development
OVI	Objectively Verifiable Indicator
NC-TTCA	Northern Corridor Transit and Transport Coordination Authority
PESTLE	Political, Economic, Social, Technological, Legal and Environmental
PMAESA	Port Management Association of Eastern and Southern Africa
RECs	Regional Economic Communities
SADC	Southern African Development Community
SCs	Shippers Councils
SP	Strategic Plan
SUMATRA	Surface and Maritime Transport Regulatory Authority
SWOT	Strengths, Weaknesses, Opportunities and Threats
THCs	Terminal Handling Charges
TMEA	Trademark East Africa
TOR	Terms of Reference
TPA	Tanzania Ports Authority
UNCTAD	United Nations Conference on Trade and Development
UNECA	United Nations Economic Commission for Africa
USAID	United States Agency for International Development
VDS	Vessel Delay Surcharges
WCO	World Customs Organization
WTO	World Trade Organization





# INTRODUCTION

## 1.1. ISCOS Background

In the 1960s, Member States' trade experienced increased transport costs arising from surcharges imposed on the trade by the liner shipping operators. More specifically, trade was experiencing negative effects arising from the closure of the Suez Canal and the surcharges applied after its closure. In realization of these challenges, and given the common interests which the regional states shared, the four Member States of; The Republic of Kenya, The United Republic of Tanzania, The Republic of Uganda and The Republic of Zambia formed ISCOS in 1967 to perform, on their behalf, various functions including but not limited to negotiation on freight rates and resisting unjustifiable surcharges and other charges on seaborne cargo. A Permanent Secretariat headed by a Secretary General was established in 1974 to coordinate ISCOS activities. The Secretariat is headquartered in Mombasa, Kenya. In 1987, Member States signed an Agreement legally establishing the institution.

To date, ISCOS's activities have expanded to take care of the changing patterns in world trade, especially the liberalization of regional economies, globalization, technological advancement, and other economic developments in global commerce. For this purpose in April, 2006 a Protocol amending the 1987 agreement was signed to accommodate these new developments.

ISCOS activities are funded by Member States on equal basis either through direct contributions or user service charge. ISCOS programs have also attracted interest from Development Partners who come in from time to time to support some of its programs.

## 1.2 ISCOS Member States & Stakeholders

### ISCOS Member States

The current ISCOS members are The Republic of Kenya, The United Republic of Tanzania, The Republic of Uganda and The Republic of Zambia. Membership is open to other Eastern, Central and Southern Africa countries. Membership comprises Full Members and Associate Members. Full Membership is open to States. Associate Membership is open to organizations associated with shipping and maritime activities.

### ISCOS Stakeholders

ISCOS stakeholders include but are not limited to:-

- The Member States: The Republic of Uganda, The United Republic of Tanzania The Republic of Kenya and The Republic of Zambia
- Potential members that have been engaged.
- Other African Members of state in Eastern, Central, and southern African countries
- The ISCOS Assembly

- The ISCOS Co-ordination Committee
- The ISCOS Technical Committees
- ISCOS associate members
- Port and harbor management authorities: Kenya Ports Authority (KPA), and Tanzania Ports Authority (TPA).
- Surface and Maritime Transport Regulatory Authority (SUMATRA)
- Mpulungu Port (Republic of Zambia)
- Port bell (Republic of Uganda)
- Kenya Maritime Authority (KMA)
- Port Management Association of Eastern and Southern Africa (PMAESA)
- Other Government agencies
- Customs and other border agencies (Kenya, Uganda, Tanzania and Zambia)
- International Organizations ( IMO; AU; UNCTAD- United Nations Conference on Trade and Development Africa Maritime Transport Charter; UNECA – United Nations Economic Commission for Africa; WTO-World Trade Organization; WCO- world customs organization; OECD-Organization for Economic Co-operation and Development; Land locked developing countries and small island developing states UN-OHRLLS )
- Regional Economic Communities ( EAC, SADC, COMESA, NEPAD)
- Regional transport corridors (NCTTCA, CCTTFA and DCC)
- Development partners – TMEA ; AfDB – Africa Development Bank ; USAID, PTA Bank; GLZ- German ; JICA- Japan International Corporation; World Bank
- Commodity organizations (importers and exporters) such as Sugar boards, Tea boards, Coffee Boards, Flowers and horticulture groups Grain handlers, Cloves handlers and Cotton boards
- Chambers of commerce for the various countries
- Association of manufacturers
- Gas and Oil handlers
- Minerals and precious stones ( copper, cobalt) handlers
- Terminal operators
  - o Container Freights Stations
  - o Cargo consolidators
  - o Freight forwarders and their associations
  - o Berth operators
  - o Inland Container Depots (ICDs)
- Shippers councils
- Shipping lines, Ships agents association and National shipping line
- Transporters:
  - o Road transporters associations
  - o Pipeline companies
  - o Railway corporations and concessions
- Maritime training institutions
  - o Bandari College- Republic of Kenya and United Republic of Tanzania
  - o Dar es Salaam maritime institutions
  - o Public and private universities
- Other institutions – private and public institutions
- Consultants/contractors/suppliers
- General public and media

## 1.3 Rationale for Strategic Planning at ISCOS

ISCOS since establishment has not had a strategic plan to guide its operations. This will be the first strategic plan for ISCOS. The strategic plan will provide a platform where ISCOS as an organization identifies the challenges that have hindered it from realizing its full mandate. Some of this includes staff issues, challenges in resource mobilization and emergence of other RECs with duplicating roles. More so, the organization is experiencing other challenges such as having an adequate and effective ICT infrastructure to facilitate information management within the organization.

Strategic planning is an organisational development tool that produces fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it. It requires broad-scale information gathering, an exploration of alternatives, and an emphasis on the future implications of present decisions.

Strategic planning is the process of developing and analyzing the organization's vision, mission, overall goals, general strategies, and allocating resources. It charts out the course of action required to achieve long-term goals of the organization. Goals focus on desired changes that the organization is committed to achieve. They are the ends that the organization strives to attain. Thus, the strategic plan involves adapting the organization to take advantage of opportunities in its constantly changing environment. ISCOS fully embraces this principle and seeks, through this Strategic Plan, to focus on results for its Member States. . Further, Strategic Planning provides a mechanism for interfacing organizational plans, goals, objectives and activities with those of Member States and key institutions in the shipping and maritime sectors in the region.

Implementing the proposed plan will enable ISCOS to diversify its resource mobilization to avoid over reliance on member states. The organization will also have an improved public image and a proper knowledge management system in place. Lastly this plan will enable ISCOS enhance its internal capabilities to deliver fully on its mandate.

### 1.3.1 Objectives of the Strategic Plan

The new Strategic Plan is expected to provide ISCOS with a renewed and revitalized pathway towards consolidating its current gains, utilizing new and innovative ways of doing business and breaking new grounds to build and expand its horizons in the implementation of its Establishment Agreement and Protocol as better set out in the Transformation Report (April 2006). The strategic plan will help ISCOS achieve its mandate through;

- Providing strategic direction and focus with regard to the new expanded mandate
- Positioning the organization strategically in relation to the dynamics of the internal and external environment
- Providing a rational framework for effective governance and management
- Charting a rational course for organizational growth and development

The new strategic plan will shape ISCOS' thematic focus, administrative and financial direction and resource utilization.



# INSTITUTIONAL REVIEW

## 2.1 Introduction

### 2.1.1 ISCOS Objectives and Functions

ISCOS objectives have been adjusted from time to time in order to reposition the organization to play a significant role in regional shipping and maritime issues. The objectives and functions of ISCOS as defined in the Agreement for the Establishment of ISCOS signed by founding Member States on 16<sup>th</sup> July 1987, as read with the 2006 Protocol Amending the Establishment Agreement are as follows:-

#### Objectives (Article II)

The objectives of ISCOS shall be:-

- To contribute to the development of maritime economy and harmonization of national maritime policies of the governments
- Serve the regional and international community as a one-stop centre of excellence for regional maritime matters and total logistics;
- Ensure that the region is served by adequate and competitive shipping services;
- Promote public and private sector investments in international and coastal shipping services and inland waterways;
- Coordinate and promote the development of the maritime transport sector within the region and its integration into the African region as a whole;
- Facilitate the contracting parties to ratify and implement international maritime conventions and agreements on, among others, shipping safety, security, maritime pollution and training.

### 2.1.2 ISCOS Functions

ISCOS performs the following functions on behalf of the Members:-

- Advising the Governments on the best means of containing the increases in freight rates and transport costs or other adverse changes within the shipping industry;
- Undertaking research and compiling statistical data with a view to advising the Governments on the level and structure of freight rates, port-operating costs, conditions of marine carriage and other factors related to sea transportation;
- Conducting negotiations with shipping conferences, ship owners, operators of shipping lines and other related bodies concerning freight rates and conditions of maritime transport;
- Carrying out studies upon request of any of the Member Governments;
- Undertaking consultations with stakeholders for the adoption of common positions by contracting parties on maritime matters and/or in multilateral negotiations with third party countries or international and regional maritime organizations;

- Promoting various bodies and activities which are likely to facilitate the development of maritime and inland waterways sectors and in particular, acting as an early- warning centre on shipping matters, and providing statistical and economic analysis of maritime transport and inland waterways sectors;
- Encouraging the development and strengthening of national shipper associations, and other institutions in the Member States;
- Promoting mechanisms and developing strategies aimed at improving the flow of traffic through the region's ports;
- Participating in strengthening intra-regional cooperation for each category involved in maritime transport, shipping companies, ports and port operators, shippers, clearing and forwarding agents and cargo-consolidators;
- Intensifying consultations between the contracting parties and cooperation between the maritime administrations with a view to harmonizing and improving the operating conditions of the entire maritime transport system;
- Defining and advising contracting parties regarding sector-based policies and common standards in the fields of shipping services, development of indigenous Multimodal Transport Operators (MTOs), port operations and modalities of enhancing services to landlocked countries;
- Advising contracting parties regarding vessel inspection requirements with a view to improving the safety of shipping and protection of the marine, river and lake environment;
- Promoting, articulating and coordinating effective partnerships between governments and the private sector in enhancing investment in and management of deep-sea, coastal, multimodal and inland waterways services;
- Facilitating the development and growth of a viable/efficient regional deep-sea and coastal shipping industry, inter alia, ship owning, registration, operation, chartering and promotion of joint ventures and alliances to achieve economies of scale;
- Advising contracting parties on the commercial implications of the maintenance of the safety and security of maritime transport services including advising on matters relating to integrated coast guard services, port state control and joint search and rescue operations;
- Strengthening maritime training institutions and harmonizing training programs for both sea-going and shore-based personnel;
- Advising contracting parties on ways and means of maintaining a competitive maritime and inland waterways transport service with a view to effectively contributing to poverty alleviation in the region;
- Sensitizing the contracting parties on matters of development of human resources, gender matters in shipping, the HIV scourge and any other pandemics in the maritime sector;
- Providing technical assistance to contracting parties in adopting/acceding to relevant maritime conventions, particularly those concerning safety of life and property at sea, carriage of goods by sea, oil pollution, marine environment protection and ship and port facility security;
- Coordinating and facilitating shipper organizations in freight cost consultations/ negotiations with terminal and transport operators;
- Promoting the establishment of regional shipping lines with private sector participation;

- Encouraging contracting parties to establish open- ship registers in order to attract investment in shipping;
- Carrying out any other function as members may direct from time to time in the attainment of the objectives of the organization.

### 2.1.3 ISCOS's Mandate, Vision, Mission & Core Values

#### 2.1.3.1 Mandate

To facilitate international trade in shipping by:

- Promoting the development of maritime, inland water ways and other inter modal transport systems and practices; public and private sector investments; Efficient Logistics and competitive shipping services.
- Undertaking industry research, and strengthening and promoting the establishment of Shippers Councils through capacity building.
- Advocating for maritime safety, security, and environmental protection.
- Advocating for policy harmonization and implementation of International and regional maritime agreements and conventions by members.

#### 2.1.3.2 Vision statement

*"Africa's centre of excellence for shipping and maritime matters"*

#### 2.1.3.3 Mission statement

*"To promote and advocate for efficient and competitive shipping and maritime services in Eastern, Central and Southern Africa"*

#### 2.1.3.4 Our Core Values

ISCOS shall be guided by the following core values (Acronym: PECITI) in all its operations;

- **Professionalism** - Observing ISCOS' establishing Protocol and Transformative report, codes of conduct and using skills proficiently when offering services.
- **Equity and Diversity** - Fairness and inclusiveness at the work place
- **Collaboration and Engagement**- Commitment to working together with strategic partners and our stakeholders
- **Integrity, Transparency & Accountability**- Honesty, openness, ethical and a sense of responsibility in our daily undertakings
- **Teamwork**- Synergy through supporting and working together amongst staff.
- **Innovation**- Introducing and developing new ideas to enable organisation's growth

### 2.2 ISCOS's Current Structure

ISCOS is currently run through a Secretariat based in Mombasa, in the Republic of Kenya. The Secretariat is headed by the Secretary General who is the Chief Executive Officer. The day to day operations of the Secretariat are guided by the Secretary General with the Assistance of two Directors and Manager Finance & Administration heading the following respectively; The Directorate of Trade Facilitation and Policy Harmonization; the Directorate of Directorate of Shipping, Ports and Freight Services; and the department of Finance and Administration.



The Secretariat is supervised and guided by various Technical Committees composed of membership from the Member States. At the moment the Secretariat has only four Member States namely; The Republic of Kenya, The United Republic of Tanzania, The Republic of Uganda, and The Republic of Zambia. There are no Associate Members recruited into ISCOS yet.

The Organs of the organization with their respective roles as provided in the establishing Protocol are as follows:-

### 2.2.1 The Assembly

The Assembly consists of:-

- **Full Members:** comprising Ministers responsible for maritime transport or any other ministers or plenipotentiaries designated by the Governments. The Minister, for purposes of the meeting has all the powers, duties and responsibilities of the Member State for whom that person is acting.
- **Associate Members:** These are Chief Executive officers or the designated officers of organizations mentioned in Article III paragraph (b) of the Protocol. The designated officer for purpose of the meeting has all the powers, duties and responsibilities of the Member State for whom that person is acting.

### 2.2.2 The Co-ordination Committee

The Co-ordination Committee comprises representatives from contracting parties as provided for in Article III of the Protocol as follows:-

- Full Members: Permanent Secretaries or their designated representatives who shall be senior officers of the Government. The Officer, for purposes of the meeting has all the powers, duties and responsibilities of the Member State for whom that person is acting.
- Associate Members: Senior Officers appointed to serve on the Co-ordination Committee by the respective Chief Executive Officer for purposes of the meeting, and who have all the powers, duties and responsibilities of the Member State for whom that person is acting.

### 2.2.3 The Technical Committees

There shall be Permanent Technical Committees established by the Assembly. The Technical Committees are composed of representatives of Full Members and Associate Members designated for that purpose.

The Technical Committees are as follows

- Technical committee on finance, administration and resource mobilization
- Technical committee on trade facilitation
- Technical committee on safety, security and maritime environment
- Technical committee on legal, membership and credentials, and international relations.

### 2.2.4 The Secretariat

The Secretary General is the chief executive officer of the Secretariat and represents the organization in the exercise of its legal personality. The Secretary General is deputized by Deputy Secretary General both of whom are appointed by the Assembly. The rest of the

Secretariat is constituted by Directors, Managers, Officers and General and Supporting Staff. The current staff level at the Secretariat is eight (8) members of staff against an Establishment of twenty nine (29) members, indicating a severe understaffing of twenty One (21) members of staff at the secretariat.

The current staffing level is as presented in Table: 1

### 2.2.4.1 Staffing levels

Position	Level	Establishment	Number In Post.	Variance
The Assembly	Full Members	4	4	-
	Associate Members	0	0	-
The Co-ordination Committee	Full Members	4	4	-
	Associate Members	0	0	-
The Technical Committees	Technical committee on finance, administration and resource mobilization	1	1	-
	Technical committee on trade facilitation	1	1	-
	Technical committee on safety, security and maritime environment	1	1	-
	Technical committee on Legal, Membership and Credentials, and International Relations.	1	1	-
Members	Full Members	4	4	-
	Associate Members	0	0	-
<b>Total</b>		<b>16</b>	<b>16</b>	<b>-</b>
The Secretariat	Secretary General	1	1	-
	Deputy Secretary General	1	0	(1)
	Directors	4	2	(2)
	Managers	6	1	(5)
	Officers	10	2	(8)
	Support staff	7	2	(5)
	<b>TOTAL</b>	<b>29</b>	<b>8</b>	<b>(21)</b>

Table 1: Staffing levels

## 2.3 Performance Analysis

### 2.3.1 ISCOS Current Programs for 2014/15

ISCOS is currently involved in numerous activities through its directorates which are listed in Table: 2.3.1.1 to 2.3.1.4. The activities include;

- Expansion of ISCOS' Membership to cover the regional states of Eastern, Southern and Central Africa, particularly; The Republic of Burundi, The Democratic Republic of Congo, The Republic of Malawi, The Republic of Mozambique, The Republic of Rwanda and The Republic of South Sudan;
- Conducting sensitization programmes among its Member States' stakeholders on appropriate use of International Commercial Terms (INCOTERMS) , on regional imports and exports;
- Promoting and articulating effective partnership between governments and private sector in enhancing investment in management of deep-sea, coastal, multimodal, and inland waterways services;
- Promoting the development of the maritime transport sector within the region and its integration into the African region as a whole through workshops and seminars;
- Strengthening, coordinating and facilitating national shippers' councils in mitigation of unfavourable transport costs and terms of trade through consultations/negotiations with terminal and transport operators in view of reducing the cost of doing business in east central and southern African region;
- Undertaking studies on performance of Coastal and Inland ports in Member States;
- Collection of data on maritime issues with a view to making informed decisions;
- Setting up modalities of cooperation with ports authorities and CFSs with a view to addressing issues that affect shippers on an on-going basis.

Currently, ISCOS is constituted into two directorates, one department and Secretary General's office each undertaking different activities.

**i) Directorate of Trade Facilitation and Policy Harmonization** which has the following programs as tabulated below;

#### 2.3.1.1 Programs in the Directorate of Trade Facilitation and Policy Harmonization 2014/15

Program Title	Program Goal	Program Scope
Research and Appraisal of Inland Transport Costs	Research on and Appraisal of route-costs in ISCOS trade corridors and Survey on main entry points of ISCOS Member States	<ul style="list-style-type: none"> <li>• Northern and Central Corridor in Member States,</li> <li>• Dar es Salaam Corridor in Member States</li> </ul>
Advocacy for Policy Change in Marine Insurance and Freight Practices.	Advocacy for policy change in Member States' Marine Insurance and Freight practices	ISCOS Member States
Monitoring, Reporting and Resolving NTBs from Ports to Hinterland	Real-time monitoring, reporting and resolution of Non-Tariff barriers from the seaports of Dar and Mombasa to the hinterland	ISCOS Ports, Border posts and Corridors

Table 2: Programs in the Directorate of Trade Facilitation and Policy Harmonization

- i) **ii) Directorate of Shipping, Ports and Freight Services which has the following programs as tabulated below;**

### 2.3.1.2 Directorate of Shipping, Ports and Freight Services for year 2014/15

Program Title	Program Goal	Program Scope
Monitoring Ports Performance, Charges and other Surcharges at members state Ports	Monitor port performance and other charges/surcharges at Member State ports	- Mombasa port - Tanga port - Dar es Salaam port - Zanzibar port
	Participate and contribute to scheduled port community meetings at Dar es Salaam and Mombasa Ports	- Dar es Salaam port - Mombasa port
Shipper Awareness, Promotion and Strengthening of Shipper Institutions.	To empower shippers with skills in negotiating with service providers for better terms	- United Republic of Tanzania - Republic of Zambia
	Promotion and strengthening of Shippers' Councils (SC's) in the region	- Republic of Kenya - Republic of Uganda - Republic of Zambia - United Republic of Tanzania

Table 3: Directorate of Shipping, Ports and Freight Services for year 2014/15

- iii) **Office of the Secretary General which has the following programs as tabulated below;**

### 2.3.1.3 Office of the Secretary General programs for the year 2014/15

Program Title	Program Goal	Program Scope
Expansion of ISCOS Membership	Invite potential Member States to Join ISCOS.	South Sudan, Rwanda, and Burundi
Cross Sector Collaboration and Policy Harmonisation	Collaboration with Regional and International Organizations.	Regional and International Organizations

Table 4: Office of the Secretary General programs for the year 2014/15

- iv) **Department of Finance and Administration** which has the following programs as tabulated below;

### 2.3.1.4 Department of Finance and Administration programs 2014/15

Program Title	Program Goal	Program Scope
Financial Reporting and Budgeting	<ul style="list-style-type: none"> <li>- Preparation of monthly and quarterly management reports and Accounts</li> <li>- Facilitate the Audit of 2013-14 Accounts</li> <li>- Review and advice on the implementation of modern Financial systems, Stores, etc</li> <li>- Benchmark on modern themes in Budgeting/ Financial reporting systems</li> <li>- Facilitate and aid the Implementation of decisions of the Technical Committee on Finance and Administration</li> <li>- Coordinate the preparation of Budget and Work programme</li> </ul>	Secretariat
Administration	<ul style="list-style-type: none"> <li>- Response to routine administrative and office running matters</li> <li>- Aid the successful delivery of organisation's events, meetings, workshops, seminars.</li> </ul>	Secretariat
Corporate Governance	<ul style="list-style-type: none"> <li>- Strengthen corporate governance through improvement of systems and procedures</li> </ul>	Secretariat

Table 5: Department of Finance and Administration programs 2014/15

### 2.3.2 ISCOS Shortfalls

ISCOS lacks adequate funding to finance and properly execute its mandate fully. The current staffing levels are not adequate to perform all the functions as spelt out in the Establishing Protocol and ISCOS has to outsource some of its core activities. This has limited growth of the organization and expansion of its programs to adequately address ISCOS mandate.

The membership of ISCOS has not grown since it was established despite the provision for expansion of membership from States in East, Central and Southern Africa. ISCOS since establishment does not have any associate members despite provision for recruitment of Associate Members.

### Implications for Planning

1. ISCOS should build on its successes and further position itself to exploit available opportunities
2. The factors that led to lower-than-expected performance should be identified and avoided in the next Plan.
3. ISCOS must seek alternative sources of income and reduce reliance on remittances from Member States
4. ISCOS should focus on raising its profile for relevance and positioning in the region and avoid being overshadowed by other emerging bodies with overlapping roles and responsibilities

### 2.3.3 ISCOS Key Achievements

In pursuit of its mandated objectives, ISCOS has realised several achievements some of them being beneficial to the Member States' economies and the rest specifically benefiting shippers (Exporters and Importers). The achievements so far made are summarized as follows:-

- Creation of a formal platform for undertaking consultations with stakeholders for the adoption of common position by contracting parties on maritime matters and/or in multilateral negotiations with third party countries or international and regional maritime organizations;
- Is an acknowledged Centre of excellence for Consultation/negotiations with shipping lines over general rate increases (GRI) contract freight rates for the carriage of marine cargo by sea, bunker and fuel adjustment factors (CAFs) Ports/terminal handling charges (THC's) Vessel Delay Surcharges (VDS) etc. which has led to stabilization of ocean freight rates;
- Reduction or removal of unfair and unsubstantiated pricing mechanisms often used by the liner shipping operators;
- Promoted various bodies, and activities which are likely to facilitate the development of the maritime and inland waterways sectors and in particular, getting early warnings on shipping matters, and provided statistical and economic analysis of the maritime transport and inland waterways sectors;
- Sensitization of maritime stakeholders on appropriate use of International Commercial Terms (INCOTERMS) and best practice in maritime transport;
- Developed and strengthened national shipper associations in Member States;
- Participating in intra-regional cooperation for each category involved in maritime transport: shipping companies, ports and port operators, shippers, clearing and forwarding agents, cargo consolidators, etc through ISCOS as one-stop centre;
- Enhanced cooperation between the national maritime administrations with a view to harmonizing and improving the operating conditions of the entire maritime transport system in the region;
- Defined and well advised contracting parties regarding sector-based policies and common standards in the fields of shipping services, port operations and modalities of servicing landlocked countries;
- Well advised contracting parties regarding vessel inspection activities with the view to improving the safety of shipping and protection of the marine, rivers and lakes environment;
- Promoted, articulated and co-coordinated effective partnership between governments and private sector in enhancing investment in and management of deep-sea, coastal, multimodal, and inland waterways services;
- Provision of advice to contracting parties on commercial implications of the maintenance of the safety and security of maritime transport services including matters relating to integrated coast guard services , port state control and joint search and rescue operations;
- Sensitized contracting parties on matters of development of human resources, gender matters in shipping and HIV Aids scourge and other pandemics in the maritime sector;
- Assisted contracting parties in adopting/acceding to the relevant maritime conventions, particularly those concerning safety of life and property at sea, carriage of goods by sea, oil pollution, marine environment protection, ship and port facility security;
- Coordinated and facilitated shipper organizations in freight cost consultations/negotiations with terminal and transport operators;
- Coordinated and promoted the development of the maritime transport sector within the region and its integration into African region as a whole;

## SITUATION ANALYSIS

ISCOS operates in an environment that is influenced by external and internal forces. The key forces are categorised under Political, Ecological, Legal, Social, and Technological factors.

### 3.1 Environmental Scan

#### ISCOS External Environment Analysis

##### Political

Emerging issues likely to impact on ISCOS operations;

- Frequent change of government office holders in the various Member States' key ministries working with ISCOS
- Political regime change in Member State governments impacting on continuity and the institutional memory of ISCOS
- Operations and investment opportunities of the Secretariat can be affected negatively by political tensions among Member States.
- The lack of political good will amongst Member States likely to affect membership, ratification of agreements and contributions to support the operations of ISCOS.
- Political instability in the region affecting mobility of factors of production and goods, destruction of property, life and development of key infrastructure.
- Terrorism and piracy which has increased the cost of doing business especially cost of insurance and freight rates.
- Weak governance and increased cases of corruption continue to make the region uncompetitive further escalating cost of doing business, making the region unattractive to foreign investors
- Different independent constitutions and government policies amongst member countries affecting policy harmonization
- Different political reforms and policy reviews of Member States likely to cause policy reversals or change of strategic direction of ISCOS.
- Emerging and existing regional economic communities (RECs) - duplication of efforts and cost to Member States.
- Difficulty in harmonization of regional and national policies.
- Different political ideologies and foreign policy by Member States.
- Member States being supporters of RECs with conflicting interests.
- Bureaucratic decision making, implementation, and administration procedures.

##### Ecological Issues

- The impact of global warming on Member States has continued to impact negatively on Member States agricultural production, prices of basic commodities, destruction of infrastructure and shift of government priorities to focus on poverty-alleviation at the expense of economic development.
- Illegitimate trade of natural resources e.g. poaching of wildlife and endangered species.

- Environmental pollution has impacted negatively on marine life and the shipping sector due to the high cost of containing the effect of pollution through use of cleaner fuel and efficient engines.
- Global pressure to preserve nature has led to a clamour for development of green ports and other initiatives such as the IMO-Nairobi Convention on wrecking of sunken ships.

## Legal Issues

- Non-Ratification of the Protocol by Member States and harmonization of bilateral agreements and treaties.
- Independent Constitutions and other emerging issues unique to Member States may create hurdles in the full implementation of the Protocol establishing ISCOS.
- Legislation may be required to incorporate new members and enhance the Legal Capacity to implement regional policies.
- Proliferation of regional organizations causing Multiplicity of roles played by some members (ports and harbours)
- Inadequate legal/administrative mechanisms to implement decisions by ISCOS and lobby national governments on critical issues e.g decisions on THCs in 1994 and Service Charge in 1995.
- Conflicting Member States Acts of Parliament establishing various regulatory institutions with divergent socio-economic policies
- Inadequate capacity to interpret national laws and synchronize gaps to implement critical Acts of Parliament by Member States and establish linkages with critical related ministries Member States to inform/influence policy.

## Technological Issues

- Ability to keep up with constantly-changing technology, high cost of ICT infrastructure acquisition and availability of adequate skilled personnel are key challenges.
- Adoption of emerging ICT innovations on business processes exposes the industry to ICT threats and security concerns such as Cyber- crime.
- Increased need from stakeholders for a robust information sharing and knowledge management system to enhance linkages and collaborations

## Economic Issues

- Pursuit of different economic policies and competing government priorities amongst Member States on recurrent and development expenditure has significantly affected investment in infrastructure which undermines growth of the sector especially marine and inland water ways economies of Member States
- High cost of capital, inflation rates, levels of taxation, cost of energy and weak Member States currencies against the dollar impacts heavily on growth and development of the sector.
- Lack of adequate capacity to develop adequate, competent and skilled personnel to support emerging needs and issues such as piracy and marine pollution
- Different levels of economic growth and development amongst Member States coupled with Global and regional economic performance and trends impacts directly on the performance of the sector.
- Prevalent insecurity and safety concerns in the region have contributed to the high cost of doing business while keeping off potential investors in the sector.



- Cash flow problems/late or non-contribution of quota budgets by Member States
- Low Intra regional trade and existence of many NTBs in Member States
- Dutch Disease – loss of focus of the traditional economic activities in preference to the new emerging economic activities eg gas, oil and exploitation of other natural resources
- Emergence of other Regional Economic Communities ( RECs) with duplicating roles and inadequate mechanisms to work with individual Member States

## Social Issues

- High unemployment levels and general poverty has contributed to high insecurity and undermine growth of the sector amongst the Member States , resulting into increased vices such as poaching, terrorism, illegal trade activities in the sector etc.
- Inability to incorporate emergent unique social issues and needs affecting Member States such as population growth, rural urban immigration, HIV/AIDS and other emerging diseases such as Ebola, food security, provision of social amenities amongst others.
- Different demographic dynamics of the Member States and unequal endowment of natural resources.

### 3.1.1 Analysis of External environment to establish strengths and weaknesses

The analysis of ISCOS's Political, Economic, Social, Technological, Legal and physical Environmental (PESTLE) factors was undertaken to determine and review the major parameters that will impact on ISCOS's performance and assist in deriving strategies for optimising the realisation of ISCOS's objectives over the envisaged plan period. Resulting from the analysis strength and weaknesses were identified as outlined in Table: 6

#### 3.2.1.1 Strengths

Factor Analysed	Strengths Identified
Political Issues	<ul style="list-style-type: none"> <li>- Continued political good will from Member States</li> <li>- Consistent remittance of budget quotas by Member States</li> </ul>
Ecological Issues	<ul style="list-style-type: none"> <li>- Rich and diverse ecological heritage</li> <li>- Well established national institutions for collaboration</li> </ul>
Social	<ul style="list-style-type: none"> <li>- Untapped cultural diversity</li> <li>- Growing middle class</li> <li>- CSR opportunities</li> </ul>
Technological Issues	<ul style="list-style-type: none"> <li>- Increased adoption of emerging technologies and innovations</li> <li>- Ease of Access to information</li> </ul>
Legal Issues	<ul style="list-style-type: none"> <li>- ISCOS Establishing protocol signed by Republic of Kenya, Republic of Uganda, United Republic of Tanzania and Republic of Zambia</li> <li>- Expanded mandate from the signed Transformation Report of April 2006</li> </ul>
Economic	<ul style="list-style-type: none"> <li>- Growing focus on the region by Western and Asian Countries for Foreign Direct Investments</li> <li>- Growing middle class economies</li> </ul>

Table 6: Strengths

### 3.2.1.2 Weaknesses

Factor Analysed	Weakness Identified
Political Issues	<ul style="list-style-type: none"> <li>- Different Constitutions and Multiple independent legislation by different Member States</li> <li>- Different government priorities after change of government regimes due to elections</li> <li>- Bureaucracy in Member States governments</li> </ul>
Ecological Issues	<ul style="list-style-type: none"> <li>- Different and conflicting conservation policies</li> <li>- High cost of conservation</li> <li>- Weak enforcement mechanism for compliance</li> </ul>
Social Issues	<ul style="list-style-type: none"> <li>- High Poverty and un-employment levels amongst Member States</li> <li>- Different social and demographic dynamics</li> <li>- Different ethnicity with diverse languages creating communication barriers</li> </ul>
Technological Issues	<ul style="list-style-type: none"> <li>- High cost of infrastructure due to technological dynamism</li> <li>- Lack of adequate, affordable and qualified personnel</li> </ul>
Legal Issues	<ul style="list-style-type: none"> <li>- Lack of capacity to enforce ISCOS policies and agreements</li> <li>- High bureaucracy unattractive to investors</li> <li>- Weak Enforcement mechanism;</li> </ul>
Economic issues	<ul style="list-style-type: none"> <li>- High cost of doing business unattractive to potential investors in the sector</li> <li>- Existence of NTBs in the region</li> <li>- Different Currencies in the region</li> <li>- Different economic levels of development amongst Member States.</li> <li>- Inadequate funding for the secretariat.</li> </ul>

Table 7: Weaknesses

These weaknesses, and other issues which may be identified, need to be addressed so that ISCOS can achieve its goals.

### 3.1.2 Analysis of external environment to identify opportunities and threats

The analysis of ISCOS's Political, Economic, Social, Technological, Legal and physical Environmental (PESTLE) factors was undertaken to determine and review the major parameters that will impact on ISCOS's performance and assist in deriving strategies for optimising the realisation of ISCOS's objectives over the envisaged plan period. Resulting from the analysis strength and weaknesses were identified as outlined in Table: 8

### 3.1.2.1 Opportunities

Factor analysed	Opportunity identified
Political factors	<ul style="list-style-type: none"> <li>- Continued membership of Member State offers an opportunity for lobbying of articulation of policy matters within Member States political-legal framework for articulation of ISCOS Protocol</li> <li>- Create a legal/operation framework to engage national and regional policy making institutions.</li> </ul>
Economic factors	<ul style="list-style-type: none"> <li>- Common interest in development of the sector due to inherent core economic activities amongst Member States offers opportunity for more collaboration and policy harmonization to strengthen and reposition ISCOS as a resource centre in the region.</li> <li>- The Member States profile offers an opportunity for establishment of collaborations and linkages with other international and regional bodies in the sector and recruitment of more members and associate members.</li> <li>- Fronting of Public Private Investment opportunities in the sector.</li> </ul>
Social factors	<ul style="list-style-type: none"> <li>- Strong emerging middle class amongst Member States offers opportunities for ISCOS for engagement through Private Public Partnership initiatives</li> <li>- Improved social stability amongst Member States offers an opportunity for ISCOS to engage Member State more and attract associate membership from them</li> <li>- Improved standards of living and quality of hospitality.</li> </ul>
Technological factors	<ul style="list-style-type: none"> <li>- Opportunity for better information sharing and knowledge management within ISCOS</li> <li>- Reduction on operational cost and improved efficiency and accountability.</li> </ul>
Legal factors	<ul style="list-style-type: none"> <li>- Opportunities for collaboration and Linkages with other institutions</li> <li>- High compliance, appropriate disputes and conflicts resolution</li> <li>- Increased investor confidence and growth of membership and associate membership.</li> </ul>
Ecological factors	<ul style="list-style-type: none"> <li>- Opportunity for exploitation of untapped and diverse natural resource by public private investors</li> <li>- Sustainable industry</li> </ul>

Table 8: Opportunities

### 3.2.1.3 Threats

Factor analysed	Threats identified
Political Factors	<ul style="list-style-type: none"> <li>- Lack of political goodwill due to multiple vested and conflicting interests.</li> <li>- Change of government policies and priorities</li> </ul>
Economic Factors	<ul style="list-style-type: none"> <li>- Low investment due to the high cost of doing business</li> <li>- Emergence of RECs with similar responsibilities and competing for the same opportunities</li> <li>- High inflation rates and cost of capital/credit making investment in the sector unattractive</li> <li>- High rates of unemployment leading to increased crime</li> <li>- Under-developed and inadequate infrastructure</li> </ul>
Social Factors	<ul style="list-style-type: none"> <li>- Increased insecurity, terrorism and other social vices</li> <li>- Lack of awareness on the importance of the sector and the role of ISCOS</li> </ul>
Technological factors	<ul style="list-style-type: none"> <li>- Obsolescence of current technology</li> <li>- High rate of Cyber crime</li> <li>- Weak legal framework to address ICT crimes in the region</li> </ul>
Legal factors	<ul style="list-style-type: none"> <li>- Low attraction of foreign direct investments</li> <li>- Low compliance and enactment of ISCOS' Protocol, agreement and treaties</li> </ul>
Ecological factors	<ul style="list-style-type: none"> <li>- Ecological degradation and resource- depletion</li> </ul>

Table 9: Threats

### 3.1.3 Analysis of Internal environment to identify opportunities and threats

A detailed SWOT analysis of the ISCOS's Internal environment was undertaken. Resulting from the analysis Strengths, Weaknesses, opportunities and threats were identified as outlined in Table 10;

#### 3.2.2.1 SWOT Analysis – Internal

Strengths	Weaknesses
<b>Services:</b> <ul style="list-style-type: none"> <li>• Consistently improving on service delivery,</li> <li>• Wide range of functions,</li> <li>• Member States are growing economies,</li> <li>• In existence since 1967 with a wealth of experience in the industry,</li> <li>• Goodwill from the Member States,</li> <li>• Leader in maritime and trade policy matters,</li> <li>• Strong financial management systems and controls,</li> <li>• Non-partisan and technical organization,</li> <li>• Accountability and transparency.</li> </ul>	<b>Staff establishment</b> <ul style="list-style-type: none"> <li>○ Understaffing /unfilled Vacancies,</li> <li>○ Inadequate activity by the Technical Committees,</li> <li>○ Limited staff development,</li> <li>○ Inadequate funding affecting staffing levels.</li> </ul> <b>Mobilization of resources</b> <ul style="list-style-type: none"> <li>○ Inadequate funding,</li> <li>○ Sources of fund mobilization not diverse,</li> <li>○ Conditions attached by donors for funding,</li> <li>○ Existence of other organizations duplicating ISCOS roles competing for resources,</li> <li>○ Lack of transparency in funding.</li> </ul>

Strengths	Weaknesses
<p><b>Skills:</b></p> <ul style="list-style-type: none"> <li>• Investment in skills development both personal and organizational,</li> <li>• Strong institutional memory,</li> <li>• Strong negotiation and lobbying skills.</li> </ul> <p><b>Human resource</b></p> <ul style="list-style-type: none"> <li>• Diversity of staff culture,</li> <li>• High level of information communication technology skills,</li> <li>• Internal career progression opportunities,</li> <li>• Empowered staff,</li> <li>• Clear organizational Roles and responsibilities.</li> </ul> <p><b>Culture:</b></p> <ul style="list-style-type: none"> <li>• Clear understanding of the overall organization goals,</li> <li>• Team spirit,</li> <li>• Mutual respect for skills and authority,</li> <li>• Open-door policy,</li> <li>• Decisions at the Secretariat are made quickly,</li> <li>• A Learning organizational culture.</li> </ul> <p><b>Equipment and processes</b></p> <ul style="list-style-type: none"> <li>• Adoption of and keeping pace with ICT developments,</li> <li>• Well-documented policies.</li> </ul>	<p><b>Advocacy</b></p> <ul style="list-style-type: none"> <li>○ Inadequate capacity to identify emerging opportunities,</li> <li>○ Weak institutional profile and corporate identity,</li> <li>○ Delayed reporting and passing deadlines.</li> </ul> <p><b>Equipment and processes</b></p> <ul style="list-style-type: none"> <li>○ Lack of a resource centre for knowledge management.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Ability to attain international Quality Certification e.g ISO certification,</li> <li>• Incorporating new members and associate members,</li> <li>• Developing strategies that promote better engagement with members and associate members,</li> <li>• Raising the profile of the organization,</li> <li>• Positioning for relevance, to current and potential members,</li> <li>• Need to expand programs to achieve our mandate and remain responsive to global dynamics,</li> <li>• Need to improve /strengthen organisational knowledge management,</li> <li>• Developing partnerships and collaborations with other relevant industry players.</li> </ul>	<ul style="list-style-type: none"> <li>○ Inadequate Business continuity Plan –E.g disaster-recovery plans, business-risk management plans, successions planning e.t.c,</li> <li>○ Late or non-remittance of funds by Member States,</li> <li>○ Being perceived as a government agency by development partners,</li> <li>○ Emerging multiple organizations with common interests.</li> </ul>

Table 10: Analysis – Internal

## 3.2 Stakeholder Analysis

Being conscious of the concerns and interests of ISCOS's internal and external stakeholders will facilitate development of harmonious relations with them and provide a favourable environment for optimal operations. To the extent possible, ISCOS will take these concerns and interests in its decision-making processes. The Assembly, Co-ordination Committee, Technical Committees and The Secretariat are its internal stakeholders, whereas the external stakeholders include those elements or groups that directly affect ISCOS's operations or are affected by it. These are development partners, government ministries and departments, local communities, suppliers, competitors, customers, creditors, special interest groups and trade associations.

### 3.3.1 Stakeholder Analysis

STAKEHOLDER	NATURE OF INTEREST	LINKAGES WITH ISCOS
<b>High power- high interest stake holders</b>		
<b>1. The Member States</b> i. The Republic of Uganda ii. The United Republic of Tanzania iii. The Republic of Kenya iv. The Republic of Zambia v. Potential members that have been engaged. a. The Republic of Malawi b. The Republic of Burundi c. The Republic of Rwanda d. The Republic of South Sudan e. The Republic of Mozambique f. Democratic republic of Congo vi. Other potential members a. Other African Members of state in Eastern, Central, and southern African countries b. and any other potential country	<ul style="list-style-type: none"> <li>• Seamless flow of goods and services (documentation, border posts, e.tc),</li> <li>• Reducing the cost of doing business,</li> <li>• Harmonized trade policies,</li> <li>• Technical advice on intermodal transport,</li> <li>• Growth and sustainability of ISCOS,</li> <li>• Proactive in emerging issues in the industry,</li> <li>• Effective Implementation of programs,</li> <li>• Security and safety in intermodal / multimodal transport,</li> <li>• Expansion of ISCOS membership,</li> <li>• Economic integration,</li> <li>• Value for money,</li> <li>• Improved consumer welfare,</li> <li>• To be a reliable source of information.</li> </ul>	<p>These are stakeholders who influence the formulation and implementation of the strategy and have a direct interest in the organization.</p> <p>Involve stakes holders in this category in strategy formulation and implementation so as to own the strategy</p> <p>This category of stakeholder is worth investing time, money and effort to secure their backing.</p>
<b>2.The Assembly</b> <b>3.The Co-ordination Committee</b> <b>4.The Technical Committees</b>	<ul style="list-style-type: none"> <li>• Effective implementation of programs,</li> <li>• Safeguarding and articulation of member interests,</li> <li>• Accountability and transparency,</li> <li>• Value for money.</li> </ul>	<p>These are stakeholders who influence the formulation and implementation of the strategy and have a direct interest in the organization.</p> <p>Involve stakes holders in this category in strategy formulation and implementation so as to own the strategy</p> <p>This category of stakeholder is worth investing time, money and effort to secure their backing.</p>
<b>5.The Secretariat</b>	<ul style="list-style-type: none"> <li>• Growth and Sustainability of ISCOS,</li> <li>• Effective Implementation of projects and use of funds,</li> <li>• Personal growth and development within ISCOS,</li> <li>• Competitive terms of service.</li> </ul>	<p>This category of stakeholders is responsible for the implementation of the strategy and has a direct interest in the organization.</p> <p>Stakes holders in this category initiate strategy formulation and implementation so as to spearhead its implementation.</p>

## High power- low interest stake holders

### 6. Associate members

- a. Port and harbor management authority
  - i. Kenya Ports Authority (KPA)
  - ii. Tanzania Ports Authority (TPA)
  - iii. Surface and Maritime Transport Regulatory Authority (SUMATRA)
  - iv. Mpulungu Port (Republic of Zambia)
  - v. Port bell (Republic of Uganda)
  - vi. Kenya Maritime Authority (KMA)
  - vii. Port Management Association of Eastern and Southern Africa (PMAESA).

- Data and information,
- Conducive operating business environment-through policy harmonization,
- Leadership and guidance on Maritime and shipping matters,
- Value for Money.

Associate members have potential to influence the formulation and realisation of the strategic plan.

ISCOS should involve associate members in every step of strategy formulation and implementation

### 7. Other related organizations

- i Government agencies;
  - a. Customs and other border agencies (Kenya, Uganda, Tanzania and Zambia).
- ii International Organizations ( IMO; AU; UNCTAD- United Nations Conference on Trade and Development Africa Maritime Transport Charter; UNECA – United Nations Economic Commission for Africa; WTO-World Trade Organization; WCO- world customs organization; OECD-Organization for Economic Co-operation and Development; Land locked developing countries and small island developing states UN-OHRLLS )
- iii Regional Economic Communities ( EAC, SADC, COMESA, NEPAD)
- iv Regional transport corridors (NCTCA,CCTFA and DCC)
- v Development partners – TMEA ; AfDB – Africa Development Bank ; USAID, PTA Bank; GIZ- German ; JICA- Japan Internal Corporation; World Bank

- Information and data
- Compliance with customs and other regulatory requirements,
- Payment of relevant duties, taxes fees, and charges,
- Reforms and transparency,
- Safety and security,
- Environmental protection,
- Disaster and crisis management mechanism,
- Harmonisation of policies,
- Poverty alleviation,
- Management of HIV/ AIDs and related pandemics,
- Creation of synergies and coherence between sectorial policies,
- Ratification and domestication of conventions.

These are High power/Low interest type of stakeholders. Although they have low interest in the ISCOS's Strategic plans they do have the power to influence them. For example, they may have the power to block or at least slow down a proposed strategy.

These stakeholders need to be kept satisfied.

- Reforms
- Harmonisation of policies,
- Poverty alleviation,
- HIV/ AIDs and related pandemics,
- Creation of synergies and coherence between sectorial policies
- Ratification and domestication of conventions.

## Low Power / High Interest

### 8. Commodity organizations (importers and exporters) Sugar boards

- i Tea boards
- ii Coffee Boards
- iii Flowers and horticulture groups
- iv Grain handlers
- v Cloves handlers
- vi Cotton boards
- vii Chambers of commerce for the various countries
- viii Association of manufacturers
- ix Gas and Oil handlers
- x Minerals and precious stones ( copper, cobalt) handlers

- Fair competition,
- Port and corridor efficiency,
- Competitive freight and insurance charges,
- Value for money,
- Security and safety,
- Infrastructure development,
- Simplification of the customs procedures,

Stakeholders in this category have for various reasons a high degree of interest in the ISCOS's plans, but have little power to affect the proposed strategy.

The strategic plan of ISCOS should focus on the exporters and importers as the key consumers of ISCOS services.

<b>9.Terminal operators</b> i. Container Freights Stations/ Inland Container Depots (ICDs) ii. Cargo consolidators iii. Freight forwarders and their associations iv. Berth Operators	<ul style="list-style-type: none"> <li>Fair trade policies,</li> <li>Investment opportunities,</li> <li>Level playing field,</li> <li>Information and data.</li> </ul>	
<b>10.Shippers councils</b> 11.Shipping lines i. Ships agents association ii. National shipping line	<ul style="list-style-type: none"> <li>Efficient Ports,</li> <li>Data and information,</li> <li>Safety and security,</li> <li>Fair port charges,</li> <li>Policies that promote a fair business environment.</li> </ul>	
<b>12.Transporters</b> i. Road Transporters associations ii. Pipeline companies iii. Railway corporations and concessions	<ul style="list-style-type: none"> <li>Efficient infrastructure and processes,</li> <li>Efficient ports,</li> <li>Favourable trade practices,</li> <li>Harmonization of traffic code,</li> <li>Increase cargo uptake by rail.</li> </ul>	
<b>13.Maritime training institutions</b> i. Bandari College- Republic of Kenya and United Republic of Tanzania ii. <b>Dar es Salaam</b> maritime institutions iii. Public and private universities iv. Other institutions — private and public institutions	<ul style="list-style-type: none"> <li>Standardisation of training curriculum,</li> <li>Up-to-date and relevant data and information,</li> </ul>	
<b>Low Interest -Low Power</b>		
<b>14.Consultants/contractors/suppliers</b>	<ul style="list-style-type: none"> <li>Meeting contractual obligations,</li> <li>Form strategic alliances.</li> </ul>	<p>Stakeholders in this category are likely to have little influence on the proposed strategy.</p> <p>They are unlikely to want to either block or support the proposed expansion and in addition do not have the power to do so. This category of stakeholders is of little concern in the context of the proposed strategy and warrants minimal attention or effort on the part of the ISCOS</p>
<b>15.General public and media</b>	<ul style="list-style-type: none"> <li>Data and Information,</li> <li>Social corporate responsibility programs.</li> </ul>	

Table 11: Stakeholder Analysis



### 3.3 Key Success Factors

ISCOS's ability to achieving its Plan objectives and realise its vision will depend on the following key success factors:

- **Research, Development & Advocacy** - Ability to continually reposition ISCOS's various programs through carrying out up to date research on current issues on shipping and multimodal transport, to identify and close gaps within the policy and legal environment.
- **Resource Mobilisation, Management & Networking** – ISCOS's ability to create and maintain strong networks that will enable mobilisation of resources to fund programs.
- **Institutional capability-** Developing capacity within ISCOS to implement strategies that would make it more attractive to existing and potential members.
- **Knowledge Management-** ISCOS has over the past generated a lot of vital information which if well documented could be used to write proposals and design programs which could enhance ISCOS's agenda of facilitating trade.
- **Staff Retention and Development-** ISCOS's ability to retain its core staff in all its programs is vital for its long-term survival.
- **Effective Monitoring and Evaluation** – ISCOS's ability to track and monitor the implementation of its programs in a transparent and accountable way is vital in boosting the confidence of the members and the overall image of the institution.
- **Positioning for relevance** –ISCOS ability to realign itself for relevance in the sector for relevance and dominance in articulation of its mandate.

## STRATEGIC DIRECTION

### 4.1. Strategic Focus

To realize the vision and mission, and driven by prioritization and the necessary strategic balance as informed by the detailed analyses of the internal and external environment and the practical needs of its stakeholders, ISCOS will focus on the following key strategies;

- Undertake industry research and disseminate information on emerging contemporary issues in the sector to Member States and other stakeholders
- Advocate and promote efficiency in logistics and economic competitiveness in shipping and trade
- Promote and advocate policy harmonization and informed policy formulation
- Capacity-build importers and exporters on industry best practices
- Enhance ISCOS' internal capability to undertake its mandate
- Resource mobilization for ISCOS and expansion of membership and linkages
- Promote safety, security and environment protection in the sector

## 4.2 Goals, Objectives, Strategies, and Activities

### 4.2.1. Key Goals, Objectives, Strategies, and Activities

Goals	Objectives	Strategies	Activities
Advocate and promote efficiency in logistics and economic competitiveness in shipping and trade	To promote and facilitate seamless logistics in shipping and trade.	Lobby for efficient Maritime and shipping logistics	Lobby , Monitor and advise members states on elimination of Non-Tariff Barriers (NTBs) and other emerging issues
			Monitoring and advising on optimal import and export route costs (shipping, port, documentation and haulage charges)
			Engaging shipping lines on issues of freight rates, surcharges other charges and other emerging issues trends and practices.
			Standardization and Harmonization of data capturing methods and procedures in the logistics chain (ports, roads, railway, pipeline)
	Advocate for best insurance practices in import and export trade	To promote efficiency in the great lakes ports transportation and logistics.	Lobby for efficient lake port transport and logistics at lake Victoria and lake Tanganyika.
		Engage the industry on marine Insurance best practices	Hold forums with Insurance industry and key stakeholders
Promote and advocate for policy Harmonization	Engage Member States on policy harmonization and integration of international and regional conventions and treaties	Establish engagement forums for ratification and domestication of international and regional conventions and treaties	Conduct policy, conventions audit for gaps analysis
			Sensitize and Advise members on policy gaps and harmonization of policies and procedures in logistics chain
			Participate in forums for policy harmonization, adoption, domestication and ratification

Goals	Objectives	Strategies	Activities
Undertake industry research and disseminate information on emerging contemporary issues in the sector to members and other stakeholders	Develop stakeholders information requirements	Conduct and profile stakeholders information needs assessment	Conduct annual study on emerging issues
	Establish ISCOS interactive information sharing system (e-portal)	Enhance Access to Information by members and other stakeholders	Publish study findings (Annual shippers journal) Upgrade ICT infrastructure and Website (e-portal)
Capacity Build importers and exporters on industry best practices	Capacity build importers and exporters to address emerging issues	Continuously identify and close emerging capacity building gaps in the industry for importers and exporters	Support for establishment and strengthening of shippers Councils
			Support activities of shippers councils in Member States
Resource Mobilization for ISCOS and expansion of membership and linkages	Fund ISCOS programs and operations	Raise funds from Members, Associate members and donors	Engage Current members on timely contribution
			Engage and sign up new Member States
			Engage and sign up new Associate members
			Engage potential donors for funding opportunities
	Enhance self-sustenance and growth of ISCOS	Enhance self-sustenance and growth of ISCOS	Establish an investment fund (e.g. to construct a modern ISCOS office Plaza for office space to let)
			Sale of advert space in the Annual Magazine/ publication
			Lobby member states to adopt a service charge as a core method to fund ISCOS
	Establish partnerships and collaboration channels with other relevant international organizations providing similar services.	Sign MOUs for collaboration and linkages	Identify and engage relevant organizations for synergies through collaborations and linkages

Goals	Objectives	Strategies	Activities
Enhance ISCOS internal capability to undertake its mandate	Raise profile of ISCOS to enhance relevance and positioning	Strengthen the corporate identity of ISCOS.	Engage a PR consultant to help raise ISCOS profile
		Convene Annual Stakeholders conference	Engage an Event Organizer to mobilize and coordinate the Annual Conventions for stakeholders in the region.
	Convene and Facilitate Statutory ISCOS Meetings	Engage Members on ISCOS activities	Convene and facilitate Assembly meetings- Once a year
			Convene and facilitate Coordination Committee meetings
			Convene and facilitate Technical committee meetings
	Enhance and develop ISCOS staff Competencies	Enhance key staff skills and competencies	Continuous professional development
Promote safety, security and environment protection in the sector	Promote sector based safety, security and environmental protection, interventions and initiatives by other agencies	Collaborate with relevant organization promoting improvement of safety, security and environment protection the sector	Monitor efforts by other relevant organization promoting improvement of safety, security and environment protection the sector

Table 12: Key Goals, Objectives, Strategies, and Activities



## **MONITORING AND EVALUATION SYSTEMS**

### **5.1. Purpose of M&E**

A monitoring and evaluation system is necessary to ensure that ISCOS has timely, focused, objective and evidence-based information on the performance of its activities. It requires observation, measurement, feedback, and guidance. In this regard, ISCOS will, as a matter of priority, establish an effective monitoring and evaluation system consisting of:

- i. Appropriate performance indicators
- ii. Data-collection and reporting system
- iii. Evaluation and review mechanism

An effective monitoring and review mechanism produces data and information related to the execution of an organisation's mandate and the extent to which targets are being met. Where a variance is registered between planned and actual accomplishment, a basis is provided for appropriate remedial action to be taken by the Secretariat and, where necessary, by the relevant Technical Committees with a view to ensuring that the goals and objectives are realised.

### **5.2 Proposed M&E and Reporting Framework**

The following tool is recommended for use to Monitor and Evaluate implementation based on the dynamics of ISCOS' environment to ensure consistency, accountability and effective timely monitoring of key activities central to ISCOS strategic direction. The key aspects of the M&E tool will be Performance and Resource Utilization.

ISCOS should integrate the proposed tool into its performance management meetings and also develop and operationalize appropriate reporting mechanisms with a view to giving appropriate feedback for remedial action. It is critical that the M&E tool be automated and cascaded to the entire organization for effective operationalization. The M&E information should be centrally collated into ISCOS dashboard reports for the Secretariat for decision-making and feeding into the external reporting to the various committees.

### 5.3.1 ISCOS monitoring & evaluation tool.

**Table 13: ISCOS monitoring & evaluation tool**

<b>Program:</b> <b>Goal:</b> <b>Objective:</b> <b>Key Strategy:</b>													
	Key activities	OVI's	Performance					Budget Allocation					Remarks
			Annual Target	Monthly Target	Actual	YTD actual	Variance (%)	Annual Target	Monthly Target	Actual	YTD actual	Variance (%)	
1													
2													
3													
4													



# ASSUMPTIONS AND RISKS FOR THE IMPLEMENTATION OF THE STRATEGIC PLAN

## 6.1 Key Assumptions

- Member States will continue with their subscription remittances
- ISCOS will continue to enjoy good will and commitment from the existing Member States.
- Donors will be willing to continue supporting ISCOS' programmes.
- All staff will be committed to the implementation of the new strategic plan.
- ISCOS will source for alternative sources of funds for its programs and various activities
- Member States will support the full implementation of the strategic plan
- ISCOS will meet member expectations.

## 6.2. Main Risks

The following are the key risks inherent in this strategic plan.

- Uncertain political realignment due to change of regimes in Member State governments
- Withdrawal/reduction of support from existing members
- Emergencies of strong RECs with identical roles
- Donor reluctance to work with ISCOS
- The possibility of member countries supporting the activities of competing RECs









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