



STRATEGIC PLAN
(2021/22-2025/26)
ABRIDGED VERSION

DECEMBER 2020

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LIST OF ABBREVIATIONS

AfCFTA	-	Agreement Establishing the African Continental Free Trade Area
DEU	-	Delegation of European Union
EAC	-	East African Community
GDP	-	Gross Domestic Product
HIV	-	Human Immunodeficiency Virus
ICT	-	Information and Communications Technology
IMO	-	International Maritime Organization
INCOTERMS	-	International Commercial Terms
ISCOS	-	Intergovernmental Standing Committee on Shipping
KRAs	-	Key Result Areas
MERL	-	Monitoring, Evaluation Reporting and Learning
MCI	-	Marine Cargo Insurance
NTB	-	Non-Tariff Barrier
PESTEL	-	Political, Economic, Social, Technological, Ecological and Legal
SDGs	-	Sustainable Development Goals
SWOT	-	Strength, Weakness, Opportunities and Threats
TFA	-	Trade Facilitation Agreement
UNCTAD	-	United Nations Conference on Trade and Development
WTO	-	World Trade Organisation

EXECUTIVE SUMMARY

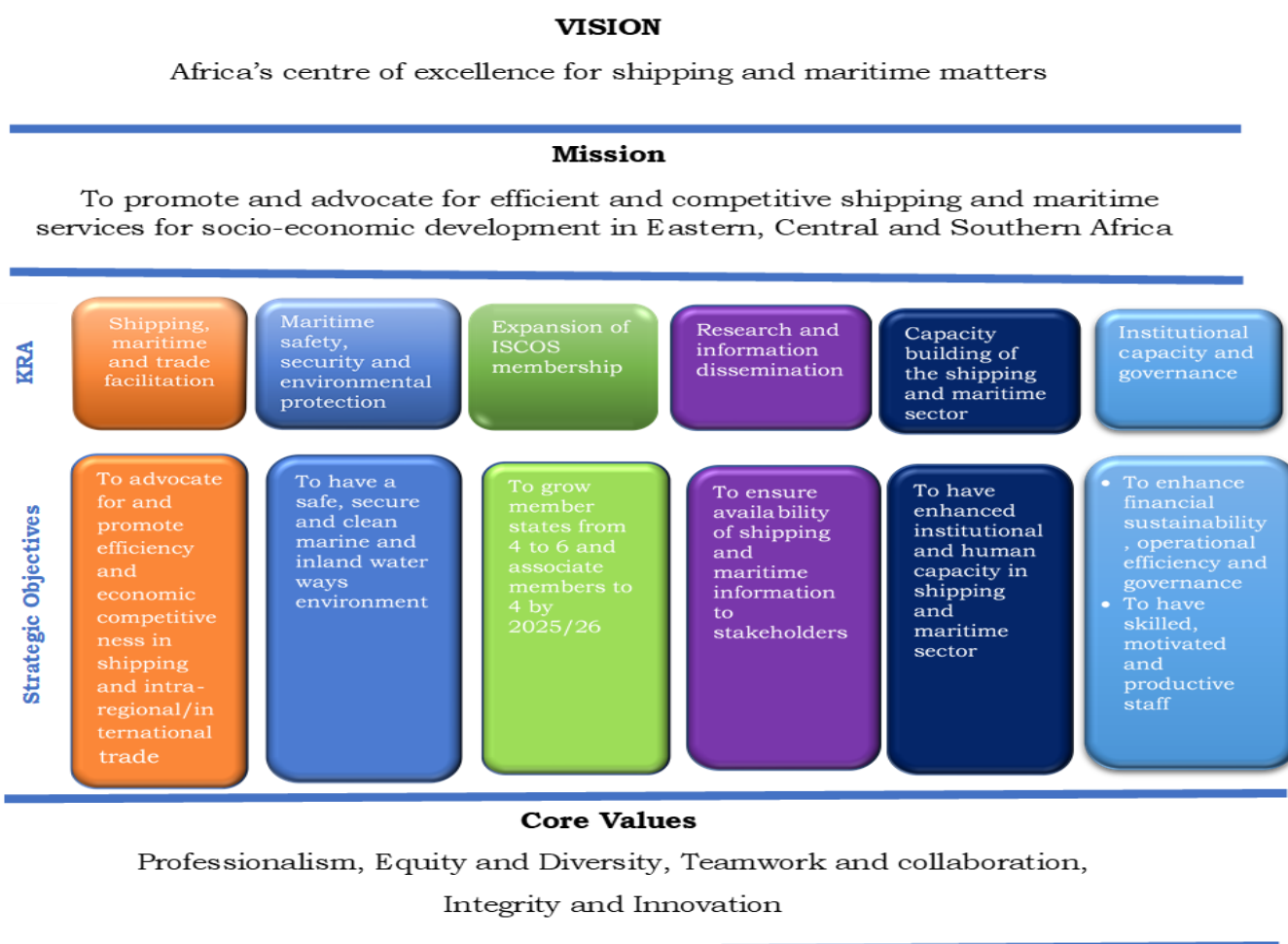
The Intergovernmental Standing Committee on Shipping (ISCOS) is a regional body established by the Governments of Kenya, Tanzania, Uganda and Zambia in 1967 to take care of their shipping and maritime interests. In the 2006 Protocol, ISCOS' mandate was expanded to include inland waterways, surface freight logistics and trade facilitation. Given the international nature of shipping and transport logistics, ISCOS' activities extend throughout the region to cover much of the Eastern, Central and Southern Africa. Consequently, ISCOS works and collaborates with various institutions in the region, continent and globally.

To achieve this mandate, ISCOS has been implementing the 2015/16 - 2019/20 strategic plan. The expiration of this strategic plan period necessitated development of a new strategic plan (2021/22-2025/26). The Strategic Plan was developed through a participatory process which included consultation with internal and external stakeholders. The new Strategic Plan builds on the lessons drawn from the implementation of the previous strategic plan. Further, to ensure that ISCOS programmes and activities have their desired impact in facilitating trade and promoting efficient shipping and maritime transport system, the Plan has been aligned with local, regional and international priorities, including Member States national development agendas, African Union Agenda and United Nations' Sustainable Development Goals.

To inform the development of strategic plan, a situational analysis was carried out to determine the current status of shipping, maritime and trade facilitation, and issues that need to be addressed in the next five years. In addition, a review of the implementation status of the previous strategic plan culminated in documentation of key achievements, challenges and lessons learnt during the period as well as identification of unmet targets to be rolled to this planning period. Environmental scanning identified areas where ISCOS needs to sharpen its focus in order to align to best practices, build on its strengths and address

weaknesses while taking advantage of opportunities and guarding against threats from the external environment. Further, stakeholder analysis was undertaken to identify ISCOS' key stakeholders and their expectations with the aim of ensuring that ISCOS puts in place appropriate initiatives and programmes that address these expectations.

Drawing from the results of the situational analysis, best practices in trade facilitation, and shipping and maritime transport as well as the progress made in implementing the 2015/16 – 2019/20 Strategic Plan, ISCOS strategic model for the next five years was determined. The strategic model components are:



To operationalize the objectives, an implementation plan was developed documenting for each objective, the strategies, proposed activities, output indicators, timeline, budget and the responsible office.

Governance and resource requirements were assessed and recommendations made to enhance effective implementation of the strategic plan. Over the five-year plan period, ISCOS will require approximately US Dollars 12 million to implement the strategic plan. The funding of the strategic plan will mainly be through Member States' contributions and, grants and donations. In addition, a coordination framework to guide implementation of the Strategic Plan was developed. Further, a monitoring, evaluation, reporting and learning framework that provides for tracking progress of implementation of the strategic plan at Secretariat, Technical Committees and Coordination Committee levels has been integrated in the plan.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND

The Intergovernmental Standing Committee on Shipping (ISCOS) is a regional body established by the Governments of Kenya, Tanzania, Uganda and Zambia in 1967 to take care of their shipping and maritime interests. Given the international nature of shipping and transport logistics, ISCOS' activities extend throughout the region to cover much of the Eastern, Central and Southern Africa. In order to respond to the emerging developments in shipping, freight logistics and the maritime industry and tap into the increased importance of inland water ways in connecting the region, ISCOS mandate was expanded to include inland waterways, surface freight logistics and trade facilitation as contained in the 2006 Protocol. In fulfillment of its mandate, ISCOS works and collaborates with various institutions, regionally and internationally.

1.2 MANDATE AND FUNCTIONS OF ISCOS

The objectives of ISCOS as defined in the Agreement for the Establishment of ISCOS, 1987 as read with the 2006 Protocol (as amended in 2019) are to:

- a) Contribute to the development of maritime economy and harmonization of national maritime policies of the governments;
- b) Serve the regional and international community as a one-stop centre of excellence for regional maritime matters and total logistics;
- c) Ensure that the region is served by adequate and competitive shipping services;
- d) Promote public and private sector investments in international and coastal shipping services and inland waterways;

- e) Coordinate and promote the development of the maritime transport sector within the region and its integration into the African region as a whole; and
- f) Facilitate the contracting parties to ratify and implement international maritime conventions and agreements on, among others, shipping safety, security, maritime pollution and training.

Analysis of the objectives and specific functions of ISCOS as documented in the establishment documents shows that its role can be grouped into four broad areas namely:

- a) Enhancing trade in the region and competitiveness in the entire shipping and maritime transport system;
- b) Promotion of maritime safety, security and environmental protection;
- c) Undertaking sector research, advising governments on shipping, maritime and international trade, and dissemination of information to stakeholders; and
- d) Promotion of capacity building in the shipping and maritime sector.

1.3 KEY RELEVANT LEGISLATION AND POLICIES, AIMS/OBJECTIVES AND THE ROLE OF ISCOS

Operations of ISCOS are guided by the 1987 Agreement for the Establishment of ISCOS as read with the 2006 Protocol amended in 2019. As an intergovernmental institution, ISCOS must comply with other international and member states regulations. Table 1 provide details of some of the policies, framework and legislation that are relevant to ISCOS.

No.	Policy/framework/legislation	Aim/objective of the policy/framework/legislation	The role of ISCOS in the policy/framework/legislation
1.	Sustainable Development Goals (SDGs)	A blueprint adopted by all United Nations Member States to achieve a better and more sustainable future for all by 2030	Supporting world trade and the global economy through promotion of maritime transport system. It will contribute to some of the SDGs e.g. <ul style="list-style-type: none"> • Goal 1: No Poverty, • Goal 8: Decent Work and Economic Growth, • Goal 9: Industry, Innovation and Infrastructure and • Goal 14: Life Below Water
2.	International Conventions and treaties on maritime transport by International Maritime Organization	Encourage and facilitate general adoption of the highest practicable standards in matters concerning maritime safety, efficiency of navigation and prevention and control of marine pollution from ships	Promoting and advocating for ratification and adoption of IMO international conventions by members states
3.	World Trade Organisation (WTO) Trade Facilitation Agreement (TFA)	Contains provisions for expediting the movement of goods. It also sets out measures for effective cooperation between customs and other appropriate authorities on trade facilitation.	<ul style="list-style-type: none"> • Enhancing trade in the region and competitiveness in the entire maritime transport system • Advocating for policy harmonization and implementation of maritime conventions

No.	Policy/framework/legislation	Aim/objective of the policy/framework/legislation	The role of ISCOS in the policy/framework/legislation
4.	Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	Aimed at helping the land-linked countries achieve sustainable and inclusive growth and to eradicate poverty	Strengthening partnerships between land-linked countries and coastal countries in the region
5.	African Development Agenda 2063	A blueprint for transforming Africa into the global powerhouse of the future	Promoting the development of maritime transport in the eastern, southern and central African countries
6.	Agreement Establishing the African Continental Free Trade Area (AfCFTA)	It envisages that Africa would remove barriers to the free movement of goods, services, people and capital.	Facilitating trade by enhancing efficiency in maritime transport through advocating for policy harmonization and implementation of maritime conventions
7.	2050 Africa's Integrated Maritime (AIM) Strategy	The overarching long-term plan of action to enhance maritime viability for a prosperous Africa	<ul style="list-style-type: none"> • Advocating for policy harmonization and implementation of maritime conventions • Undertaking maritime industry research, and capacity building
8.	African Maritime Transport Charter 2010	Provides a framework for harmonizing maritime activities in Africa	Advocate for policy harmonization and implementation of maritime conventions in the region
9.	EAC Vision 2050	Articulates the dreams and aspirations of the East African peoples and makes a commitment to what they will do to achieve these dreams	Play a role by contributing to the pursuit of EAC 5 th development strategy priority area “supporting the Development of efficient, safe and secure maritime transport systems
10.	Maritime regulations and policies in member states	Enhance monitoring, regulation and coordination of activities in the maritime industry	<ul style="list-style-type: none"> • Advocating for policy harmonisation in the region • Advocating for adherence maritime regulations and policies in member states

No.	Policy/framework/legislation	Aim/objective of the policy/framework/legislation	The role of ISCOS in the policy/framework/legislation
			<ul style="list-style-type: none"> Capacity building the stakeholders on these regulations and policies
11.	The Constitutions of Member States (Kenya, Zambia, Uganda and Tanzania)	Provides values and principles of Governance	Advocating for adherence to values and principles of Governance especially those that are related to maritime transport system
12.	National development agendas for the Member States such as Kenya Vision 2030, Tanzania's Development Vision 2025, Uganda Vision 2040 and Zambia Vision 2030	Guides the developmental trajectory of the country and the current government priorities	Facilitation of regional, continental and international trade for the member countries

Table 1: Legislations Relevant to ISCOS

1.4 RATIONALE OF THE STRATEGIC PLAN

ISCOS' strategic plan 2015/16 - 2019/20 (implemented in 2016/17- 2020/21) has come to an end necessitating the need to develop a new strategic plan that will guide ISCOS during the next planning period (2021/22-2025/26). The 2021/22-2025/26 strategic plan will enable ISCOS focus on effective discharge of its mandate and choose the most efficient ways of utilizing resources to deliver on its mission. The 2021/22-2025/26 strategic plan builds on lessons learnt from the implementation of the previous strategic plan.

This Strategic Plan lays the foundation for ISCOS priorities for the next five years. Specifically, the plan will guide ISCOS in enhancing its performance and service delivery, stimulating strategic thinking, providing a basis for resource mobilization and allocation as well as serving the region and the international community as a one stop center of excellence for regional maritime matters.

1.5 METHODOLOGY OF DEVELOPING THE PLAN

The Strategic Plan was developed using a participatory process where key stakeholders were involved at different stages to enhance ownership for effective and efficient implementation. Specifically, the process entailed review of relevant documents, interviews/discussions with the ISCOS Secretariat and obtaining feedback from stakeholders. Strategic planning workshops with the Secretariat staff, members of the Technical Committee, stakeholders' validation and the Coordination Committee were held.

CHAPTER TWO

SITUATIONAL ANALYSIS

2.1 CONTEXTUAL ANALYSIS OF SHIPPING, MARITIME AND TRADE

2.1.1 Global Perspective

The shipping and maritime industry has made great contributions to the world economy and remains the backbone of global trade and especially the manufacturing supply chain. Ports play a critical role in international trade as the receiving and clearing point of goods. They handle the largest share of international trade flows of goods and act as gateways through which countries participate in the global trade. The maritime transport system supply chain ranges from building, owning and registration of ships to the operation, scrapping of ships and multimodal transport system¹.

According to the United Nations Conference on Trade and Development (UNCTAD) 2018, more than 4/5 of world merchandise trade by volume is carried by sea. Globally, the total volume of goods transported through maritime transport increased by 2.7% from 10,716 billion tons in 2017 to 11,005 billion tons in 2018. In developing countries, trade flows increased by 3.2% from 13,138.7 million tons in 2017 to 13,562.7 million tons in 2018.

Most countries globally are signatories to various trade facilitation agreements. For instance, out of 164 members of WTO, 153 (93%) had domestically ratified the Trade Facilitation Agreement (TFA) by September 2020. The agreement is aimed at improving trade efficiency worldwide, aiding economic growth by cutting red tape at borders, increasing transparency and taking advantage of new technologies². By end of September 2020, implementation level of TFA was at 66%.

¹Lingshan Chen Journal 2018: Analysis on Port and Maritime Transport System Researches

²<https://www.tfafacility.org/trade-facilitation-agreement-facility>

2.1.2 Africa Perspective

Africa coastline covers 30,725 km and has about 90 major ports with some other smaller ports providing services for fishing and tourism. Maritime trade in Africa is shaped by the continent's trade concentration and limited diversification. In 2018, 40% of goods exported by sea comprised of crude oil. In addition, over two-thirds of imports were dry cargo (dry bulks and containerized goods) and close to 20% of imports were made up of petroleum products and gas. Overall, the volume of goods through maritime transport in Africa increased from 740.9 million tons in 2017 to 767.2 million tons in 2018 while that of goods imported rose by 3.9 % from 496.8 million to 516.3 million tons during the same period³.

The AfCFTA agreement signed in 2018 has also led to deepening of economic integration among countries in Africa. It was aimed at creating a single continent-wide market for goods and services and promoting the movement of capital and natural persons⁴.

2.1.3 East African Perspective

The East African region has experienced growth in maritime transport system in almost all areas. For instance, East African ports' contribution to GDP rose from 34% in 2013 to 40% in 2017. The ports' increase in contribution to GDP was attributed to among others infrastructure development in the Eastern Africa countries⁵.

Over the last two decades, East African countries have also taken steps to improve the efficiency of their transport networks and to reduce the costs of trade. These steps include increased attention to intermodal connectivity and significant physical investment in the main regional corridors. In addition, the

³United Nations Conference on Trade and Development (UNCTAD); Review of Maritime Transport 2019

⁴ International Trade Centre: A Business Guide to the African Continental Free Trade Area Agreement 2018

⁵ Dynamar's: East and Southern Africa Container Trades Report 2019

formation of East African Community (EAC) and establishment of a Customs Union has also contributed greatly in facilitating trade. The Customs Union led to establishment of free trade of goods and services and a Common External Tariff (CET) in the region⁶.

Various initiatives have been put in place by maritime actors in the East African region to mitigate against threats to maritime security⁷. These measures include both institutional, and legal and regulatory (such as being signatories to international treaties on maritime security, safety and environmental protection)⁸.

In-land water ways have also contributed greatly to the development of maritime transport system in East African region mainly through Lake Victoria, the largest in-land waterway. However, there is an enormous unexploited potential in other in-land water ways such as Lake Albert, Edward, Kivu and River Nile⁹.

Development of a maritime industry has a substantial possibility to enhance efficiency in global trade and creation of employment opportunities. However, maritime transport system in East African region is hindered by various challenges which include:

- i. State of infrastructural development presents a major barrier to maritime trade expansion in East Africa. Due to underdeveloped inland waterways infrastructure, countries bordering Lake Victoria (Kenya, Tanzania and Uganda) majorly use the already congested Northern Corridor for freight transportation leading to high costs. In addition, underdeveloped

⁶<https://www.eac.int/>

⁷ International Peace Support Training Centre Nairobi: An Assessment of Maritime Insecurity in the Kenya Maritime Domain 2017

⁸ The World Bank 2019: Port Development and Competition in East and Southern Africa

⁹ Transit Transport Coordination Authority of the Northern Corridor

infrastructure linking the ports to the hinterland such as rail and road is also a major problem in the region.

- ii. Security threats including piracy and maritime border dispute between Kenya and Somalia, have adversely affected the maritime industry in the East African Community.
- iii. Lack of fully harmonised policies within the region has a negative impact on maritime trade. Key policies such as those related to long-term and holistic maritime security by EAC and the member states has led to increase in insecurity incidences as individual countries are left to deal with their issues separately¹⁰.
- iv. Non-adherence to environmental protection standards leading to sea pollution in the form of oil spills, carbon (iv) oxide emission and waste dumping in the sea.
- v. Shallow channels and narrow berths that inhibit the navigation and docking of large ships leading to delays in clearance and ship turnaround time¹¹.
- vi. Lack of awareness of the requirements of the maritime industry due to lack of coherent policies hampering their capacity to invest.
- vii. Labour shortages which exists in key areas such as maritime attorneys, surveyors and seafarers leading to increase in cost of labour.
- viii. Inadequately trained maritime transport personnel.

Despite these challenges, there are opportunities in the blue economy which if fully exploited can enhance economic growth in the region hence contribute to achievement of SDGs. Some of these opportunities include:

- i. Growth in the economies of countries in the region consequently leading to an increase in trade and demand for maritime transport;

¹⁰Western Indian Ocean Journal of Marine Science: Maritime Security Concerns of the East African Community (EAC) 2016

¹¹Northern Corridor Transit and Transport Coordination Authority: Quarterly Northern Corridor Performance Report for October 2019

- ii. Sectoral GDP growth within the region specifically agriculture which contributed 41% of East Africa's average real GDP growth in 2017 leading to increased trade in the region and demand for exportation of agricultural commodities through maritime transport;
- iii. The drive to develop port linked industrial parks in East Africa will play a role assuring cargo availability once they are completed which will translate to an increase in demand for maritime transport; and
- iv. Underexploited sector of the blue economy such as fisheries, aquaculture, tourism, coastal mining, and energy
- v. Low overall per unit cost of maintenance of water transport and its ability to transport bulky goods compared to road, rail and air.

2.2 EVALUATION OF ISCOS' PAST PERFORMANCE

ISCOS' past performance was evaluated based on the implementation of the 2015/16 - 2019/20 strategic plan. The analysis results are:

2.2.1 Achievements

During the plan period, ISCOS made various achievements. Some of which include:

1. Development and implementation of a fully-fledged Information and Support platform for Shipping and Freight Logistics (the SHIPPLINC) using APP technology that can accessed through several electronic means (SMS-SING, Electronic Mail, Mobile APPs, Telephone, etc). Two support offices for SHIPPLINC have also been set up in Dar es Salaam and Mombasa.
2. Coordination and participation in different forums aimed at promoting and facilitating seamless freight logistics in shipping and trade, including being a contributing member of the Mombasa Port Charter and the Dar es Salaam Improvement Committee.

3. Enhanced monitoring and resolving of NTB'S by coming up with WhatsApp groups for users of the Northern and the Dar Corridor which are highlighting and sorting out issues instantly and on continuous basis.
4. Collaboration and contribution to the various platforms and engagements which have helped improve efficiency at the Nairobi ICD and fast movement of cargo by SGR between Mombasa and Nairobi.
5. Collaboration with various institutions in the region to promote use of ICT in generating automated port performance data, survey of current and potential trade corridors, and port productivity. This enabled identification of areas of emphasis/improvement which triggered action at the policy level.
6. Conducting sensitization workshops on INCOTERMS and International Freight Logistics in the Member States with emphasis on the importance of using Free on Board on imports.
7. Carrying out research on the applicable laws and generated advisories to the Member States on the need to apply appropriate laws that require Insurance of imports to be placed with local insurance firms.
8. Spearheaded discussions with delegates and representatives of the Member States on the uptake and enforcement of Marine Cargo Insurance (MCI) laws in Member States. Further, ISCOS influenced breakthrough in MCI enforcement in Kenya and Uganda.
9. Conceptualised and started the Regional Forum of Maritime Administrations for East, Central and Southern Africa with a view of having a technical approach to policy harmonisation and creating an environment for the deliberation of National Shipping and Maritime policies as a region.
10. Facilitated various engagements between Member States on the Harmonisation of Shipping and Maritime Policies such as policies on destination charges, horizontal integration of shipping lines, MCI, training,

maritime safety and the mitigation of maritime accidents, registration and licencing of vessels plying the inland water ways, piracy management etc.

11. Published and distributed 3 issues of the ISCOS Shipping and Logistics Magazine.
12. Collaborated with the print media that enabled publication of technical articles in several East African newspapers aimed at providing useful information to shippers and other stakeholders in the industry.
13. Held sensitization workshops in Kenya, Tanzania mainland, Uganda, Zanzibar and Zambia on shipping, trade facilitation and emerging practices in international freight logistics, and maritime safety and protection of the marine environment.
14. Extended financial support to the Zanzibar, Tanzania, Uganda and Zambia Shippers Councils to enable them build capacity.
15. Developed an e-learning platform prototype for short refresher modules in shipping & maritime economy which will uplift the awareness of shippers.
16. Enhanced collaborations and partnerships through participation and contribution to various national, regional and international forums conducted by stakeholders in Shipping, Maritime Economy and Trade facilitation.
17. Raised the profile of ISCOS and promoted corporate relationships through support and participation in sports tournaments organised by stakeholders in shipping and logistics sectors in the Eastern and Central Africa.
18. Enhanced collaboration with international partners on maritime security especially the European Naval Force on updates on the security state in the Indian ocean, exchange of information on warning signs, understanding of the implications of piracy to trade, and the need to widen the mandate of EU Naval Force to cover maritime crime generally such as drug trafficking, illegal fishing and human trafficking.

19. Sensitization of maritime industry stakeholders on the implications of IMO's 2020, 0.5% Sulphur Cap Mandatory requirement.
20. Engaged the Delegation of European Union (DEU) to Kenya and Tanzania to explore areas of collaboration on matters related to marine safety, security and marine pollution/environment in our region, proposals on areas of engagement are being crafted.

2.2.2 Challenges

During the implementation of the 2015/16-2019/20 Strategic Plan, the following challenges were encountered:

- i. Inadequate funding occasioned by shortfall/delays in budgetary contributions;
- ii. Delay in harmonization of shipping and maritime transport systems, safety and security policies occasioned by different policy approaches by member states;
- iii. Inadequate staff limiting the capacity to implement the strategic plan; and
- iv. COVID-19 pandemic which has caused delays in implementation of some of the programs' activities earmarked for 2020/21.

2.2.3 Lessons Learnt

ISCOS has learnt a number of lessons which will enhance implementation of the new strategic plan. These include:

- i. Effective packaging of programs in order to attract funding from development partners and other stakeholders;
- ii. ISCOS should focus on raising its profile to enhance its relevance and role in the region;
- iii. Enhanced lobbying for harmonisation of policies by Members States so as to promote conducive environment for implementation of ISCOS mandate; and

- iv. Facilitating stakeholder/players in shipping and maritime to come together is important to enable them exchange information, learn from each other and help acquire and adopt best practices.
- v. Enhancement of ICT systems for the organization and the industry is inevitable.

2.3 ENVIRONMENTAL SCANNING

An environmental scan was undertaken using PESTEL and SWOT models aimed at determining emerging issues that need to be addressed or taken into account during the plan period. The analysis results are depicted in Table 2 and Figure 1, respectively.

2.3.1 PESTEL Analysis

Factor	Aspect	Effect/ Implication	Strategic Response
1. Political	<ul style="list-style-type: none"> Changes in member states' government policies 	<ul style="list-style-type: none"> Inadequate support due to conflicting/contradicting policies 	<ul style="list-style-type: none"> Advocate for policy harmonization Continuous engagement with member states Compliance with new policies and regulations
	<ul style="list-style-type: none"> Political instability in the region 	<ul style="list-style-type: none"> Slow economic growth and demand for ISCOS services Insecurity and operational inefficiency Poor shipping and maritime infrastructure due to inadequate policies and investments 	<ul style="list-style-type: none"> Collaborate with relevant organizations in promoting safety and security in maritime industry
	<ul style="list-style-type: none"> Political goodwill 	<ul style="list-style-type: none"> Increased ratification and implementation of IMO conventions and codes Timely remittance of contributions Access to diverse support and assistance from member countries 	<ul style="list-style-type: none"> Continuous engagement with member states and stakeholders
2. Economic	<ul style="list-style-type: none"> Slow economic growth in member states 	<ul style="list-style-type: none"> Reduced investment in shipping and maritime infrastructure Inadequate funding of ISOS 	<ul style="list-style-type: none"> Promote private sector investment in shipping and maritime infrastructure Explore alternative sources of funding for ISCOS
	<ul style="list-style-type: none"> Weak member states currencies against the dollar 	<ul style="list-style-type: none"> High exchange losses 	<ul style="list-style-type: none"> Prudent financial management

Factor	Aspect	Effect/ Implication	Strategic Response
	<ul style="list-style-type: none"> Non or late remittance of contribution by member states 	<ul style="list-style-type: none"> Inadequate resources to cater for implementation of ISCOS programmes 	<ul style="list-style-type: none"> Seek funding from development partners Change the funding model
	<ul style="list-style-type: none"> Changes in economic priorities and policies within the member states 	<ul style="list-style-type: none"> Change in shipping and maritime transport policies and infrastructure budgets Inadequate support to ISCOS 	<ul style="list-style-type: none"> Lobby the member states governments to prioritise development of shipping and maritime infrastructure Lobby for harmonization of policies within the region
3. Social	<ul style="list-style-type: none"> Security and safety threats 	<ul style="list-style-type: none"> Increased insurance costs Reduced demand for shipping and maritime services Reduced investment in the industry 	<ul style="list-style-type: none"> Collaborate with security agencies in the region Advocate for establishment of a regional coast guard service
	<ul style="list-style-type: none"> Natural calamities, pandemics and diseases such as COVID-19, HIV/AIDS, floods and earthquakes in the member states 	<ul style="list-style-type: none"> Slow economic growth Low demand of maritime services within the region 	<ul style="list-style-type: none"> Hold forums to discuss ways of mitigating effects of pandemic on the shipping and marine sector Undertake corporate social responsibility programmes such as educating stakeholders on ways of reducing pandemics
	<ul style="list-style-type: none"> Corruption and economic crimes 	<ul style="list-style-type: none"> Poor infrastructure in the shipping and multimodal transport Poor service delivery 	<ul style="list-style-type: none"> Promote zero tolerance to corruption Collaboration with relevant agencies involved in the fight against corruption
4. Technological	<ul style="list-style-type: none"> Advancements and frequent changes in information and communication technology (ICT) 	<ul style="list-style-type: none"> Increased operational efficiency Technology obsolescence Increased cost of adopting emerging ICT technologies Enhanced service delivery Improved visibility of ISCOS 	<ul style="list-style-type: none"> Embrace ICT in all operational areas Buy systems that are scalable Capacity build staff on new technological trends

Factor	Aspect	Effect/ Implication	Strategic Response
	<ul style="list-style-type: none"> Cyber security threats 	<ul style="list-style-type: none"> Loss of data/information 	<ul style="list-style-type: none"> Continuous analysis of risk and strengthening of systems security Implement business continuity plan Continuous sensitization of staff on issues of ICT security
5. Ecological	<ul style="list-style-type: none"> Uncontrolled exploitation of marine resources 	<ul style="list-style-type: none"> Extinction of aquatic life species Reduced economic activities 	<ul style="list-style-type: none"> Sensitization of stakeholders on various international conventions Engage member states and other stakeholders for enforcement of various conventions
	<ul style="list-style-type: none"> Climate change 	<ul style="list-style-type: none"> High operational costs Reduced productivity and health issues 	<ul style="list-style-type: none"> Use of renewable energy Sensitization of staff and stakeholders on use of renewable energy sources
	<ul style="list-style-type: none"> Environmental pollution 	<ul style="list-style-type: none"> Extinction of aquatic life High operational costs Negative effect on health issues 	<ul style="list-style-type: none"> Sensitization of members on various environmental related conventions Promote use of cleaner fuel and efficient engines Collaborate with flag states and port state control officials for enforcement of IMO conventions
6. Legal	<ul style="list-style-type: none"> Non-ratification of conventions by member states 	<ul style="list-style-type: none"> Hinder effective implementation of ISCOS mandate Difficulties in harmonization and standardization of shipping and maritime policies and procedures 	<ul style="list-style-type: none"> Sensitise and advocate for ratification of IMO conventions by member states Support member states in ratification, domestication and implementation of international and regional conventions and treaties

Factor	Aspect	Effect / Implication	Strategic Response
			<ul style="list-style-type: none"> Monitor implementation of various conventions by member states

Table 2: PESTEL Analysis

2.3.2 SWOT ANALYSIS

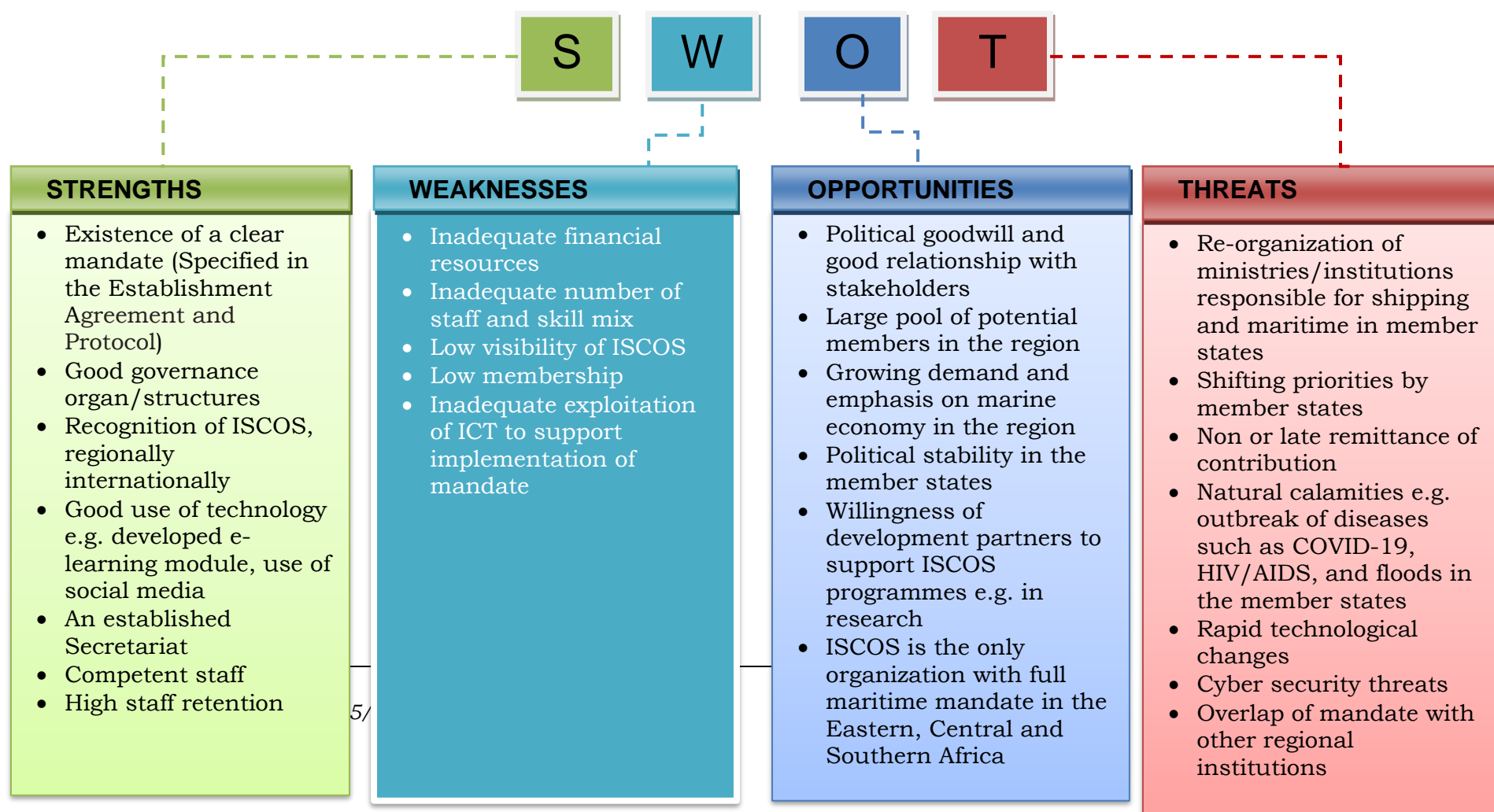


Figure 1: SWOT Analysis

2.4 STAKEHOLDER ANALYSIS

A stakeholder is any person, group or institution that has an interest in the activities of an organisation. ISCOS's stakeholders are identified in Table 3.

Stakeholder	Stakeholder Expectations	ISCOS Expectations
1. Member States (Kenya, Tanzania, Uganda and Zambia)	<ul style="list-style-type: none"> • Information on various IMO conventions and codes • Technical support in ratification, domestication and implementation of IMO conventions and codes • Safe, secure and clean maritime environment • Timely and accurate data and information • Expansion of ISCOS membership • Harmonised policies, treaties and agreements 	<ul style="list-style-type: none"> • Conducive operating environment • Adequate financial support • Provision of requisite data and information • Implementation of various conventions • Enforcement of various conventions, treaties and agreements
2. Potential Members	<ul style="list-style-type: none"> • Sensitization on the benefits of joining ISCOS • Sharing information on the activities of ISCOS 	<ul style="list-style-type: none"> • Participation in ISCOS' public forums • Support in implementation of ISCOS mandate
3. Associate members	<ul style="list-style-type: none"> • Conducive operating environment • Harmonised policies, treaties and agreements • Timely and accurate data and information • Guidance on Maritime and shipping matters • Competitive freight and transport cost 	<ul style="list-style-type: none"> • Adherence to various conventions, treaties and agreements • Investment in modernisation of shipping and maritime infrastructure • Sharing of data and information
4. Customs, border agencies, International Organizations, Regional	<ul style="list-style-type: none"> • Provision of requisite data and information • Information on various IMO conventions and codes • Technical support and capacity building • Safe, secure and clean maritime environment • Support in disaster and crisis management 	<ul style="list-style-type: none"> • Adherence to various conventions, treaties and agreements • Technical support and capacity building • Enforcement of various conventions, treaties and agreements

Stakeholder	Stakeholder Expectations	ISCOS Expectations
Economic Communities, Development partners	<ul style="list-style-type: none"> • Harmonised policies • Coordination 	<ul style="list-style-type: none"> • Support and participation in ISCOS programs/activities
5. Shippers councils	<ul style="list-style-type: none"> • Technical support and capacity building • Provision of timely and accurate data and information • Safe, secure and clean maritime environment • Policies that promote a fair business environment • Competitive freight and transport cost • Efficient port and corridor operations • Simplified customs procedures • Best practices 	<ul style="list-style-type: none"> • Support and participation in ISCOS programs/activities • Adherence to various conventions, treaties and agreements • Sharing of data and information
6. Shipping lines, Ships agents' association, National shipping lines, Insurers	<ul style="list-style-type: none"> • Modern port infrastructure and efficient processes • Favourable trade practices • Harmonized traffic code • Safe, secure and clean maritime environment 	<ul style="list-style-type: none"> • Adherence to various conventions, treaties and agreements • Sharing of data and information • Competitive freight and other costs • Adherence to best practices
7. Importers and exporters	<ul style="list-style-type: none"> • Capacity building • Provision of timely and accurate, data and information • Safe, secure shipping and multimodal transport services • Policies that promote a fair business environment • Competitive freight and transport cost • Efficient port and corridor operations • Simplified customs procedures 	<ul style="list-style-type: none"> • Support and participation in ISCOS programs/activities • Adherence to various conventions, treaties and agreements • Sharing of information
8. Terminal operators	<ul style="list-style-type: none"> • Information on various IMO conventions and codes • Technical support in implementation of various conventions • Timely and accurate data and information • Safe, secure and clean maritime environment • Policies that promote a fair business environment 	<ul style="list-style-type: none"> • Efficient port operations • Adherence to various conventions, treaties and agreements • Enforcement of various conventions, treaties and agreements • Timely and accurate data and information

Stakeholder	Stakeholder Expectations	ISCOS Expectations
		<ul style="list-style-type: none"> • Support and participation in ISCOS programs/activities
9. Transporters (Road, Pipeline, Railway)	<ul style="list-style-type: none"> • Modern and efficient port and corridor infrastructure and processes • Favourable trade practices • Simplified customs procedures • Harmonized traffic code 	<ul style="list-style-type: none"> • Efficient transport operations • Competitive transport cost • Adherence to various conventions, treaties and agreements • Timely and accurate data and information • Support and participation in ISCOS programs/activities
10. Maritime training institutions	<ul style="list-style-type: none"> • Standardisation of training curriculum • Provision of timely and accurate data and information • Capacity building 	<ul style="list-style-type: none"> • Qualified graduates • Support and participation in ISCOS programs/activities • Collaborations in research and development • Provision of timely and accurate data and information
11. ISCOS Suppliers	<ul style="list-style-type: none"> • Transparency, equity and fairness in the procurement process • Availability of relevant information • Timely payment for goods and services • Efficient management of contracts • Efficient resolution of complaints 	<ul style="list-style-type: none"> • Quality goods, services & works • Adherence to procurement laws • Participate in tendering process • Timely delivery of goods, works and services
12. General public	<ul style="list-style-type: none"> • Data and Information • Social corporate responsibility programs 	<ul style="list-style-type: none"> • Participation in ISCOS' public forums • Support in implementation of ISCOS mandate
13. Media	<ul style="list-style-type: none"> • Involvement in ISCOS activities • Access to information • Sensitization on maritime reporting • Media partnerships 	<ul style="list-style-type: none"> • Factual & accurate reporting of ISCOS' mandate and activities • Dissemination of information to the public • Participation in and coverage of ISCOS' events
14. ISCOS governance organs (Assembly,	<ul style="list-style-type: none"> • Implementation of approved plans and policies • Effective and efficient implementation of programmes 	<ul style="list-style-type: none"> • Strategic leadership and direction • Good governance

Stakeholder	Stakeholder Expectations	ISCOS Expectations
Co-ordination Committee and Technical Committees)	<ul style="list-style-type: none"> • Continuous performance improvement • Safeguarding and articulation of members' interests • Accountability and transparency 	<ul style="list-style-type: none"> • Support in resource mobilization
15. The Secretariat	<ul style="list-style-type: none"> • Job security and conducive work environment • Personal growth and development within ISCOS • Competitive terms of service 	<ul style="list-style-type: none"> • Commitment to ISCOS' mandate • Achievement of set targets • Adherence to policies and legal provisions

Table 3: Key Stakeholders of ISCOS

CHAPTER THREE

STRATEGIC DIRECTION

3.1 VISION

Africa's centre of excellence for shipping and maritime matters

3.2 MISSION

To promote and advocate for efficient and competitive shipping and maritime services for socio-economic development in Eastern, Central and Southern Africa

3.3 CORE VALUES

The ISCOS core values are:

Professionalism

- We uphold high level of work ethic and excellence in service delivery

Equity and Diversity

- We espouse fairness and inclusivity at the work place

Teamwork and collaboration

- We are committed to working as a team and collaborating with our stakeholders

Integrity

- We are honest, accountable and transparent in our daily undertakings

Innovation

- We endeavour to apply new ideas to deliver value to our stakeholders

3.4 KEY RESULT AREAS

Arising from the mandate, situational and strategic analysis, this strategic plan is based on six KRAs namely:

1. Shipping, maritime and trade facilitation;
2. Maritime safety, security and environmental protection;
3. Expansion of ISCOS membership;
4. Research and information dissemination;
5. Capacity building of the shipping and maritime sector; and
6. Institutional capacity and governance.

3.5 STRATEGIC OBJECTIVES AND STRATEGIES

The strategic objectives and the respective strategies under each of the KRAs are captured in Table 4.

KRAs	Strategic Objectives	Strategies
Shipping, maritime and trade facilitation	To advocate for and promote efficiency and economic competitiveness in shipping and intra-regional/international trade	i. Advocate for competitive and harmonized trade, shipping and maritime transport policies, conventions and treaties
		ii. Advocate for competitive freight and other maritime costs
		iii. Advocate for improvement of efficiency and competitiveness ISCOS ports (sea and inland waterways ports) and their extensions
		iv. Promote use of efficient systems and technologies in the logistics chain
		v. Promote partnerships and collaboration in shipping, maritime and international trade
		vi. Advocate for investments in shipping, maritime and multimodal transport system
Maritime safety, security and	To have a safe, secure and clean marine and	i. Advocate for ratification of relevant IMO conventions, treaties and codes by Member States

KRAs	Strategic Objectives	Strategies
environmental protection	inland water ways environment	ii. Promote implementation of IMO conventions, treaties and codes
		iii. Advocate for enhanced maritime safety and security in the region
		iv. Promote use of appropriate risk mitigation measures
Expansion of ISCOS membership	To grow member states from 4 to 6 and associate members to 4 by 2025/26	i. Sensitization of regional governments on the benefits of being a member of ISCOS
		ii. Engage potential members for signup
		iii. Operationalisation of associate membership
Research and information dissemination	To ensure availability of shipping and maritime information to stakeholders	i. Enhance ISCOS research outputs
		ii. Provision of advice to members states
		iii. Facilitate information dissemination
Capacity building of the shipping and maritime sector	To have enhanced institutional and human capacity in shipping and maritime sector	i. Enhance stakeholder awareness on shipping and maritime matters
		ii. Promote development of shipping and maritime organisations/associations
		iii. Promote training and development of human capital in the shipping and maritime sector
Institutional capacity and governance	To enhance financial sustainability, operational efficiency and governance	i. Enhance resource mobilisation
		ii. Adopt prudent financial management
		iii. Implement Attain and maintain management systems certifications
		iv. Automation of institutional processes
		v. Enhance the corporate identity and profile of ISCOS
		vi. Strengthen corporate governance
	To have skilled, motivated and productive staff	i. Enhance staff capacity and welfare
		ii. Strengthen performance management

Table 4: KRAs, Strategic Objectives and Strategies

An implementation plan was developed for each strategy detailing the activities, performance indicators, targets, responsibilities and budget.

CHAPTER FOUR

GOVERNANCE STRUCTURE AND COORDINATION FRAMEWORK

4.1 GOVERNANCE STRUCTURE

a) The Assembly

The Assembly is the highest organ of the organization and consists of:

- i. **Full Members:** comprising Ministers responsible for maritime transport or any other ministers or plenipotentiaries designated by the Governments.
- ii. **Associate Members:** Comprising Chief Executive Officers or designated officers of organizations associated with maritime activities as provided in Article III paragraph (b) of the protocol.

The Assembly is responsible for formulation of the general policies of the organization and determining the appropriate ways and means of achieving the objectives set by the organization.

b) The Co-ordination Committee

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

- i. **Full Members:** Permanent Secretaries or their designated representatives who shall be senior officers of the Government.
- ii. **Associate Members:** Senior Officers appointed to serve on the Co-ordination Committee by the respective Chief Executive Officer of organizations associated with maritime activities.

The Co-ordination Committee is responsible for providing overall leadership in the strategic, technical and financial matters of the organisation.

c) The Technical Committees

The Technical Committees are composed of representatives of Full Members and Associate Members. The Technical Committees of the organisation are:

- i. Technical Committee on Finance and Administration; and

- ii. Technical Committee on Shipping, Maritime Affairs and Trade Facilitation.

d) **The Secretariat**

The secretariat is responsible for the day-to-day operations of organisation. The Secretariat is comprised of:

1. The Secretary General who heads the secretariat and is the Chief Executive Officer of the organization;
2. Directorates which are responsible for the various functional areas of the organization as follows:
 - a) Ports, Shipping & Maritime Services;
 - b) Trade Facilitation & Policy Harmonization; and
 - c) Finance & Administration.

ISCOS governance and management structure is presented in Figure 2.

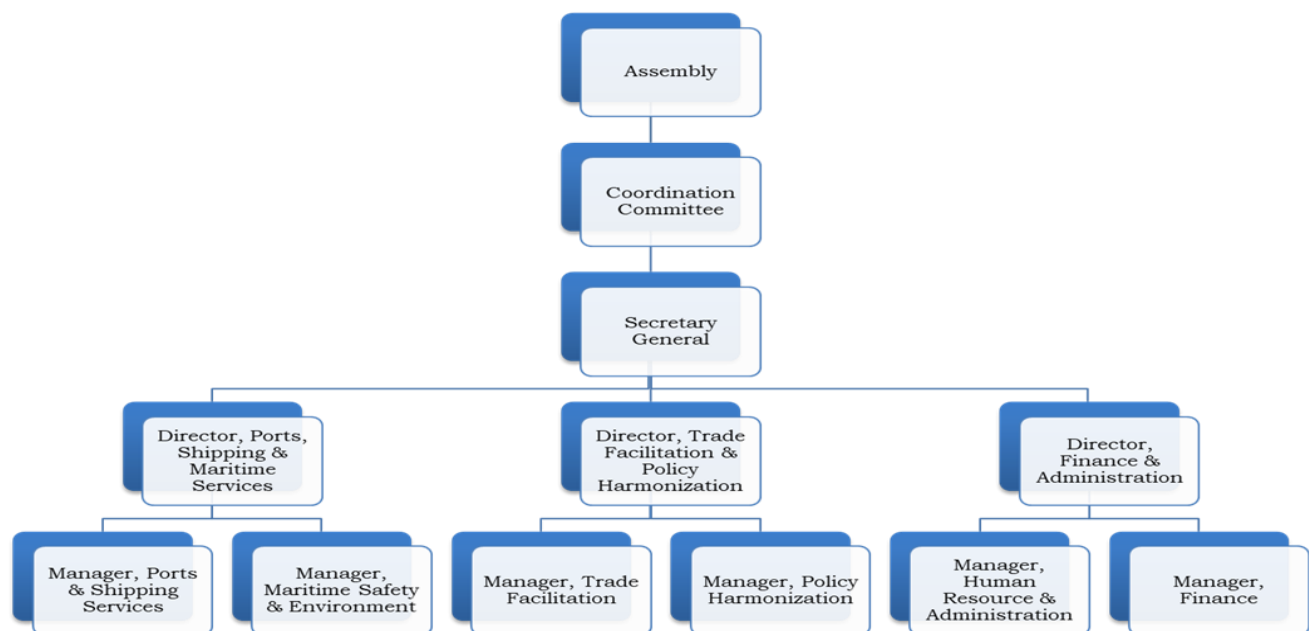


Figure 2: ISCOS Governance and Management Structure

4.2 RESOURCE REQUIREMENTS AND MOBILIZATION

Over the five-year plan period, ISCOS will require approximately US Dollars 12 Million. The strategic plan implementation will be financed mainly through contributions from Member States and, Grants and donations.

4.3 COORDINATION FRAMEWORK

Successful implementation of this Strategic Plan requires cooperation between internal and external stakeholders. The Coordination Committee and the Technical Committees will be responsible for approval of requisite policies, resource mobilisation, and monitoring and evaluation of the Strategic Plan implementation. The Secretary General (SG) will play a key role in overall coordination, implementation, monitoring and evaluation of this strategic plan. The SG will also be responsible for ensuring effective communication and collaboration with key stakeholders.

Directors will be responsible for ensuring effective and efficient implementation of planned programmes/activities within their functional areas. To this end, they will cascade the plan to all employees in order to ensure clarity of purpose and vision, and also enhance their support during strategy implementation.

CHAPTER FIVE

MONITORING, EVALUATION, REPORTING AND LEARNING

5.1 MONITORING, EVALUATION AND REPORTING SYSTEM

To track implementation of the strategic plan, ISCOS will implement a monitoring, evaluation, reporting and learning MERL system. The system will report on implementation status of various strategies/activities against the set targets and initiate timely remedial action. In addition, the system will provide information on challenges experienced as well as lessons learnt. Further, the MERL system will facilitate information sharing and decision making.

5.2 MONITORING, EVALUATION, REPORTING AND LEARNING FRAMEWORK

Monitoring of the strategic plan implementation will be based on annual work plans that will be aligned to this strategic plan. Within ISCOS, monitoring will be undertaken at three levels namely Management, Technical Committees and Coordination Committee. Directors will be responsible for implementation and monitoring of activities at directorates' level.

The Director, Finance and Administration will be responsible for development and deployment of monitoring and evaluation tools as well as coordination of implementation of the MERL system. Each of the Directors will be responsible for provision of performance data and reports from their respective functional areas for use in the MERL system.