

South Africa Ocean Lab

Lab: Marine Transport & Manufacturing

Reference: Describe the initiative No. for initiative  
 Referen: Describe the KPI under the ce No. initiative. Refer Guidelines Tab for KPIs for examples  
 Define the scope of the KPI  
 Document baseline numbers. This should be actual and current data  
 Set targets for each year. If there is a final target to achieve, or there is a cumulative target at a certain year, work backwards to spread the targets over the years.  
 Cumulative target at the end of the programme (may not be relevant for all KPIs)  
 Record frequency of reporting (i.e. Weekly, Monthly, Quarterly, Yearly)  
 Record name of source / supporting document accountable to execute the KPI of data reported

Initiative Ref.	Initiative Overall Key Performance Indicator	KPI Ref No.	Key Performance Indicators (KPI) Description	Definition	As-is Baseline Mar 2014	FY1 Apr 2014 - Mar 2015	FY2 Apr 2015 - Mar 2016	FY3 Apr 2016 - Mar 2017	FY4 Apr 2017 - Mar 2018	FY5 Apr 2018 - Mar 2019	Cumulative Target (if relevant) [Mar 2019]	Reporting Frequency	Source / Supporting documentation	KPI Owner Name / Position	Organisation
<b>MARKET GROWTH</b>															
<b>Initiative 15: Public procurement and localisation programme</b>															
	Public procurement and localization programme		Increase government spend on local ship/boat building and repairs from 10% to 100%, as well as the local content to 60% as a minimum threshold for local production.	Since 1994, government spend ~ 19bl on working boats and only R900m went to local ship builders. (~4,7%). The current government hosts a Total of "70" commercial vessels (Transnet and Petro SA), "13" non-commercial vessels, (" price = R8,67bl) and "1700" fishing vessels. (The KPI scope is limited to the following organizations: DEA, TNPA, DAFF, Petro SA, SA Navy) - more detail required on SAPS and SARS)	Based on the MTEF budget allocations Government and SOCs intend spending ~ R7,9bl over the next 5 years on working boats.  General feedback from industry experts disputed the SA allocation of 4,7% hence stipulated a realistically value at 30% local content. If we apply this assumption, 70% of budget were on vessels from outside SA. If applied to current demand projections of ~R7,9bl, ~ R5,5bl worth of potential industrial opportunities could be lost to South Africa.	Increase government spend on local boat- and ship builders from 30% to 35%. (5% improvement at a value of ~ R389m)	Increase government spend on local boat- and ship builders from 35% to 55%. (20% improvement at a value of ~ R1,58m)	Increase government spend on local boat- and ship builders from 55% to 75%. (20% improvement at a value of ~ R1,58m)	Increase government spend on local boat- and ship builders from 75% to 100%. (25% improvement at a value of ~R1,185m)		100% of budget spend on local boat and ship builders. (R7.11bl)	Quarterly	Development of a Ports Industry Development Promotion Strategy Jan 2014.  DTI's Proposal for Designation of Working boats Sept. 13  DTI Boatbuilding industry Competitiveness and Marketing Development Study 2011	DG Industrial Development Division	Department of Trade and Industry/National Treasury, Transnet, Amsoar, Department of Environmental Affairs, Department of Agriculture, Forestry and Fishery
	Increase local manufacturing capacity		Securing of international and domestic investment to increase local manufacturing capacity to 80%.	Localization targets and supplier development initiatives for the following manufacturing sectors: <b>- Ship/ boat building</b> ( Raw materials as input e.g. SART, Propulsion units est.)	Boat/ Ship Building 45 Boatbuilding companies An Average of 38% local components per project An average of 62% imported components per project	Develop OEM local input suppliers (T1 and T2 suppliers) from a baseline by 10% (Roll out supplier interventions)	Develop OEM local input suppliers (T1 and T2 suppliers) from a baseline by 5% (Roll out supplier interventions)	Develop OEM local input suppliers (T1 and T2 suppliers) from a baseline by 10% (Roll out supplier interventions)	Develop OEM local input suppliers (T1 and T2 suppliers) from a baseline by 10% (Roll out supplier interventions)	Develop OEM local input suppliers (T1 and T2 suppliers) from a baseline by 7% (Roll out supplier interventions)	Develop OEM local input suppliers (T1 and T2 suppliers) from a baseline by 42% (Roll out supplier interventions)	Quarterly	DTI's Proposal for Designation of Working boats Sept. 13	DG Industrial Policy	Department of Trade and Industry
	Explore efforts to set-up central capacity to coordinate procurement, technical standards and utilization of the government fleet.		Set-up central capacity to coordinate procurement, technical standards and utilization of the government fleet.	Currently there is no coordination around the planning and utilization of the public maritime fleet by government and its agencies.	Currently there is no coordination around the planning, coordination and utilization of the public maritime fleet.	Stakeholder Engagement held.	Continuation of Stakeholder Engagement  Technical Task Team formed.	100% completion of all activities as per recommendations			Central fleet management agency in place for coordination of maritime fleet	Quarterly	MTM 3It implementation plan (Market Growth)	DG DOT National Treasury , DOT, DPE, DTI, SABS	DOT National Treasury , DOT, DPE, DTI, SABS



Initiative 17: Propose inclusion of preferential procurement clause in the African Maritime Charter														
Propose inclusion of preferential procurement clause in the African Maritime Charter	Successful inclusion and adoption of Preferential Procurement in African Maritime Charter	Preferential Procurement for African countries will include first right of refusal and possibilities of collaborations/JV's among African countries in the design and production of maritime assets and services	There is no specific reference to local content within the AMC.	Completed position paper(motivation for the inclusion of preferential procurement clause in the African Maritime Charter, outline the status of the boat building sector in the content/region, state the objectives of preferential procurement in the sector, supply and demand capacity in the region)	Position Paper to be signed by African Head of States through the African Union process. (Q1: paper to be submitted to the AU sub-committee. Q2: The AU subcommittee to present the paper to the AU maritime working group. Q3: AU maritime working group to present the paper to the technical working committee. Q4: Ministerial committee to take consideration of the submitted paper)								DIRCO	
Use this clause to actively pursue specific trade agreements covering, ship building, ship repair, maintenance, oil rig repair/maintenance with targeted member states	Number of bilateral agreements concluded that include maritime procurement	Review existing bilaterals with 7 countries to include preferential procurement for ships and boats required between them. Review existing bilateral/multi lateral agreements to cover all maritime activities to benefit inter-Africa trade and investment for all ships owned by African countries.											DTI	
INFRASTRUCTURE & OPERATIONS														
Initiative 4: Prioritise Transnet and TNPA funding allocation towards marine manufacturing														
Prioritise Transnet and TNPA funding allocation towards marine manufacturing	Reprioritisation of maintenance and refurbishment investments in Transnet's corporate plan towards marine manufacturing	Low revenue prioritisation of marine manufacturing within the current Transnet Market Demand Strategy	No funding to marine manufacturing	Prioritise funding for marine manufacturing Alignment with Transnet Corporate Plans								Bi-weekly	DFE/Transnet	
Initiative 1: Create support funding and revenue model														
Supportive funding and Revenue Model for New-build infrastructure and major refurbishment	Sign-off and approval of the financial model by DPE and Transnet by end of 2014 through a media release by the Min.of Public Enterprises and Transnet Communications Dep.	Approved financial model that quantifies the investment for marine manufacturing within the context of the shareholder compact (sourcing of funding via various mechanisms in a sustainable model that can be used by both public and private sector)	No supportive funding and revenue model in place	Completed and approved funding and revenue model. Alignment with Transnet Corporate Plans								Bi-weekly	DFE/Transnet	
Initiative 5: Maintain and refurbish existing port facilities														
Maintain and refurbish existing facilities	Investment in maintenance and refurbishment of existing facilities as per the plan	Determine maintenance required to meet industry needs. Obtain Capex approval to execute works	Schedule of required maintenance completed	Approve Capex funding	Execute repairs and refurbishment	Execute repairs and refurbishment	Execute repairs and refurbishment	Execute repairs and refurbishment	Execute repairs and refurbishment			Monthly	Progress against target	TNPA

Initiative 6: Unlock investment in new and existing port facilities													
	Unlock investment in new and existing port facilities	Time from tender submission to final contract agreement Number of tenders that have not resulted in award Count of days/weeks completed over count of prescribed days/weeks expressed as percentage	Sort out and improve the administration capabilities and length of timelines with regards to tender processes and final contract agreements									TNPA	
Initiative 2: Establish purpose-built oil and gas port infrastructure and appoint facility operators -Saldanha Bay													
	Implement Strategic Prioritised Projects - Saldanha	Commissioning (EIA, detailed design, appoint contractors & operators) facilities and infrastructure for oil & gas industry Facility Operator/s appointed for berth 205 and Mossagas Jetty Fast tracked EIA approved by DEA within 8 months on initiation Section 79 awarded to Transnet for the Manganes Terminal in Pot of Ngqura	Operationalise Berth 205 and Jetty at Mossagas by Jan 2018	No dedicated facilities	Combine and complete FEL3 & FEL 4 and suite of RFP documents	Completed EIA and detailed designs Appointed operators of facilities Appointed contractors to execute construction	Continue construction	Commission infrastructure			Monthly actual vs targeted performance	Report	TNPA
Initiative 7: Implement strategic priorities projects- Richards Bay													
	Implement Strategic Prioritised Projects - Richards Bay	Upgraded and refurbished repair facility Appoint facility operator for berth and floating dock	Established a dedicated ship/rig repair facilities	No dedicated facilities	Combine and complete FEL 2 & 3 and suite of RFP documents	Completed detailed designs Appointed operators of facilities Appointed contractors to execute construction	Commission infrastructure				Monthly actual vs targeted performance	Report	TNPA
Initiative 8: Implement strategic priorities projects- East London													
	Implement Strategic Prioritised Projects - East London	Upgraded and refurbished slipway to enable boat building	Established a dedicated ship building facilities	Existing facility in state of disrepair	Combine and complete FEL 2 & 3 and lease documents documents	Completed detailed designs for repairs and upgrade Appointed Lessee Appointed contractors to execute construction and commission infrastructure					Monthly actual vs targeted performance	Report	TNPA

**SKILLS & CAPACITY BUILDING**

**Initiative 9: Train 2 550 TVET College graduates on a 18 month workplace-based Experiential Learner Programme**

Train 2550 TVET College graduates on an 18-month Workplace Experiential Learner Programme (in scarce & critical skills) over the next 5 years	Number of college graduates trained	Cumulative number TVET graduates of the specific programme								2550	Annually	DHET (Special projects & Indlela Directorate)	OT's Lead Coordinator/	DHET
Assign Implementing Agents to manage and implement the recurring 18-month programme in the regions identified (Western Cape and Kwa-Zulu Natal)	Number of implementing agents identified in:	This will be the institutions that has been identified for the implementation of the semi skill and artisan programmes.	2	3	4	5	6	6	6	6	Quarterly	DHET (Special projects & Indlela Directorate)	OT's Lead Coordinator/	DHET
For each Phakisa Trade (Artisan) Occupation, identify workplaces and assess the capacity of each Ito Learner: Mentor ratio applicable. (assumed that Initiative SC-10 has identified the exact Trades deemed scarce and critical for Operation Phakisa, and the projected needs over the 5 year period)	Number of workplaces identified for placement	This will be the host companies where the students will be performing their workplace experiential training Cumulative number of workplace capacity assessments completed.			34	54	35	37		160	Quarterly	DHET (Special projects & Indlela Directorate)	OT's Lead Coordinator/	DHET
Recruitment and selection of 2550 TVET graduates for workplace-based learning programme	Number of students identified for recruitment and selection	The process that will be followed to select and recruit the eligible graduates Cumulative number recruited and selected			1062	1708	1120	1210		5100	Quarterly	DHET (Special projects & Indlela Directorate)	OT's Lead Coordinator/	DHET
Place Learners with Host Companies (Public and Private) for the 18-month programme, and conduct the programme against the required SETA standards, with monthly oversight, problem-solving, facilitation and financial administration by Implementing Agents.	Number of students placed.	This will be the number of students placed with a host company for a 18 month workplace experiential training			531	854	560	605		2550	Quarterly	DHET (Special projects & Indlela Directorate)	OT's Lead Coordinator/	DHET

Initiative 10: Create dedicated Occupational Teams for MTM Sector (Professional, Trade (Artisans), Operators & Seafarers)														
Initiative 10: Create dedicated Occupational Teams for MTM Sector (Professional, Trades (Artisans), Operators & Seafarers)	Number of new OT's developed	This will be the team that will have oversight over the projects and the training programmes and materials. SIP OTS have been established to address critical and scarce skills needed by the SIP programmes. The skills needed by the MTM sector must be cross matched against these to establish whether the new OT's are needed and can be utilised to support MTM									Quarterly	DHET (Special projects & Indlela Directorate)	Adrienne Bird, DDC: Special Projects Unit	DHET
An <b>Occupational Coordinating Team</b> is established within DHET to drive to address problems of curriculum relevance and alignment between institutional (theoretical) and workplace (practical) learning as well as work placement problems at a systemic, national level	Established OPCCT	This is the team that will have oversight over the projects, curricula and the learning material  Cumulative number of projects, curricula and the learning material.	0	4	7	15	15	15	15	15	Quarterly	DHET (Special projects & Indlela Directorate)	Adrienne Bird, DDC: Special Projects Unit	DHET
Initiative 11: Establish Trade RPL/CBMT/Centres of Specialisation in Saldanha Bay and Richards Bay														
Initiative 11: Establish Trade RPL/CBMT/Centres of Specialisation in Saldanha Bay and Richards Bay, and associated activities	Number of training/assessment centres developed	This will be the necessary infrastructure that will allow individuals to experience CBMT (practical) training and RPL/Assessment  Count of activities completed over count of activities due under roll-up expressed as percentage.  Count of implementation weeks completed over count of implementation weeks due under roll-up expressed as percentage - based on effort and not on chronology.								100%	Quarterly	OPMS	Doc. Prinsloo/Indlela (NAMB)	DHET
Upgrade or construct Centres of Specialisation for categories of qualification identified as scarce and critical to the industry	Number of training structures that will be erected and equipped	the physical structure that will be built to facilitate practical training and assessment for RPL.	0			6	6							
Employed persons with relevant experience identified on RPL processes to enable competency for each <b>Phakisa</b> occupation, this beginning with task of COS's	Number of individuals identified for RPL/CBMT	Process that will be followed to assess company employees in order for them to be allowed to do the trade test and ultimately reward them for the past experience  Cumulative number of individuals				500	900	1600	3000		Annually			

Initiative 12: Train 18 172 learners as artisans, semi-skilled workers and professionals over the next 5 years															
Train 3826 learners as Artisans over the next 5 years		Number of students trained	This is the amount of students that will be assessed from grade 9-12 that will go through the 40 month programme and this include theoretical, phased/CBMT and the 18months workplace experience until trade test									Bi-Monthly		DHET	
Assign Implementing Agents to manage and implement the recurring 18-month programme and CBMT in the regions identified (Western Cape and Kwa-Zulu Natal)		Number of implementing agents assigned	The institution that will do the implementation and monitoring of the project												
Train 3826 Grade 9-12 candidates on a full-term 40-Month Artisan Trade Development Programme in the scarce and critical occupations identified to support the sector		Number of students placed in the workplace with a host company	Students that has completed their phase 1,2 and 3 training combined with the 9months of ntc1-3 theoretical training. Cumulative number of learners that completed artisanship.		797	1282	840	907							
Place 3826 TVET graduates in workplaces for an 18-month programme in the regions identified (Western Cape and Kwa-Zulu Natal).		Number of students placed in the workplace with a host company	These will be the students that has completed their phase 1,2 and 3 training combined with the 9months of ntc1-3 theoretical training. Cumulative number TVET graduates of the specific programme												
Train 12752 semi-skilled candidates on 6-month short courses in the scarce and critical occupations identified to support the sector		Number of training intervention programmes	This will be the various type of semi-skilled training that will be conducted Cumulative number of candidates that completed short courses.		3188	3188	3188	3188							
Initiative 13: Increase usage of ESSA system & targeted career awareness services as a high value recruitment tool															
Initiative 13: Increase usage of ESSA system & targeted career awareness services as a high value recruitment tool for MTM		Increased Number of Essa system users	To determine the amount of ESSA system users, companies and individuals that will be utilizing the system for purposes of registering unemployment and job opportunities.									Monthly	ESSA usage report	Dep Dir / Sonia Hornsby	Dot
Opportunities for work and/or learning for each Phakisa Occupation registered on ESSA system with DOL, and local or international work seekers sourced.		Number of opportunities registered	Defining what is available to employment opportunities.	1500	2050	4200	5150	7100	20000 new opportunities			Monthly	ESSA usage report	Dep Dir / Sonia Hornsby	Dot

Marketing and registration campaigns to increase ESSA usage amongst potential Operation Phakisa employee groups (namely Professionals, Trades & Plant and Machine Operators, and in targeted areas (namely Saldanha Bay and Richards Bay, Western Cape and Kwa-Zulu Natal Provinces) (IMPORTANT THAT CAMPAIGNS INCLUDE CAREER AWARENESS SERVICES & LINKS TO POSITIONING MTM AS AN ATTRACTIVE INDUSTRY)	People reached via marketing campaigns facilitated for the increase of the ESSA usage wrt employees	Promoting and creating awareness about employee ESSA usage. User identification on the system should include where they heard about ESSA.	20000	50000	90000	120000	200000	200000	Monthly	ESSA usage report	Dep Dir / Sonia Hornsby	DoI
Marketing and registration campaigns to increase ESSA usage amongst Operation Phakisa industry/companies, and in targeted areas (namely Saldanha Bay and Richards Bay and across Western Cape and Kwa-Zulu Natal Provinces).	Companies reached via marketing campaigns facilitated for the increase of the ESSA usage wrt industry/companies	Promoting and creating awareness about company/industry ESSA usage. User identification on the system should include where they heard about ESSA.	500	1200	1750	2500	3000	3000	Monthly	ESSA usage report	Dep Dir / Sonia Hornsby	DoI
Mandate a minimum 30% towards additional recruitment of unskilled, semi-skilled and trades from ESSA on all public procurement tenders issued pertaining to Operation Phakisa activities.	Number of individuals recruited from the ESSA system	A clear indication that the ESSA system must be used by companies to ensure that the unemployed that are registered on the ESSA system are targeted for employment.	5%	10%	15%	20%	25%	30%	Monthly	ESSA usage report	Dep Dir / Sonia Hornsby	DoI
Increase Seafarer throughput	Increase throughput to 720 Officers (STCW II/I) + STCW II/I) and 1200 ratings per year	provide support at CPUT, DUT, NMMU and TVETs; bursary and berth support; framework and establishment of skills fund; market graduates locally and internationally.	i. 161 graduated officers (2013). ii. Appointment of Team for facilitation of establishment of the institute. iii. Senior manager appointed for TVET curriculum development iv. TETA 2014/2015 funding support for cadet berths to value of R 13.9 million.	i. 300 cadets with training berths complete at DUT, CPUT, NMMU and TVETs; ii. 50 ratings with training iii. Skills Development Fund Established iv. Market strategy for training berths and seafarers completed. v. Train-the-trainers immediate, medium term and long-term plan completed. vi. 14 trainees on train-the-trainer immediate plan. vii. 70 officers employed. viii. 20 ratings employed.	i. building and facilities 100% complete at DUT, CPUT, NMMU and TVETs; ii. 63 TVET instructors completed train-the-trainer program. iii. HR capacity targets achieved per training institute iv. 300 cadets with training berths v. 80 officers employed. vi. 30 ratings employed. vii. Targets as set in Market Strategy for training berths 100% achieved.	i. 300 cadets with training berths complete at DUT, CPUT, NMMU and TVETs; ii. 1st batch of 1200 ratings employed. iii. 1st batch of 1200 ratings trained and employed.	1st batch of 720 officers trained and employed. 2nd batch of 1200 ratings trained and employed.	2nd batch of 720 officers trained and employed. 3rd batch of 1200 ratings trained and employed.	Quarterly	Register of Seafarers (SAMSAs)	Mr Gwebinkundla Qonde/DG	DHET
	Coordinating institute	establish an institute that can coordinate seafarer training. Count of activities completed over count of activities due under roll-up expressed as percentage. Count of implementation weeks completed over count of implementation weeks due under roll-up expressed as percentage - based on effort and not on chronology	Feasibility and Viability Study for Comprehensive Maritime Institute	Establishment of Maritime Institute 100% complete with annual targets complete.	Coordinating Institute's targets 100% achieved.	Coordinating Institute's targets 100% achieved.	Coordinating Institute's targets 100% achieved.	Coordinating Institute's targets 100% achieved.	Quarterly		Mr Gwebinkundla Qonde/DG	DHET
	Career Development-Career Paths	Develop and implement Career Paths Mapping in the Maritime Industries	i. task team setup ii. Plan for careers path mapping 100% complete	Planned targets 100% achieved	Planned targets 100% achieved	Planned targets 100% achieved	Planned targets 100% achieved	Planned targets 100% achieved	Quarterly		Mr Gwebinkundla Qonde/DG	DHET
	Career Development-Research and Awareness	Use a Maritime Research, Innovation, Knowledge Management and Technologies (MRIKT) roadmap to support seafarer career development. Develop careers awareness program	MRIKT roadmap development initiated in 2013. Industry awareness programmes hosted by SAMSAs and other entities	i. MRIKT Roadmap 100% complete. ii. Awareness strategy 100% complete.	i. MRIKT roadmap targets 100% achieved. ii. Awareness strategy targets 100% achieved.	i. MRIKT roadmap targets 100% achieved. ii. Awareness strategy targets 100% achieved.	i. MRIKT roadmap targets 100% achieved. ii. Awareness strategy targets 100% achieved.	i. MRIKT roadmap targets 100% achieved. ii. Awareness strategy targets 100% achieved.	Quarterly		Dr Phil Mjwara/DG	DST