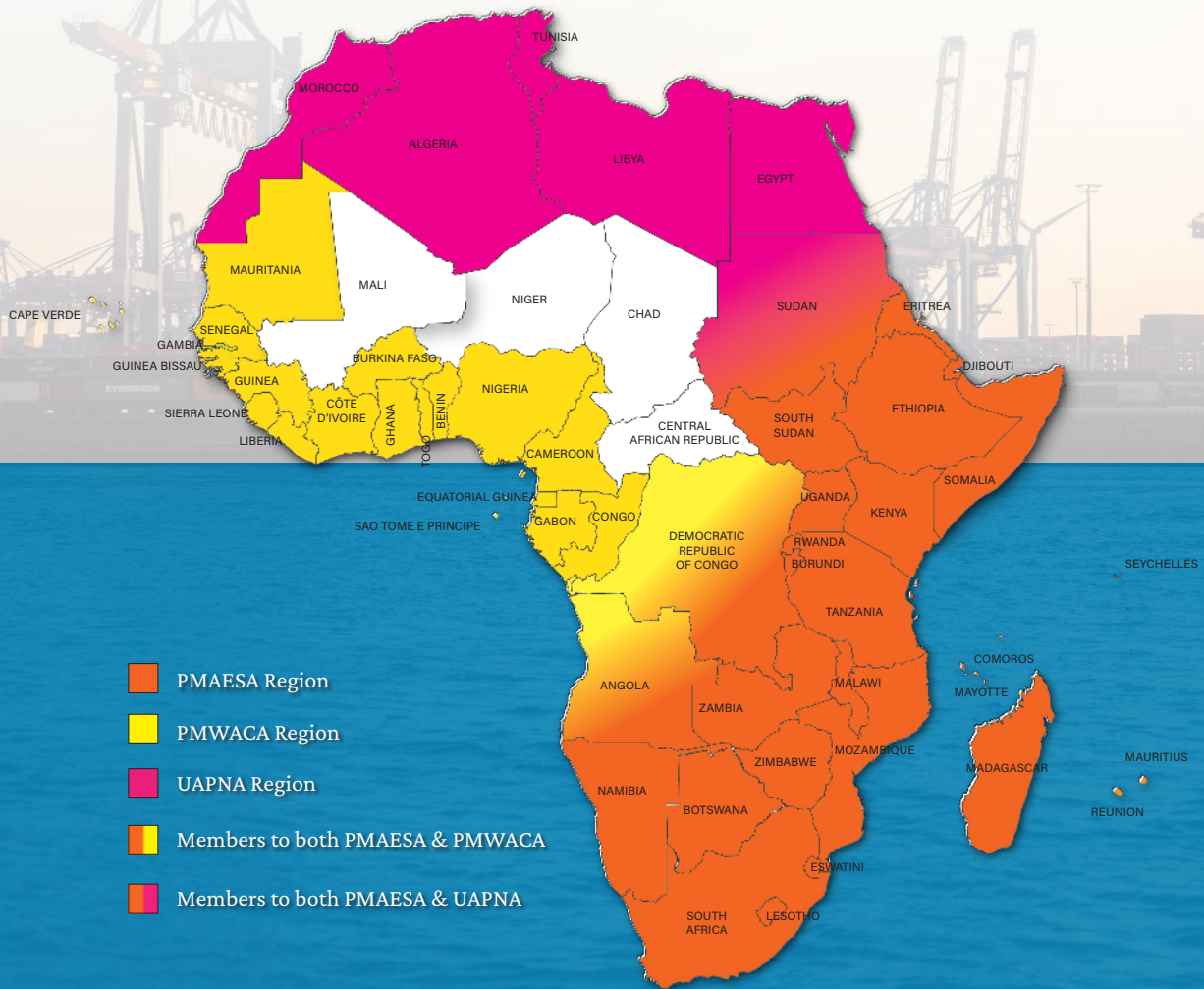




# PORT MANAGEMENT ASSOCIATION OF EASTERN AND SOUTHERN AFRICA (PMAESA)

## STRATEGIC PLAN 2024 – 2028 (Popular Version)



“ Providing a platform for data collection and exchange, knowledge management, experience sharing and capacity building among members, for learning, technology adaptation and sustainability towards global competitiveness”

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# MEMBERS



# PARTNERS



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# FOREWORD



In the ever-evolving landscape of global commerce, the maritime industry remains a cornerstone of global trade and commerce and has been instrumental in shaping the modern world.

As we embark on an exploration of this vital sector, it is essential to recognize its profound impact on the global economy, the environment, and the cultural exchanges that have defined human history.

It is an absolute privilege as the board chair of PMAESA to be involved in such an auspicious occasion with the development of the new strategic plan, marking a significant milestone in the association's journey. This plan is not just a roadmap; it is a dynamic framework designed to harness the power of innovation, sustainability, and collaboration. As we chart new waters, we are driven by a shared

vision in acknowledging some of the great strides the sector has achieved in managing to transport approximately 90% of global trade, making it a linchpin of the global economy. The industry's vessels range from colossal container ships and oil tankers to specialised vessels for carrying liquefied natural gas (LNG) and other niche markets.

With the conclusion of this strategy, the pages that follow offer invaluable insights into the complexities and opportunities that define maritime business today. From intricacies of port operations, port regionalisation and multimodality, innovation, digitalisation, enhancement of sustainability and initiatives for climate resilience, this book serves as both a reference and an inspiration. It underscores our dedication to excellence and our relentless pursuit of strategies that will not only elevate our industry but also contribute to the global economic fabric.

It is exciting to note that through a detailed consultative process that was followed in developing and finalising our Strategic Plan which provides a clear roadmap to achieve the vision focusing on three (3) Strategic Themes, eight (8) Strategic Objectives and eleven (11) Strategic Outcomes. The three (3) Strategic Themes being Regional Co-operation and Collaboration, Sustain Association's Operations and Growth and Gender Inclusivity and equality. As the Chairperson of the Association for Women in Maritime Sector for the Eastern and Southern Africa (WOMESA), I am encouraged by the position taken in our Strategic Objectives of being intentional in championing the Women in Maritime Agenda through clearly defined initiatives to collaborate with WOMESA and other related organizations in promoting gender equality and inclusivity and developing new programs aimed at promoting gender equity.

We invite you to embark on this journey with us, to explore the innovations and strategies that will propel us forward. Together, let us steer towards a future where our maritime endeavours not only meet the demands of today but also anticipate the needs of tomorrow.

Welcome aboard!

**Adv Phyllis Difeto**

**PMAESA Board Chairperson**

# PREFACE



The primary role of the Port Management Association for Eastern & Southern Africa (PMAESA) is to provide a platform for exchange of best practices and information on various Ports and Maritime related activities. The Association also endeavors to align its objectives and activities to current global trends in order to provide value to its growing membership. The Association executes this through the PMAESA Secretariat which engages Members, promotes and participates in key initiatives critical to the development of the regional Ports and Maritime sector.

Cognizant of external factors and currents trends influencing the maritime and ports industry in the PMAESA Region as well as their impact on the role of the Association, I am pleased to present to you the PMAESA Strategic Plan 2024–2028. The development of the Strategic Plan is a manifestation of interventions by the Board of Directors and the Council as well as a reaction to the advocates of the Association. The development thereof calls for streamlined approaches, strengths and strategies needed to enable the Secretariat achieve its constitutional objectives and mandate.

Since its establishment in 1973, PMAESA has hinged its contribution to improving port operations addressing key constraints for the expedited and smooth handling of imports and exports at member ports as well as goods along transit corridors. PMAESA takes cognizance of the three distinct areas: fostering regional integration, facilitating maritime trade and transport, and fostering regulations for sustainable maritime environment, safety and security. The collective will of the members of PMAESA is to come together as one consultative forum, dialogue and share their experiences and common approaches to challenges that face the ever growing maritime trade and industry. This arrangement should improve port efficiency, increase trade volumes in the region and enhance economic integration contributing to increased export competitiveness and lower costs of imports. From this premise, PMAESA has brought together its members and has been working with stakeholders to identify the issues limiting the efficient performance of their ports. It is hoped this will continue to tackle the challenges before it, in an effort to improve the overall performance and achieve the trade facilitation agenda. Leveraging from its experience over the years the Association has made significant strides in stakeholder cooperation and will continue to collaborate and coordinate with them through this Strategic Plan.

This Strategic Plan communicates a comprehensive Programme of work in the coming years which seeks to support the improvement of port operations, sustainability of the maritime domain, human resources development and job creation as well as gender equality. The Plan highlights in detail the planned priorities to be undertaken up to the year 2028. The highlighted key performance indicators in the Strategic Plan will be monitored closely to gauge and measure the level of achievement of the plan from time to time. Lastly, it attributes high importance to close collaboration with all its members and stakeholders and development partners for support in resource mobilization to achieve better results and have greater impact on maritime economic integration.

It is my conviction that this Strategic Plan, which coincides with the 50th Anniversary of the establishment of PMAESA, will enable the Secretariat be better placed to navigate its operations and become a tool for marketing its objectives and attract development partners and collaborators.

**Col. Andre Ciseau**  
**Secretary General**  
**PMAESA**





## About PMAESA

The Port Management Association of Eastern and Southern Africa (PMAESA) was first established as the Port Management of Eastern Africa in Mombasa, Kenya, under the auspices of the United Nations Economic Commission for Africa (UNECA). Originally formed as the Port Management of Eastern Africa, PMAESA's creation followed a recommendation from a meeting of African Ministers in charge of transport held in Tunisia in February 1971. PMAESA's membership comprises Port Operators, Government Line Ministries, Logistics and Maritime Service Providers, and other Port and Shipping stakeholders from the Eastern, Southern African, and Indian Ocean regions.

PMAESA, as part of the Pan-African Ports Co-operation (PAPC), is responsible for promoting regional integration through various development plans and policies. It creates an enabling environment and platform for the exchange of best practices, allowing members to freely interact and share knowledge on relevant issues. PMAESA also aligns its projects and activities with regional development agendas, goals, and policies, including AU Agenda 2063, UNSDGs 2030, AIMS 2050, the AfCFTA Agreement, ACMA, SSATP, PIDA, and IMO MARPOL/FAL.



## Objectives of PMAESA

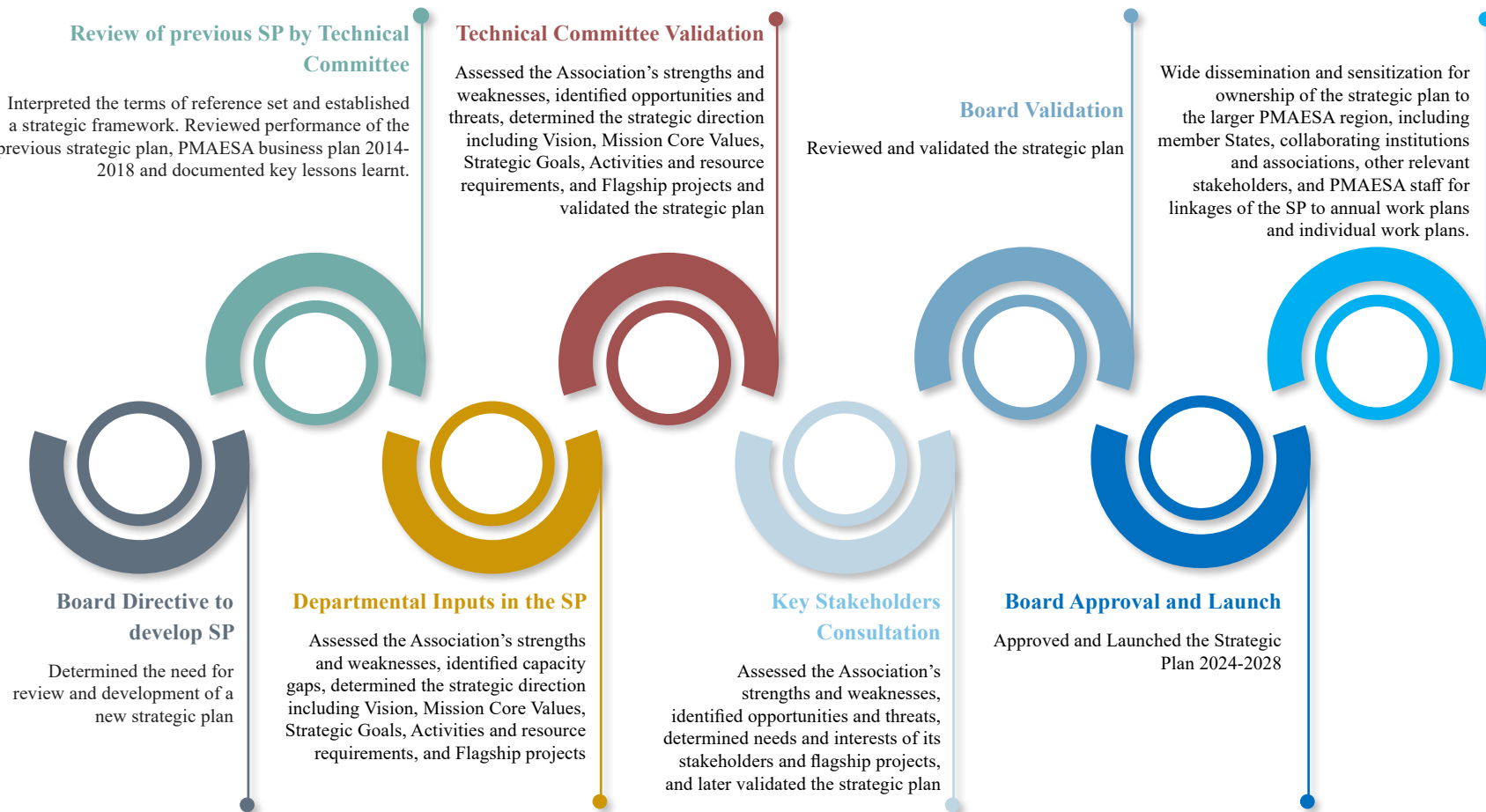


# STRATEGIC PLAN 2024-2028



## Strategic Plan Development Process

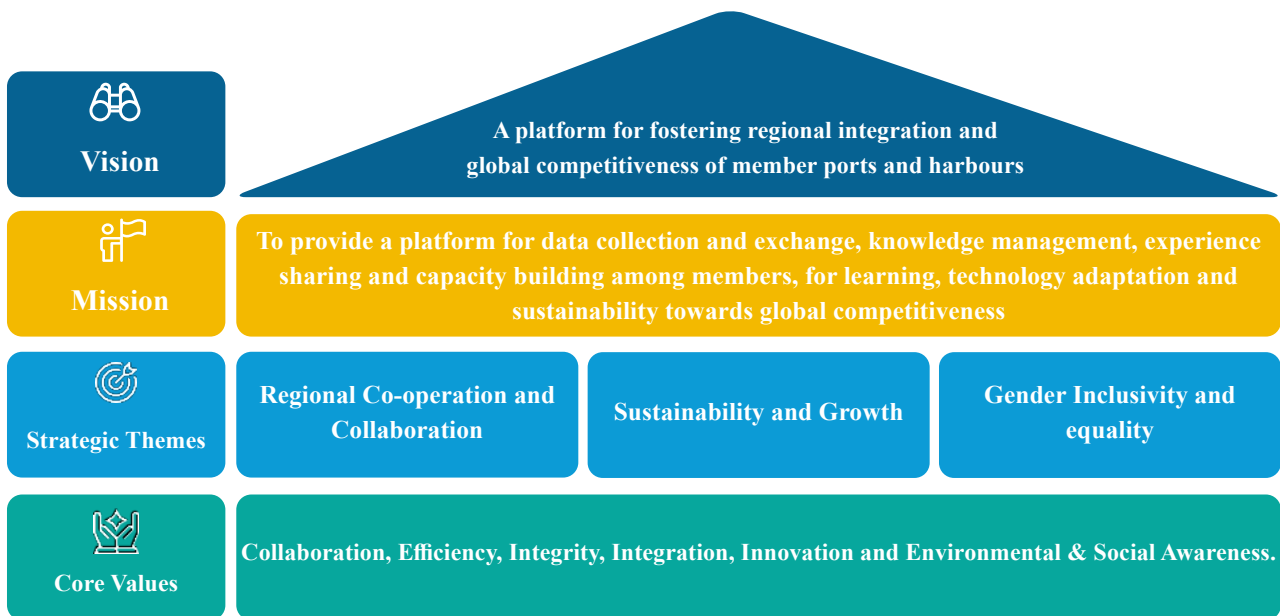
PMAESA Strategic Plan 2024 – 2028 was meticulously developed through a rigorous consultative process illustrated below:





## Our Strategic Direction

PMAESA has developed its Strategic Plan 2024-2028 with a vision of being a platform for fostering regional integration and global competitiveness of member ports and harbours. This Strategic Plan's strategic elements collectively form the Association's strategic direction summarized below:



## Major Activities and Flagship Projects

During the period of the Strategic Plan 2024-2028, PMAESA will embark on the following major activities and flagship projects to enhance its operational efficiency and regional impact.



1

**Implementation of Toolkit for Green Port** aimed at promoting environmentally sustainable practices across ports in PMAESA region.

2

**Reviving Cruise Africa Brand (CA)**, focusing on increasing cruise tourism and improving related facilities.



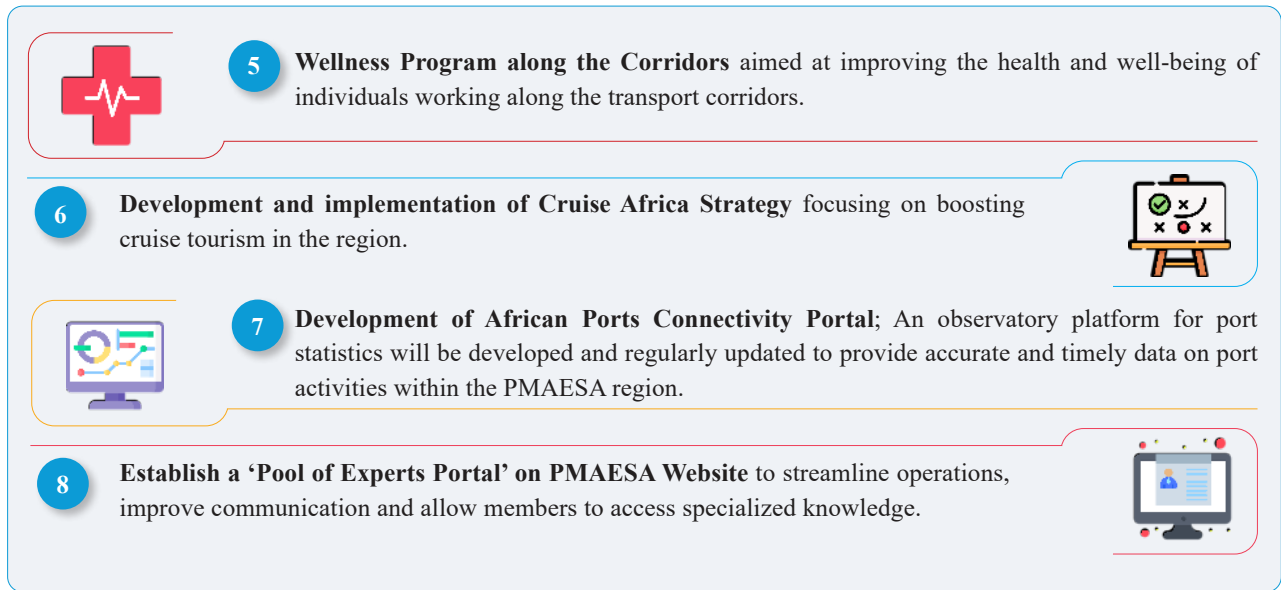
3

**PMAESA Strategy for Africa Green Port Development** will be developed and executed, emphasizing eco-friendly and sustainable port operations.

4

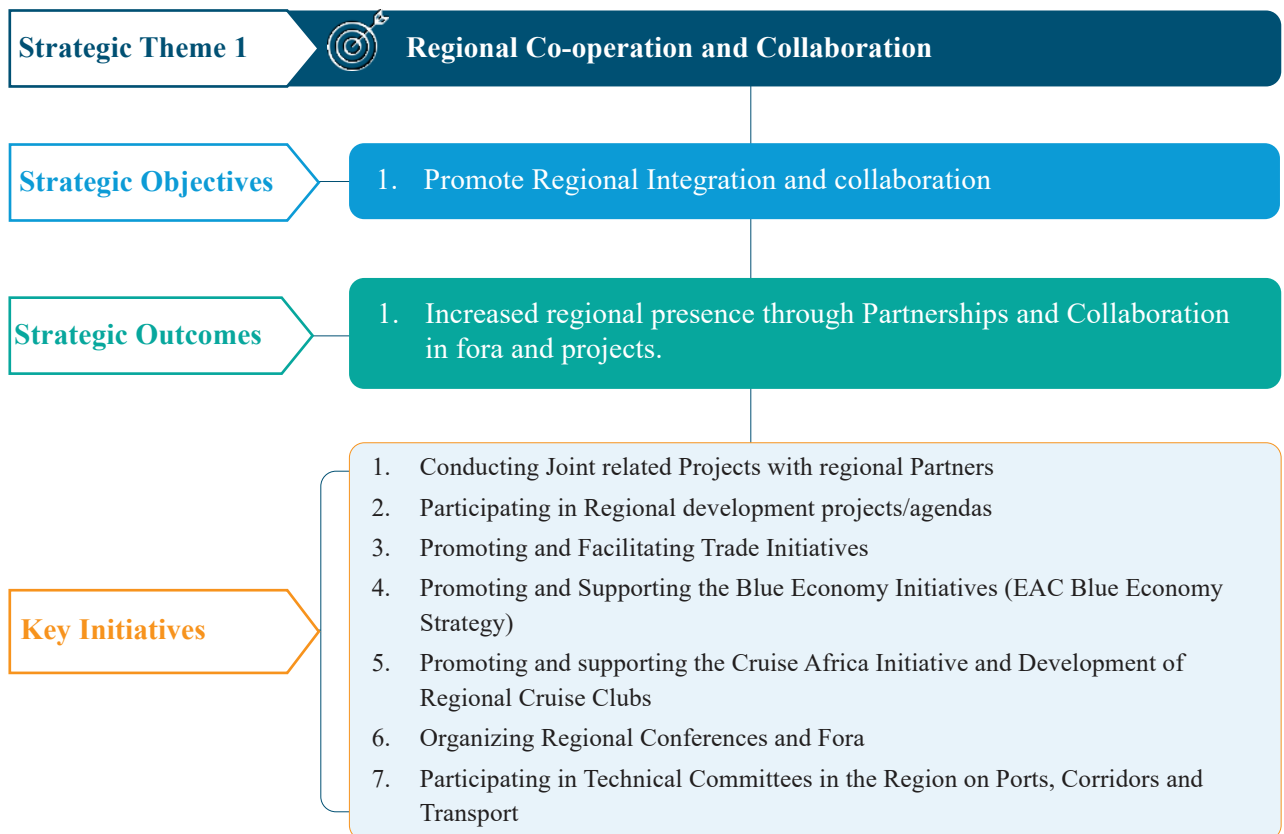
**Upgrading PMAESA Website and Maintenance** including licensing, periodic reviews, updates, and security safeguards to enhance user experience and functionality.





## PMAESA Strategy 2024-2028 Logical Framework

Our Strategic Plan provides a clear roadmap to achieve the vision focusing on three (3) Strategic Themes, eight (8) Strategic Objectives and eleven (11) Strategic Outcomes detailed below:

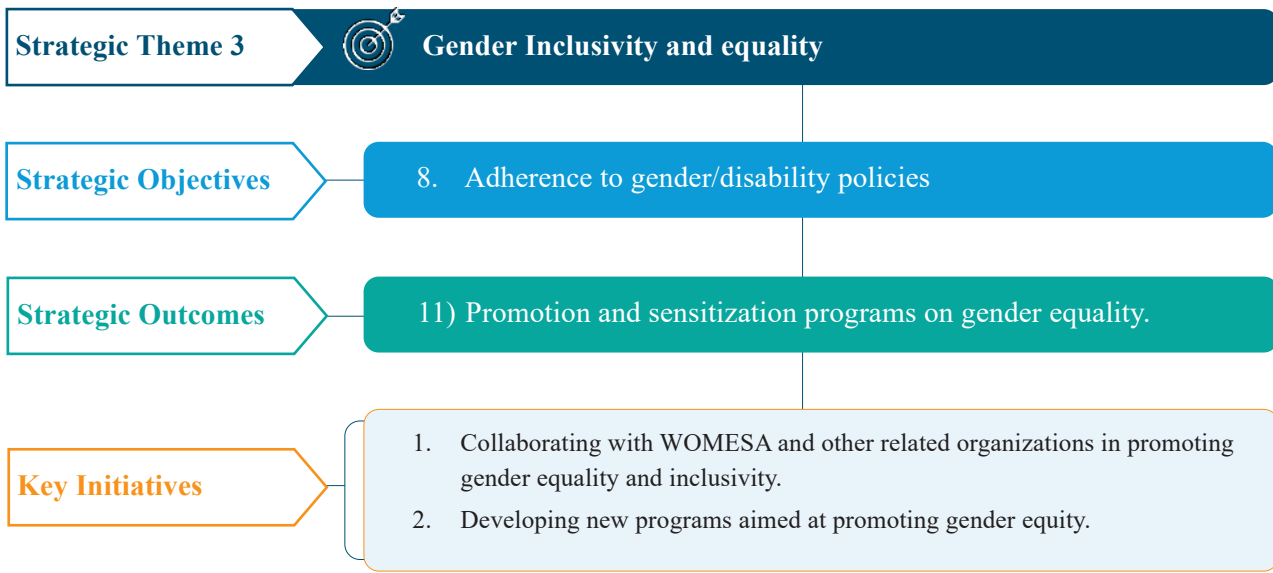


**Strategic Theme 2**  **Sustain Association's Operations and Growth**

- Strategic Objectives**
- 2. Sustain Association's Operations and Growth
  - 3. Enhance Human Capacity Development
  - 4. Value and Service Excellence to Members
  - 5. Promote sustainable Port Development & Operations
  - 6. Good Governance and Improved Labour Productivity
  - 7. Innovation and Knowledge Management

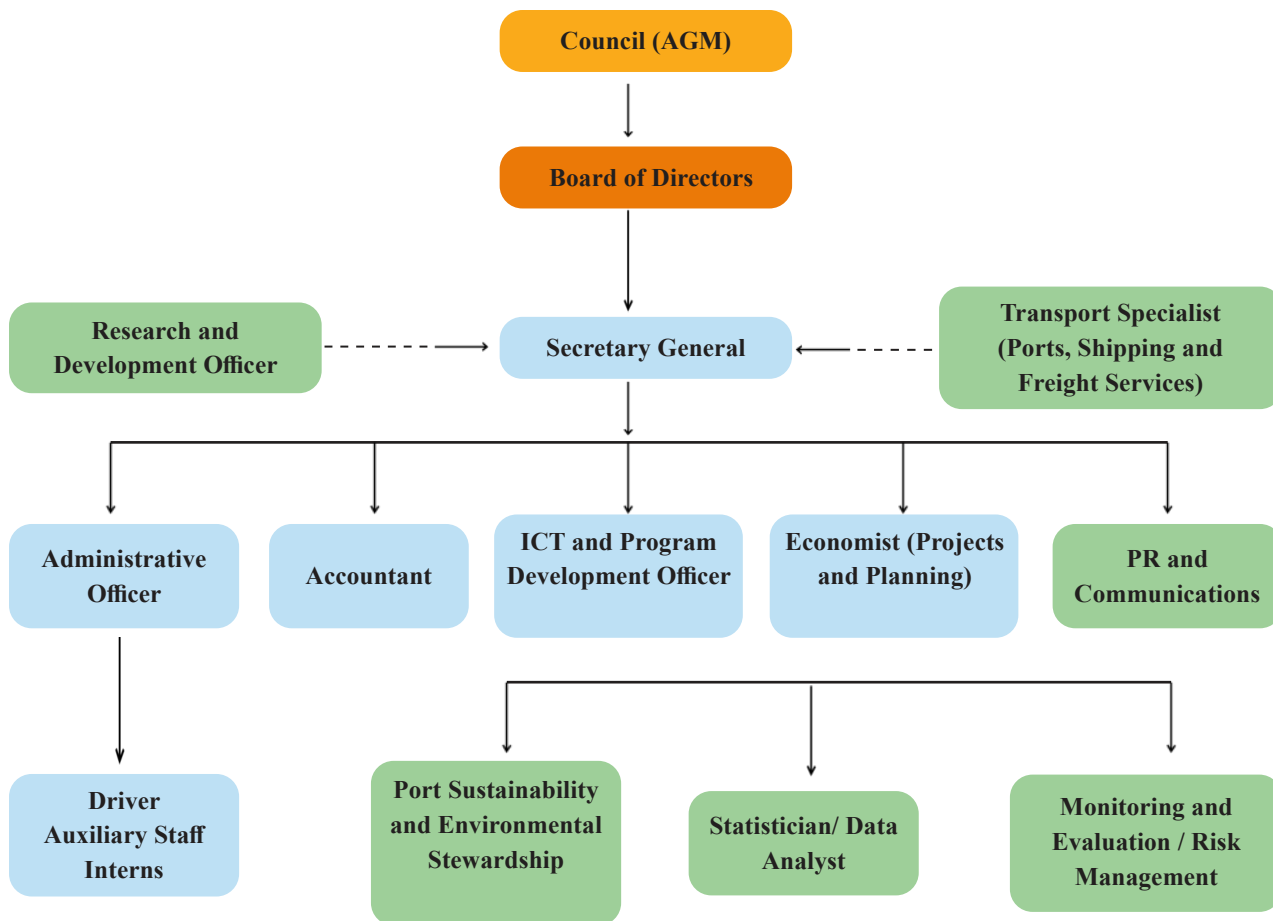
- Strategic Outcomes**
- 2) Overall sustainability and continuity of PMAESA activities and projects, for the benefit of all members.
  - 3) Establishment of a PMAESA 'Centre of Excellence' in collaboration with the regional maritime training institutions.
  - 4) A pool of Young Professionals, well trained and intellectually resourced to support development of the industry
  - 5) Members satisfaction achieved through creation of an enabling environment where members can interface freely to exchange data and information.
  - 6) Accurate and timely dissemination of member port statistics and port performance indicators.
  - 7) Collaboration achieved on sustainable port development initiatives.
  - 8) Accountability enhanced through independent Auditing.
  - 9) Innovation spurred within the Secretariat and across members
  - 10) Knowledge Management framework developed and deployed

- Key Initiatives**
- 1. Strategically ensuring strong partnership between PMAESA and organizations as well as Public Private Partnerships, crucial in supporting and sustaining this growth process.
  - 2. Request for grants and sponsorships for events and projects.
  - 3. Development of capacity building initiatives, chargeable to members.
  - 4. Reviving the 'Our Ports Magazine', newsletter and special editions for various fora, where advertisements can be sourced.
  - 1. Collaboration with universities, polytechnics and other IMO recognized maritime institutions in development of tailor-made Maritime Programs
  - 2. Facilitating benchmarking exercises for Ports Authorities, Associate members, stakeholders, staff and Students of the training institutions as well as the staff at the Secretariat.
  - 3. Applying new skills towards innovations and development of new projects and programs
  - 1. Design a Young Professionals placement program
  - 2. Enter into MoUs with member ports and other institutions to place students for this program
  - 3. Identify and recruit Young Professionals from the industry for enrolment
  - 4. Monitor and evaluate the program to ensure alignment to PMAESA objectives
  - 1. Workshops and fora in the member states
  - 2. Needs assessment on Members for interventions from PMAESA through satisfaction surveys.
  - 3. Development of a Database and Platform for information sharing.
  - 4. Reviving the 'Our Ports Magazine', newsletter and special editions for various fora.
  - 5. Establishment of Experts Pool Portal with detailed Policy guidance on their engagement and working arrangement with PMAESA
  - 6. Revival of Technical Committee meetings
  - 1. Collection and dissemination of Member Ports Statistics and Port Performance Indicators.
  - 2. Keeping abreast of current developments in port and harbour management administration and operations and other matters that may be of interest to PMAESA.
  - 3. Collaboration with Corridor Management Institutions in the Region.
  - 4. Collaboration with IOC on the 'Port Security and Safety to Navigation Programme'
  - 1. Enhance collaboration with other related organizations in developing strategies and frameworks for combating pollution and effects of ports operations on climate change.
  - 2. Partnering with organizations including but not limited to, UNEP – Nairobi Convention, MTCC-Africa, IMO, WIOMSA and local environmental authorities.
  - 3. Collaborate with cities and related stakeholders in the region to form a working group on the implementation of the Green – Port Policy Toolkit for the Western Indian Ocean Region and Lakes and Waterways.
  - 4. Participate and conduct fora and sensitization programs on protection of the environment in collaboration with cities. 'Africa Green Port Forum' and 'Ports and Cities Forum'
  - 1. Encourage a performance culture guided by structured planning, accountability, equity, transparency, inclusiveness and equal participation.
  - 2. Compliance to all related framework and regulations.
  - 3. Empower and build a strong, resilient, competent, cohesive, motivated and multi-skilled workforce.
  - 4. Develop a structured risk management system.
  - 1. Develop an innovation framework
  - 2. Validate the innovation framework internally and externally
  - 3. Allocate specific budgetary resources to support innovation
  - 4. Generate innovations and promote development of new products through innovative ideas
  - 1. Develop the knowledge management repository
  - 2. Develop protocols for knowledge management
  - 3. Train staff on knowledge management
  - 4. Continuously update and review knowledge management repository and structures



### PMAESA's Organizational Structure

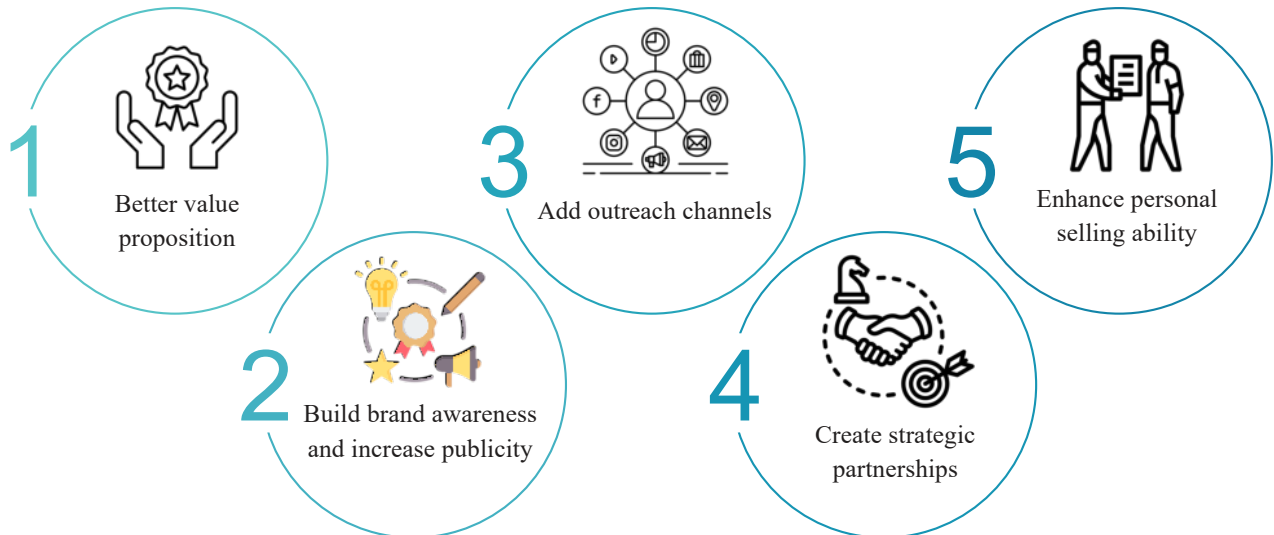
The Association has revised its organizational structure to better align with the new Strategic Plan, adapting to industry changes and sector needs as follows:



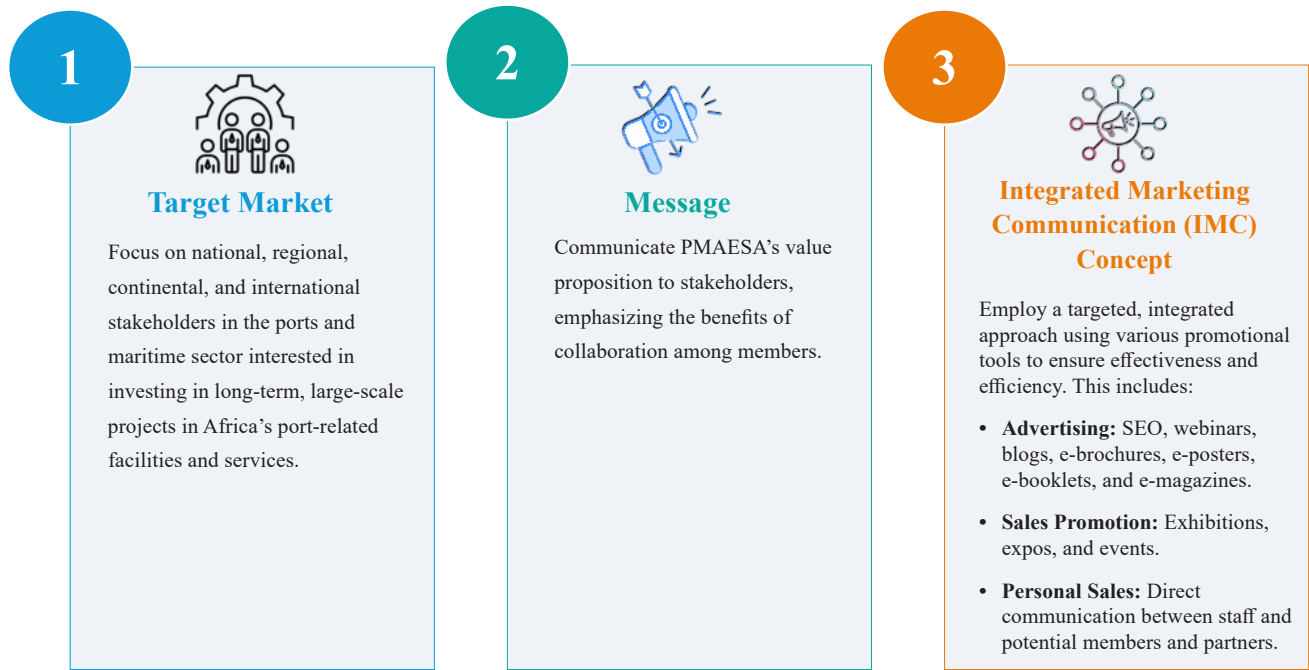


## Marketing & Communication Strategy

During the Strategic Plan period, PMAESA will implement a comprehensive marketing and communication strategy to achieve the following goals:

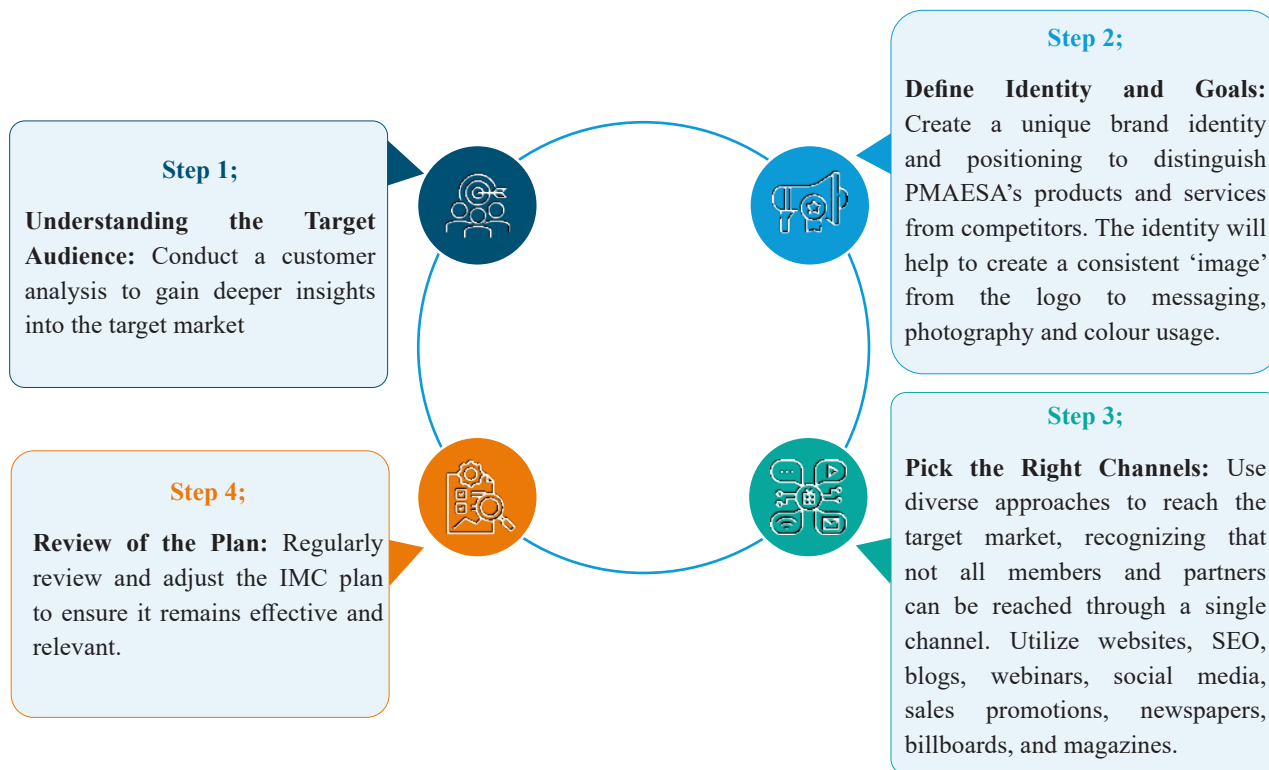


## Key Elements in the Marketing and Communication Strategy





## Designing the Integrated Marketing Communication Concept (IMC) Plan



## Financial Resources

To effectively execute the Strategic Plan 2024-2028, the Association requires a total budget of USD 5,984,614 over the five years plan period. The plan assumes the implementation of the new subscriptions band from the year 2025, according to Port throughput projections, as outlined in the PMAESA financial sustainability strategy developed in May 2014. The Association will also strive to mobilize funds to finance the initiatives outlined in the Strategic Plan.



## Risk Management and Monitoring and Evaluation

The Strategic Plan is buttressed with a comprehensive Risk Management Framework as well as a Monitoring, Evaluation and Reporting Plan, as detailed herein. These are expected to guide the smooth implementation, making adequate provisions for redress mechanisms as well as remedies aimed at correcting any deviations from the path to success.

\*\*\*\*\*



### Countries in the PMAESA region



Angola



Botswana



Burundi



Comoros



Djibouti

Democratic  
Republic of  
Congo

Eritrea



Ethiopia



Eswatini



Kenya



Madagascar



Malawi



Mauritius



Mozambique



Namibia



Rwanda



Reunion



Seychelles



Somalia



South Africa



South Sudan



Sudan



Tanzania



Zambia



Zanzibar



Zimbabwe



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