

REPOSITIONING AND RESTRUCTURING OF NIMASA AND THE MARITIME SECTOR IN NIGERIA




NIMASA MEDIUM TERM STRATEGIC PLAN

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PURPOSE OF THE PLAN

OPENING UP THE OCEAN ECONOMY

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- i. To develop & articulate an effective work programme with the purpose of identifying the initiatives, strategies, capabilities, competencies, data, partnerships and resources required to mobilise stakeholders, enablers and drivers towards achieving the core mandate of NIMASA, restructuring and repositioning the agency and the maritime sector in Nigeria with a view to unveiling, strengthening and transforming her ocean economy for the benefit of all stakeholders and for the socio- economic growth & development of the country.
- ii. Set direction for the day to day regulatory and promotional activities of the Agency, consistent with our vision.

GLOSSARY OF TERMS, ABBREVIATIONS & ACRONYMS

Abuja MOU	Memorandum of Understanding for West and Central African Sub Region
ADR	Alternative Dispute Resolution
AU	African Union
BOI	Bank of Industry
BOSIET	Basic Offshore Safety Induction and Emergency Training
BPE	Bureau of Public Enterprises
CAPITEL-D	Acronym for NIMASA's Core Values
CBN	Central Bank of Nigeria
CEO	Chief Executive Officer
COMMNS	Communications
COLREG	The International Regulations for Preventing Collisions at Sea 1972
CSR	Corporate Social Responsibility
CVFF	Cabotage Vessel Financing Fund
DEPTS	Departments
DEV	Development
DG	Director-General
DPR	Department of Petroleum Resources

ECOWAS	Economic Community of West African States
ERP	Enterprise Resource Planning
FCT	Federal Capital Territory
FEC	Federal Executive Council
FMOT	Federal Ministry of Transportation
FPSO	Floating Production Storage and Offloading
FS	Financial Services
FSO	Floating Storage and Offloading
FSU	Floating Storage Unit
HDQS	Headquarters
HMOs	Health Maintenance Organisations
HNS	The International Convention on Liability and Compensation for Damage in Connection with the Carriage of Hazardous and Noxious Substances by Sea, 1996
ICT	Information & Communication Technology
ICRC	Infrastructure Concession Regulatory Commission
IDP	Inland Dry Port
ILO	International Labour Organisation
IMO	International Maritime Organisation
IMSAS	IMO Member State Audit Scheme
IOCs	International Oil Companies
ISO	International Standards Organisation
ISPS	International Ship and Port Facility Security Code
IT	Information Technology
KPI	Key Performance Indicator
KRA	Key Result Area

LNG	Liquefied Natural Gas
M&E	Monitoring & Evaluation
MAN	Manufacturers Association of Nigeria
MAN ORON	Maritime Academy of Nigeria, Oron
MARAD	Maritime Administration
MARPOL	Marine Pollution
MEM	Maritime Environmental Management
MGC	Maritime Guard Command
MGT	Management
MLC	Maritime Labour Convention
ML	Maritime Labour
MOU	Memorandum of Understanding
MOWCA	Maritime Organisation of West and Central Africa
MSI	Maritime Safety Information
MSSS	Marine Safety and Seafarers' Standards
₦	Naira
NAPIMS	National Petroleum Investment Management Services
NASS	National Assembly
NCDMB	Nigerian Content Development and Monitoring Board
NCS	Nigerian Customs Service
NIMASA	Nigerian Maritime Administration and Safety Agency
NIPC	Nigerian Investment Promotion Council
NIWA	National Inland Waterways Authority
NITT	Nigerian Institute of Transport Technology Zaria
NJC	National Judicial Council
NLNG	Nigeria LNG Limited
NNPC	Nigerian National Petroleum Corporation

NO.	Number
NPA	Nigerian Ports Authority
NSDP	Nigerian Seafarers' Development Programme
NSE	Nigerian Society of Engineers
NSRO	Nigerian Ship Registry Office
PHC	Port Harcourt
PPC	Procurement Planning Committee
PPMC	Pipelines and Products Marketing Company Limited
PPP	Public-Private Partnership
PRDMSD	Planning, Research and Data Management Services Department
PSC	Production Sharing Contract
PTB	Parastatal Tenders Board
PwC	PricewaterhouseCoopers
REV	Revenue
RO	Recognised Organisation
SAGE	Proprietary ERP software
SAR	Search-And-Rescue
SDGs	Sustainable Development Goals
SERVICOM	SERVICE COMPACT with all Nigerians – social contract between the Federal Government of Nigeria and its People or a unit in NIMASA charged with the responsibility of implementing the service compact
SMEDAN	Small and Medium Enterprises Development Agency of Nigeria
SNR	Senior
SOLAS	The International Convention for the Safety of Life at

	Sea
SON	Standard Organisation of Nigeria
SOPs	Standard Operating Procedures
SPL/OWRFL	Sound Pressure Level / OWRFL
STCW	Standard of Training, Certification and Watch-Keeping
STS	Ship-To-Ship
The Agency	Nigerian Maritime Administration and Safety Agency
VOL.	Volume



FOREWORD

I have no doubt that we have the Nigerian Maritime Administration and Safety Agency (NIMASA) in the safe hands of a Seasoned administrator and visionary leader by the appointment of Dr. Dakuku Adol Peterside as the Director General of the Agency in March, 2016 by the President and Commander-in-Chief.

NIMASA is a very critical agency of Government thus must be effective in its role, which may entail repositioning it. As the supervising ministry, we identified this need early and empaneled stakeholders' committee to advise us on how best to reposition the agency. To do this, a Medium Term Strategy Plan anchored on five Pillars has been developed. The five Pillars are; (I) Survey, Inspection and Certification Transformation Programme, (ii) Environment, Security, Emergency, Search and Rescue Transformation Initiative, (iii) Digital Strategy Reforms, (iv) Capacity Building and Promotional Initiatives and (v) Structural and Cultural Reforms. This initiative aligns with the President's vision and our avowed determination to reposition the entire maritime sector.

There is no gainsaying that the Medium Term Strategic Plan if well implemented will ensure the much desired turn around of the Agency and quick growth of the Maritime sector. I therefore charge the Governing Board, Executive Management and all Staff of the Agency to ensure 100% achievement of the mapped out activities and programmes outlined in this Plan by the set end dates. Effective implementation as you are aware demands conscious effort by all concerned, hence all hands must be on deck.

It is my Sincere hope that when the performance score card is reviewed, NIMASA will be found to be most effective in its critical role of regulating and developing the Maritime Sector and by extension boosting the economy of Nigeria.

I completely endorse the Medium Term Strategy Plan for 2016-2019 for full implementation.

God bless you.

Rt. Hon. Rotimi Chibuike Amaechi

Honourable Minister of Transportation

January 2017



FOREWORD

At the inauguration of the Governing Board of the Nigerian Maritime Administration and Safety Agency (NIMASA) we were charged with the responsibility of steering the Agency towards executing its mandate effectively

This task was made easier upon my arrival at the Agency as the Management Team led by Dr. Dakuku Peterside presented the Board Members with a Strategic Plan named Medium Term Strategic Plan 2016-2019. The plan I understood rests on five Pillars namely Survey, Inspection and Certification Transformation Programme; Environment, Security, Emergency, Search and Rescue Transformation Initiative; Digital Strategy Reforms; Capacity Building and Promotional Initiatives; and Structural and Cultural Reforms.

The plan detailed the Agency's areas of focus and priority, Strategy and resource to achieve the set goals as well as evaluation framework to track progress and ensure quality implementation. It is a well thought out document on how we intend to drive the Agency forward thereby grow the Maritime sector to a robust avenue of economic growth, employment and human capital development.

The Agency's Medium Term Strategic Plan is anchored on Federal Government's Key Economic Policy Objectives and leans heavily on the Federal Ministry of Transportation's areas of focus.

An important feature of the plan is that it was derived from the Federal Government's key Economic Policy Objective and leans heavily on the Federal Ministry of Transportation's focus.

The plan contains Thirty-one major initiative. As daunting as the task may look ,the steps for actualizing them have been carefully crafted and domiciled with the responsible Departments and Units in the Agency which identifies their level of involvement and agreed lines for effective monitoring and actualisation.

Noted that management at all levels are usually faced with budgetary constraints, it is my hope therefore that these great initiatives would be supported with adequate funding, for it is only then one can be held responsible for performance shortfalls.

It is noteworthy that the Medium Term Strategic Plan is a great testimony of the quality of visionary and committed leadership Piloting the affairs of the Agency. With them in charge I have no doubt that the Agency is in safe hands, on the right track and we shall arrive safely at shore. It gives me great joy therefore to write this foreword on the Agency's Medium Term Strategic Plan.

On behalf of the Governing Board of NIMASA, I congratulate the Executive Management and Staff of the Agency for rising up to the clarion call to join hands in taking the Agency to higher heights.

God bless you.

Major Gen. J.I. Garba (Rtd)

Chairman., Governing Board

Dec, 2016

PREFACE




Change is well established, as the only constant in life. For forward thinking organisations, being at crossroads is a great incentive for change. The NIGERIAN MARITIME ADMINISTRATION AND SAFETY AGENCY (NIMASA) is at crossroads. When an organisation is at crossroads, Strategic agenda for Strategic change is imperative. The Strategic agenda must take into consideration the needs of the Stakeholders in the industry which it will be executed.

In developing the strategic agenda to restructure and reposition the Maritime Sector for growth, we engaged and considered inputs from Management and Staff of the Agency, Stakeholders and Operators in the Sector, Consultants and a host of many other persons.

The Strategic Agenda we designed which we called Medium Term Strategic Plan 2016-2019 rests on Five Pillars:

- 1) Survey, Inspection & Certification Transformation Programme
- 2) Environment, Security, Emergency, Search & Rescue Transformation Initiative
- 3) Digital Strategy Reforms
- 4) Capacity Building and Promotional Initiatives
- 5) Structural & Cultural Reforms

In summary, the Strategic Plan is aimed at attitudinal Change towards ethical and effective Service delivery, enhancing the use of data and technology in business operations and processes, re-engineering operational procedures for efficiency, restructuring and re-branding of NIMASA as well as foster teamwork amongst others.



Attitudinal change, the improved use of data and technology, the re-engineering of operational procedures, the restructuring and re-branding of NIMASA and team spirit amongst others will be necessary and critical going forward.

This plan contains the objectives we want to achieve in three years, the delivery strategy which will enable us measure progress against set objectives and targets, identify and tackle challenges as they arise through consistent monitoring and evaluation mechanism.

Our commitment to follow through with this plan is total. With God Almighty on our side and support of all stakeholders, we believe the much expected transformation of the Agency and the Maritime Sector will follow.

Dr Dakuku Adol Peterside
Director General / CEO
TEAM NIMASA
December 2016



BROAD POLICY THRUSTS OF THE

FEDERAL GOVERNMENT OF NIGERIA

FEDERAL GOVERNMENT KEY ECONOMIC POLICY OBJECTIVES 2016 - 18



Investment in Infrastructure



Achieve Macroeconomic Stability



Ensure Prudent Fiscal Management



Ensure Sustainable and Inclusive Growth



Improve Human Capital/ Increase Employment Opportunities



Attain Robust External Reserves




Improving the business environment

FMOT AREAS OF FOCUS

	Assessment
 <p data-bbox="272 1402 627 1473">Enhance Maritime Safety and Security</p>	<p data-bbox="687 781 1206 1003">Objective: Promote indigenous commercial shipping capacity, regulate and promote safety, security, marine pollution and maritime labour harmony.</p> <p data-bbox="687 1070 1161 1144">Regulate Maritime Environment to mitigate pollution.</p> <p data-bbox="687 1211 1230 1384">Actual: Shipping Registry is automated, cabotage fund being accumulated for disbursement to support indigenous shippers</p> <p data-bbox="687 1451 1246 1576">Satellite based Maritime Awareness/Surveillance System installed. Upgrade of the laboratory and</p> <p data-bbox="687 1644 991 1673">Training of workforce.</p> <p data-bbox="687 1740 1187 1814">Variance: Cabotage Vessel Financing Fund (CVFF) not disbursed yet.</p> <p data-bbox="687 1881 1198 1955">Challenges: Lopsidedness of Nigerian trading policy.</p> <p data-bbox="687 2022 1203 2096">Lack of review of the Maritime Sector incentive regime.</p>

FMOT AREAS OF FOCUS

Programme / Project / Initiative	Assessment
 <p>Adequate human capital development in the sector with special intervention for seafarers' development to close up the existing gap in the industry</p>	<p>Objective: NITT to build capacity of middle class professionals in the sector. MAN Oron and NIMASA regulated Maritime Institutes to train manpower for the Maritime subsector, thereby reduce number of those needed to be trained abroad; thus reduce cash flight from the country.</p> <p>Variance: MAN Oron yet to be adequately equipped to transmute to a Maritime University;</p> <p>Nigeria does not have a National Shipping Line, hence it is difficult for cadets to have their practicals at sea</p> <p>Challenges: Inadequate funding for MAN Oron. The 5% statutory support from NIMASA is inadequate to meet the needs of the institution</p>

FMOT KEY RESULTS AREAS

(Strategic Objectives)

S/N	Key Result Area (KRA)	Programme
1	KRA 1	Resuscitation and Revitalization of the Nigerian Railway System for the Haulage of Goods and carriage of Passengers
2	KRA 2	Reposition Nigerian Ports System in Line with Global Best Practices
3	KRA 3	Increase use of Inland Waterways to Stimulate Economic Activities
4	KRA 4	Enhancing Maritime Safety and Security
5	KRA 5	Improving the Inter-Modal Nigerian Transport System
6	KRA 6	Enhancing Nigerian Private Sector Participation in the Transport Sector
7	KRA 7	Provision of Policy, Regulatory and Administrative Services
8	KRA 8	Training and re-Training of Transport Professionals and Practitioners on observed skill gaps in the Sector

FMOT INDICATORS

S/N	STRATEGIC OBJECTIVES	INDICATORS
1	Resuscitation and Revitalization of the Nigerian Railway System for the haulage of Goods and Carriage of Passengers	<ol style="list-style-type: none"> 1. Vol. of cargo conveyed by rail (Metric tons) 2. No. of passengers conveyed by rail 3. Average operating speed (km/hr) 4. No. of rail trips per year
2	Reposition Nigerian Ports System in Line with Global Best Practices	<ol style="list-style-type: none"> 1. Vol. of cargo throughput (million metric tons) 2. Turn around time of vessel (Days) 3. Average dwell time (Days) 4. No. of concessionaires engaged through ICRC & BPE
3	Increase Use of Inland Waterways to Stimulate Economic Activities	<ol style="list-style-type: none"> 1. Vol. of cargo throughput in the inland water ways (metric tons (million)) 2. No. of passengers travelled enroute
4	Enhancing Maritime Safety and Security	<ol style="list-style-type: none"> 1. No. of piracy and sea robbery incidences 2. No. of maritime accidents 3. Compliance with safety rules 4. Extent of navigational aids deployment
5	Improving the Inter-Modal Nigerian Transport System	<ol style="list-style-type: none"> 1. Kilometre of roads rehabilitated and maintained within the ports 2. No. of seaports and IDPs linked by rail 3. Vol. of goods conveyed from Ports by rail
6	Enhancing Nigerian Private Sector Participation in the Transport Sector	<ol style="list-style-type: none"> 1. No. of beneficiaries of cabotage fund 2. No. of policy initiatives implemented 3. Internally generated revenue 4. No. of jobs created 5.No. of vessels acquired
7	Provision of Policy, Regulatory and Administrative Services	<ol style="list-style-type: none"> 1. No. of Stakeholder Engagements conducted 2. No. of Monitoring and Evaluation Reports produced and disseminated 3. PPP/Donor Funding generated
8	Training and Re-Training of Transport Professionals and Practitioners on observed skill gaps in the sector	<ol style="list-style-type: none"> 1. No. of technical skill gaps identified 2. No. of Staff Trained to fill

IDENTIFICATION OF TRANSPORT SECTOR INDICATORS/TARGETS

SN	OBJECTIVES	INDICATOR	BASELINE			TARGETED VALUE		
			VALUE	UNIT	YEAR	2016	2017	2018
1	Enhancing Maritime Safety and Security in the Coastal Waters and the Inland Waterways	No. of piracy and sea robbery incidences at coastal waters						
		No. of maritime accidents in coastal waters						
		No. of marine accident and incidence in the inland waterways						
2	Improving the Inter-Modal Nigerian Transport System	Kilometre of roads rehabilitated and maintained within the ports						
		No. of seaports and IDPs linked by rail						
		New state capitals and cities connected by rail						

TRANSPORT SECTOR INDICATORS CONT'D

SN	OBJECTIVES	INDICATOR	BASELINE			TARGETED VALUE		
			VALUE	UNIT	YEAR	2016	2017	2018
3	Enhancing Nigerian Private Sector Participation in the Transport Sector	No. of beneficiaries of cabotage fund						
		No. of PPP policy initiatives implemented						
		Amount (N) of PPP/donor funding generated						
		No. of public/private sector collaborations engaged						
4	Provision of Policy, Regulatory and Administrative Services	No. of Stakeholder Engagements conducted						
		No. of Monitoring and Evaluation Reports produced and distributed						
		PPP/Donor Funding generated						
5	Training and Re-Training of Transport Professionals and Practitioners on observed skill gaps in the sector	No. of technical skill gaps identified						
		No. of Staff Trained in them						
		No. of cadets trained in MAN, Oron						
		No. of professional seafarers trained (MAN Oron)						
		No. of participants trained under short term training programme (NITT)						

TRANSPORT SECTOR INDICATORS CONT'D

SN	OBJECTIVES	INDICATOR	BASELINE			TARGETED VALUE		
			VALUE	UNIT	YEAR	2016	2017	2018
6	Training and Re- Training of Transport Professionals and Practitioners on identified skill gaps in the sector	No. of participants trained under long term training programme (MAN & NITT)						
		No. of research & consultancy services conducted/ provided						
		No. of cadets trained under NSDP programme (NIMASA)						

FEDERAL GOVERNMENT PROJECTS SELECTION CRITERIA

Projects that:

1	Are in line with the policy thrust of the present administration
2	Would make significant impact on infrastructural development
3	Are already ongoing or advanced stage of development
4	Could achieve significant progress within the next four years
5	Will attract private, donor funds or soft loans
6	Impacts on employment and welfare
7	Clarity of justification for budget commitment
8	Alignment with clearly stated policies
9	Likelihood of completion in 2016 - 2020
10	Projects with measurable targets, KPIs & outcomes
11	Projects that meets Post 2015 development agenda and SDGs aspirations
12	Projects with feasibility reports
13	Projects with inter- linkages with other sectors and projects

NIMASA
MEDIUM
TERM
STRATEGIC
PLAN
2016 - 2019



NIMASA **VISION &** **MISSION**



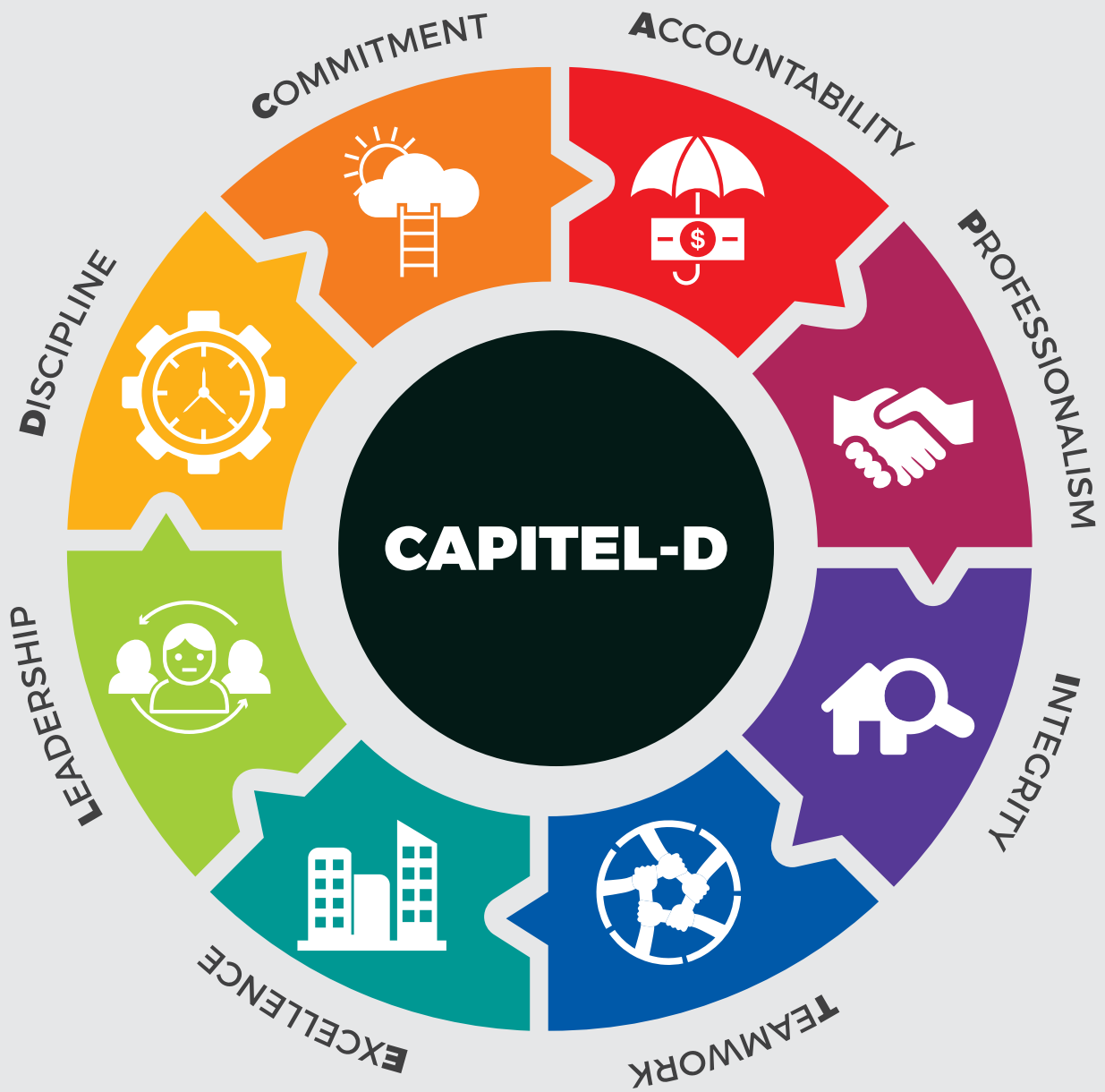
VISION

To be the leading Maritime Administration in Africa, advancing Nigeria's Global Maritime Goals.

MISSION

To achieve and sustain safe, secure shipping, cleaner oceans and enhanced maritime capacity in line with the best global practices towards Nigeria's economic development.

CORE VALUES



MEDIUM TERM STRATEGIC PLAN

FOR THE REPOSITIONING AND RESTRUCTURING
OF NIMASA AND THE MARITIME SECTOR IN NIGERIA

2016 - 2019



5 PILLARS FOR THE REPOSITIONING AND RESTRUCTURING OF NIMASA AND THE MARITIME SECTOR IN NIGERIA

P1

Survey, Inspection & Certification Transformation Programme

P2

Environment, Security, Emergency, Search & Rescue Transformation Initiative

P3

Digital Strategy Reforms Initiative

P4

Capacity Building & Promotional Initiative

P5

Structural & Cultural Reforms Initiative

SUMMARY OF MAJOR INITIATIVES

- (i) Recraft / Institutionalise the Vision, Mission & Core Values of the Agency
- (ii) Formulate NIMASA Strategic Medium Term Plan
- (iii) Development & implementation of an Agency wide Quality Management System (QMS) and get ISO 9001: 2015 Certified
- (iv) NIMASA Change Management / Corporate Culture Programme (NCCCP) including Reorientation of Staff
- (v) Corporate Re-branding
- (vi) Ratification and domestication of relevant International Maritime Conventions
- (vii) Formalization of measures to ensure compliance with International / Domestic regulations, Maritime Conventions, Cabotage, Port State & Flag State Regulations, etc
- (viii) Review of Enabling Laws, namely
 - 1] NIMASA Act 2007
 - 2] Merchant Shipping Act 2007
 - 3] Cabotage Act 2003

- (ix) Organisational Restructuring with new Organogram and Clear Reporting Lines.**
- (x) Devolution of operations from the Head Office to Zonal offices for optimal services.**
- (xi) Development of a Modern Head Office complex in Lagos**
- (xii) Development of modern Zonal Offices (Port Harcourt & Warri - Phase 1)**
- (xiii) Campaign for Election into Category C IMO Council (2017)**
- (xiv) Development of alternative funding models for the sustainability of the Agency**
- (xv) Digitalisation of the operations and services of the Agency**
- (xvi) Implementation of the Performance Management Framework developed**
- (xvii) Conduct post IMSAS 2016 assessment - corrective measures**
- (xviii) Modernising the Ship Registry and automation of vessel registration**
- (xix) Disbursement of the Cabotage Vessel Financing Fund (CVFF)**
- (xx) Maritime Sector Investment Drive including hosting of an Investors Summit at strategic periods.**

- (xxi) Conduct baseline studies of Nigeria coastal waters**
 - a] Purchase/Finance lease of Boats/Enforcement Platforms**
 - b] Repair, Purchase/ Finance lease of dry docking and supply of spare Parts for NIMASA Boats**

- (xxii) Operation 100% Registration of Seafarers and Dock workers, Institutions, Platforms, Rigs, FPFO's etc**

- (xxiii) Development of a revised National Cadetship Programme for seafarers including experiential training at sea [NSDP 3]**

- (xxiv) Establishment of One-Stop Desk to increase Placement of Nigerian Seafarers and Cadets on board vessels**

- (xxv) Establishment of a National Carrier in collaboration with FMOT and its Agencies**

- (xxvi) Set timelines to phase-out single hull vessels from Nigerian waters and to assist shipowners to prepare their single hull vessels for recycling and scrapping**

- (xxvii) 24-hour, 7-day Enforcement/ Inspections of vessels**

- (xxviii) Provision of Offshore Waste Reception Facilities and Effective Monitoring of Sea Protection Initiatives.**

- (xxix) Independent Periodic evaluation of NIMASA's accredited educational Institutions and MAN, ORON**

- (xxx) Programme to Significantly improve the Procurement process and time**

- (xxxi) Tracking and evaluation of the Medium Term Strategic Plan**

DIRECTORATES/ DEPARTMENTS/ UNITS

- 1 **Office of the Director General**
 - a. Legal & Regulatory
 - b. Nigerian Shipping Registry (NSRO)
 - c. Corporate Affairs & Communications
 - d. Internal Audit
 - e. Protocol
 - f. Abuja Office
 - g. Procurement
 - h. Special Duties
2. **Finance & Administration Directorate**
 - a. Administration & Human Resources
 - b. Financial Services
 - c. Research, Planning & ICT
3. **Operations Directorate**
 - a. Shipping Development
 - b. Maritime Safety & Seafarers' Standard
 - c. Maritime Environment Management
 - d. Zones (Eastern, Western & Central)
4. **Maritime Labour & Cabotage Services Directorate**
 - a. Maritime Labour
 - b. Cabotage Services



NIMASA **OFFICE OF THE** **DIRECTOR-GENERAL**

OVERALL OBJECTIVES

- To drive Medium Term Strategy of NIMASA to ensure the transformation of NIMASA into a global competitive Maritime Administration
- To drive growth and positioning of NIMASA as the engine room of Maritime growth in Africa through strong partnerships & regulatory innovation
- To give NIMASA a strong and respectable identity, as well as a solid reputation in Nigeria and Africa
- To institute, promote and sustain the culture of excellence and high performance in NIMASA
- To ensure NIMASA is a strong voice in the global Maritime industry
- To enhance the effectiveness of Maritime Administration and governance in Nigeria

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
1	Monitoring of the medium term agenda	Track & document achievement of KPIs within time frames	<p>DC</p> <p>All depts etc</p> <p>Consultants</p>	Report at regular intervals	Sept 2016	Aug 2018	<p>1] Monthly reports from depts etc</p> <p>2] Monthly reports from consultants on implementation of KPI targets</p> <p>3] Planned corrective</p>	
2	Recraft/ institutionalise the agency's vision, mission & core values.	<p>Work with brand Consultant(s) to communicate vision etc agency wide</p> <p>Institutionalise vision etc within the agency</p> <p>Unveiling of the new brand, vision etc to the public</p>	<p>SERVICOM</p> <p>Admin</p> <p>Corporate Comms</p> <p>PRDMSD</p>	Input from depts etc	Sept 2016	Dec 2017	<p>New / recrafted vision, mission & core values</p> <p>Internal launch</p> <p>External unveiling of new brand by April 2017</p>	<p>On- going</p> <p>Done</p>

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
3	Review/ assessment of ongoing projects & close-out of completed projects	Identify on-going projects and completed projects Certify completed projects and close out Identify next steps	A & HR Dept PRDMSD Procurement	Project Status Project Inspection	Sept 2016	Dec 2018	Consultants report Close-out of 50% of all going projects by Dec 2017 Close out of all jobs by August 2019	
4	Enhanced revenue generation	Set-up committee Review revenue reports Identify untapped revenue stream Identify challenges of underperforming depts /ZONES Develop revenue framework Monitor depts revenue inflows Implementation of revenue reports	SERVICOM Admin PRDMSD Consultant FS Dept	Input from depts etc	Sept 2016	Sept 2018	40% increase in revenue Monthly performance reports by all revenue generating departments [including zones] indicating month by month, quarterly and year to date increases	Ongoing

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
5	Category C IMO 2017 Council election 2017	Constitute special committee Work with Ministerial Committee	Multi-stakeholder committee	IMO Time - Table	Sept 2016	Nov 2017	Develop IMO Contact Briefings to Hon Minister Increase contact with Abuja MOU etc Attainment of Category C IMO 2017 Council election	Ministerial Committee
6	Hosting of the IMO facilitated Meeting of the Association of African Maritime Administration for 2017	Briefings to Hon Minister Approval of Hon Minister Event organising Committee Hosting of event	DG Hon. Minister HoDs Committee	Document- ed Approval of Hon. Minister Organising committee IMO Support	Sept 2016	July 2017	Notification/ Invitation of Key Participants Secure venue/ necessary logistic arrangements Awareness/ Publicity of event Successful hosting of 75% of African MARADs	
7	Annual Celebrations of the World Maritime Day and the African Day of the Oceans and Seas	Inaugurate committee Plan annual programmes 6 months prior to events Publicise / organise events Prepare report	DC Committee Communications Protocol Relevant Departments	Funding	Sept 2016	Aug 2019	Planning Document [6 months prior] Organisation of each event Report on events Discussion Session / Follow-up on New Issues, Stakeholders Concern, Lessons Learnt etc	

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
8	Development of new Head Office Complex in Lagos.	Set up committee to Identify potential location Write HMOT to Notify HMOT of plan and request for possible assistance Commence procurement process Engage consultants / contractor	DC Committee Procurement	Consultants Arc drawings contractor Work plan Budget provision	Aug 2017	Aug 2019	1] Implementation of work plan 2] Award of contract 3] New head office	Budget Provision
9	Recovery of the agency's property at #3 club road, PHC	Engage Authorities Considered for Zonal Office use	DC EZO Director	Security for premises	Sept 2016	Dec 2017	Securing of premises	
10	NIMASA Awards towards enhanced productivity, teamwork & professionalism	Inaugurate committee Plan awards 6 months prior annually Publicise / organise events Prepare report	DC Committee communications Protocol Relevant departments	Funding	Sept 2016	Nov 2017	Planning document [6 months prior] Organisation of event Report on event	Special Committee already set up

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
11	Setting up of a NIMASA anti-corruption committee	Committee inauguration Committee findings/ recommendations	DG Committee		Sept 2016	Aug 2019	Committees mode of operation	Committee already set up
12	Implementation of NIMASA code of ethics/ conduct	Committee inauguration Drafting/approval of the code of ethics/ conduct Circulation of code of ethics/ conduct	DG Committee		Sept 2016	Aug 2019		
13	Tracking of the medium term strategic plan	Develop work programme Produce periodic reports	DG Consultant	Funding	Nov 2016	Oct 2019	Quarterly reports Exceptional/special reports	
14	Documentation of NIMASA body of policies	Secure Board Approval	DG EDS	Printing of final document	Jan 2017	Aug 2019	Final document of collated body of policies	Board Approval



NIMASA **ADMINISTRATION &** **HUMAN RESOURCES**

OBJECTIVES

- Putting in place strategies and modalities to ensure higher operational efficiency in NIMASA
- Providing appropriate support for the restructuring and repositioning of the Agency
- Implementing innovative policies and initiatives to build world-class workforce in NIMASA
- To ensure the institutionalisation of international best practices in the administration of policies and procedures in the Agency
- To ensure the timely provision of operational equipment & tools required for enhanced Productivity and Performance, as well as in a learning organisation

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
1	Assist in formulating NIMASA strategic medium term plan	Coordinate all departments and activities in developing the Strategy document	Admin Consultant PRDMSD	Enabling Acts Consultant Stakeholders feedback and previous evaluation reports	Sept 2016	Sept 2017	- Medium term plan - Compilation of input from departments and units - Implementation	Ongoing
2	Organisational restructuring with new organogram & clear reporting lines	Engage Consultants Use Consultants previous reports as guides Obtain FMOT Approval	DG Admin Consultants FMoT Head of Service SERVICOM	Current organogram workforce report [as guide] input from depts etc input from consultants, M/committee	Apr 2017	Sept 2017	In-house report Approved report by FMOT / HOS Implementation of report	Ministerial committee input
3	Competency profiling / & staff audit	Set up committee for competency profiling Conduct profiling Engage consultant Carry out staff audit	Admin consultant	Consultant previous report	Sept 2016	Oct 2017	Report Implementation thereof	Ministerial committee input

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4	Enhanced Agency-wide ICT connectivity and usage	Work with ICT unit to drive this process	Admin consultant on IT	ISP ICT Soft/ Hard ware tools	Jun 2017	Aug 2017	Internet & intranet in all depts, offices & zones Daily updated website	Ministerial Committee input
5	Setting up & operations of a project management office	Develop a monitoring & evaluation framework Train and Deploy staff	Admin procurement consultant	Office Space Staff M&E Framework	April 2017	May 2017	Framework for setting up the office Physical office	
6	Agency wide job descriptions	Set up committee for job description	Admin consultant	Previous Job Analysis New Structure	Jul 2017	Oct 2017	JDS for all staff on Structure	Ministerial Committee input
7	Develop and deploy agency wide document management system	Establish a central registry to include both physical and electronic registry Deploy appropriate staff	Admin	Document Management System Registry	Jul 2017	Nov 2017	- Draft document mgt system document - Setting up registry structure - Operation of the registry	

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
8	Training needs assessment & gap analysis. Development of a training plan	Review training policy; Carry out a training needs analysis; obtain necessary approvals; Implement training/ induction/ orientation programmes	Admin	Training consultants In-house training facility	April 2017/ Jan each year	May 2017/ Dec each year	60% of staff trained per annum Submission of training needs assessment report by December Annual training plan by Feb of each year Training reports 60% positive feedback	
9	Implementation of the staff restructuring plan	*Work load analysis *Engage consultant	Admin consultant	Consultant	Sept 2017	Sept 2018	Impact assessment report at the end of each year Restructuring report Staff in new positions by December 2017	
10	Implementation of the performance based framework	Committee to identify & implement enhanced productivity, teamwork & motivation strategies	Admin SERVICOM PRDMSD PricewaterhouseCoopers	PWC institutional capacity assessment report Staff input	Aug 2017	Oct 2018	1] Report of the committee 2] 100% implementation of the Pricewaterhouse Coopers Report 3] Setting up of the NIMASA awards 4] 60% positive staff feedback	Ministerial Committee input

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
11	Supervise Agency-wide Staff Healthcare Scheme	Identify & Retain hospitals	Admin	Committee Report Hospital Monitoring Team	Sept 2016	Dec 2017	- Conclude procurement process - Appointment of Hospitals/ HMOs' - Quarterly report on service providers	Procurement process in progress
12	Conduct Annual Agency-wide Promotion Exercise	Review Reports on Outstanding Staff Promotions Develop Promotions Schedule with Per Admin compilation & procurement process for Purchase Maintenance Repairs	Admin Board	Report of Workforce, Pricewaterhouse-Coopers & Ministerial Committee Per Admin compilation/ 2017 budget provision	Jul 2017	Sept 2017	Review report Promotion schedule Board approval Promotion letters	
13	Agency-wide Provision of Operational Equipment & Tools including operational vehicles, office, survey tools, furniture, equipment etc	Per Admin compilation & procurement process for Purchase Maintenance Repairs	- Admin - Procurement - Zones	Per Admin compilation/ 2017 budget provision	Sept 2016	Jun 2019	1] Needs analysis 2] Provision of requirements agency-wide 3] 50% staff members with working tools	

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
14	Develop NIMASA maritime learning & resource centre	Set up a desk to drive the goals Prepare annual schedule and organise monthly seminars at the hdqs & zones	Admin	Annual schedule	Jul 2017	Dec 2019	Learning schedule Deliver a minimum of 12 staff training programmes per annum under Knowledge Transfer Programme	Monthly Knowledge Transfer Session at an advanced stage
15	Oversee employment of surveyors, crew, naval architects etc	Develop Job Descriptions Appointment HR firm Int/ext adverts	MSSD admin	Advert interview panel	Dec 2016	Jul 2017	1. Conducting analysis and report 2. Involve relevant statutory body 3. Recruitment of naval architects surveyors, & crew	Flag state Lloyds Reg. Ministerial committee
16	Renovate / upgrade/ the Resource centre	Assess requirements Initiate Procurement Process	Admin PRDMSD	Budgetary provision	Jul 2017	Dec 2017	Renovated/upgraded/ repainted resource centre - Commence procurement process - Engage contractors - Periodic M & E reports	

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17	Outsource the Resource centre	Develop programme for outsourcing the Mgt of centre Advertise Evaluation of bids	Committee Admin PRDMSD Infrastructure Regulatory Commission FMOT		Nov 2016	Nov 2017	- Deploy Coordinator for the Management of the NMRDC - Programme for outsourcing the centre - Outsourced resource centre	Coordinator deployed
18	Urgent upgrading of NIMASA's facilities to meet international standards including the SAR clinic, jetties etc	Per admin compilation & procurement process	Admin Proc Zones	Per admin compilation / 2016 budget provision	Dec 2017	Jul 2018	Upgraded SAR clinic, jetties etc	
19	Review/ Update and compilation of Agency's SoPs	Review of operations Development of SoPs Engage consultants to review draft document	Admin finance audit depts SERVICOM communications consultants executive management	Input from depts Consultants	Jul 2017	Mar 2018	Review of the report of consultants New manual of SoPS	Ministerial committee Draft SoPs prepared Update with revision of guidelines /operating procedures

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
20	Development of New Training Evaluation Framework							



NIMASA FINANCIAL SERVICES

OBJECTIVES

- Development of new funding and revenue generation models to ensure the sustainability of NIMASA
- To ensure the integrity of financial information for Accountability, Decision-Making, Operational Effectiveness & enhanced Revenue Generation
- To ensure that Audited Financial Statements are reflective of the transactions and are unqualified and NIMASA remains a going-concern

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
1	Development of a new funding models to ensure sustainability of the Agency	Re-evaluation of the current funding models of the Agency Review financial Mgt practices Review tariffs Recommendations thereof	FSD Board Consultants		May 2017	July 2017	Proposed New funding model Implementation following board ratification	
2	Restructuring and decentralization of the finance functions within the Agency.	Establish in the zones and port offices etc functions relating to revenue generation, collection, monitoring and reporting.	FSD Zones	New structure	Jun 2017	Aug 2017	New finance structure Implementation	

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3	<p>Resolve All External Audit Issues</p> <p>a] 2007-2010</p> <p>b] 2011-15</p> <p>Prompt execution of Annual Audit Reports</p>	<p>Facilitate resolution and sign-off 2007-2010 audited accts</p> <p>Produce 2011- 2015 mgt accounts</p> <p>Award 2015 audit to external auditors</p>	<p>FSD</p> <p>External auditors</p> <p>FS</p> <p>External auditors</p>	<p>Mgt accounts</p> <p>Funding</p> <p>Mgt accounts</p> <p>Funding</p>	<p>Feb 2017</p> <p>Jan 2017</p>	<p>Jun 2017</p> <p>Dec 2019</p>	<p>Signed 2007 - 10 financial statements</p> <p>Resolution of audit issues</p> <p>Engagement of external auditors 2011/12 audited accounts & Mgt letter by Nov 2016</p> <p>Execution/ Signing of External Audit report by the end of the Q1 of each year.</p>	<p>Ongoing</p> <p>Ongoing</p>
4	<p>Efficient payment process inline with International best practice</p>	<p>Synchronisatn & harmonisation of process</p> <p>Work-through to identify duplications & improve speed</p> <p>Automated payment platforms</p>	<p>FS</p> <p>audit admin</p>	<p>Financial manual / standard operating procedures</p>	<p>Jun 2017</p>	<p>Dec 2019</p>	<p>Recurrent Payment cycle to max of 14 days from invoice presentation. 28 days max for capital items.</p>	<p>Internal Stakeholders concern</p> <p>Ministerial committee input</p>

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5	Full debt recovery programme	Aged analysis reminder letters acct reconciliation printing of statements follow-thro'	FSD Consultants	Aged analysis	Jul 2017	Dec 2018	Monthly age analysis 1. Submit strategy & report 2. Establish debt being owed the agency 3. Ensure periodic recovery 4. Full amount recovered	
6	Implement ERP in liaison with other relevant departments	Liaise with IT and other relevant departments to follow-up on the deployment of the SAGE ERP Software	- Executive Mgt - Snr Mgt - FSD - IT - vendor / consultant	SAGE ERP vendor / consultant training	Feb 2017	Sept 2017	Full implementation Service level agreements	
7	Production of new / updated accounting, procedural and internal control manuals for the department Annual Work Plan	Engage a consultant to produce new accounting, procedural and internal control guidelines for the department.	- FSD - audit - consultant	Report on reduction in payment processing paperwork cycle	June 2017	Dec 2017	Financial operating procedures	Ongoing To be harmonised with the ERP / Agency-wide SOPs

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8	Establish risk management programs to mitigate agency's risk exposure	Develop risk Mgt framework Review all agency's insurance portfolios	- FSD - Audit - Admin - Insurance	Project / payment schedule insurance policies	Jul 2017	Sept 2017	Risk mgt framework Bi-annual risk Mgt report	
9	Institutionalise monthly income and expenditure account	Post all source documents to ACCPAC and generate the trial balance.	FSD	ACCPAC	Jan 2017	Dec 2017	Monthly accounts effective Sep 2016	
10	Institutionalise early preparation of annual budget by September target date	Preparation in conjunction with research & planning	- FSD - research - admin - budget committee - PPC - procurement	Input from depts etc proc plan med term agenda	Jun 2017	Sept 2017	Draft budget by Sept each year	



NIMASA

PLANNING, RESEARCH & DATA MANAGEMENT SERVICES [PRDMSD] [NOW PLANNING, RESEARCH & ICT]

OBJECTIVES

- To collect and collate data, as well as promote research that supports the growth and development of the Nigerian Maritime Sector
- To improve corporate planning and performance management to enable NIMASA deliver superior services to the public
- To ensure speedy automation of the processes and operations of NIMASA to enable it deliver more efficient services to the Maritime Sector and the general public

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1	Development of a depts / units performance assessment framework	<ol style="list-style-type: none"> 1. Engage Consultant 2. Develop Performance Assessment Framework Embedding Programme 	PRDMSD consultant	<p>PWC report on a performance management framework</p> <p>Consultant</p>	Jan 2017	Feb 2018	<p>Depts / units performance assessment framework</p> <p>Bi-annual Mgt performance review</p> <p>Annual depts / units performance appraisal</p> <p>Submit departmental Annual performance assessment report.</p>	Ministerial committee input
2	Agency- wide Work plan development	<ol style="list-style-type: none"> 1. Memos to HOD's etc on format 2. Develop work plan template 3. Collate departmental work plan 4. Work plan defense 	PRDMSD Admin Consultant Depts etc	Funding	May Annually	Jul Annually	<p>Work plan template</p> <p>Departmental work plans</p> <p>Compiled Agency- wide work plan</p> <p>-</p>	

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
3	Assist to formulate NIMASA Strategic Medium Term Plan Document and yearly review	Engage the services of Consultants to develop the Strategy Document with: 1. Stakeholder/ Retreat input; 2. Top management retreat resolution on Agency strategic plan for the period; 3. Depts/ units action plan	PRDMS Consultant	Consultant	April 2016	June 2019	*Medium Term Plan document *Annual Performance monitoring report * Departmental inputs * Secure Top/ Executive Management approval	Ongoing
4	Publication of annual report of the agency PRDMS	Collation of audited financial statements Collation of material required	FS Legal communications		Mar 2016	June 2019	Publication of annual report by June every year	On-going (1st Edition Published)

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5	Project Monitoring and Evaluation (in consultation with a Project Management Office	<ol style="list-style-type: none"> 1. To ensure that all projects are executed according to specifications 2. Develop a timetable for project monitoring 3. Conduct M&E exercise and produce report 	PRDMSD	Budgetary Provision	Feb 2017	Dec 2019	Quarterly monitoring and Evaluation report	

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6	Harmonised Agency- Wide Stakeholders Forum	<ol style="list-style-type: none"> 1. Collate input from depts/ units; 2. Develop and present official timetable for stakeholder forum to management for approval; 3. Execute action plan for organising forum; 4. Produce report for the forum 	PRDMSD Protocol and requisite depts/ units	Budgetary Provision	Jun 2017	Dec 2019	<p>Stakeholder forum timetable</p> <p>Report on stakeholder forum organised twice per annum</p>	
7	ICT Reform	<ol style="list-style-type: none"> 1. Present proposal to management for upgrade of ICT infrastructure 2. Carry out IT audit 3. Implement ICT policy 	PRDMSD IT Consultant	Report consultant	Jun 2017	Dec 2019	<p>*Intranet activation</p> <p>*Robust interactive website</p> <p>*Positive website evaluation installation & use of ERP</p> <p>*Use of official e- mails</p> <p>*Guidelines on Website</p>	<p>Ongoing- Phase 1 accomplished – To be reviewed in 2017</p> <p>Ministerial committee on Enabling Business Environment Committee (EBES) rated our website 80%</p>

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
8	Databank project Establish a standard Repository of data for Industry Planning & Research	<ol style="list-style-type: none"> 1. Deploy a project head; 2. Evaluate current available resources; 3. Articulate project cost benefit analysis and 4. Make submission to Mgt. 	PRDMSD Databank Team	N20m Projection- Professional Consultancy and Logistical costs	Jun 2017	Dec 2018	Information resource base for Maritime Stakeholders 2017 Interim Report on the project Assessment of Data Bank Hardware & Application	Outlined strategy for 2017-75% completed. The outcome & mgt response will give direction
9	Reinvigoration of the Consultancy Services Unit To become the Leading Maritime Services Consultant to The Sector	<ol style="list-style-type: none"> 1. Development of a Strategic Plan for the Consultancy unit + PPP Section 2. Incorporate other depts 3. Collaborate with External Consultants, where necessary/ possible 	Consultancy Services Team Legal PRDMSD	Publicity Stakeholder Engagement Opinion of the Legal Dept.	May 2017	April 2018	Strategic plan for the Consultancy Unit Min of 2 Major Executed Consultancy's/ MOU's Per Annum Quarterly performance report	

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10	Re-development and upgrading of the NIMASA website	1. Identification of an experienced & knowledgeable webmaster 2. Provision of new and robust data and information on the NIMASA website with the target audience being stakeholders outside the country	PRDMSD Corporate comms	Website Review Report	Jun 2017	Dec 2018	Up-to-date, robust website Positive hits/ inquiries	Ministerial committee input
11	Archive project	Engagement of consultancy service to establish a fully developed & sustainable archive record repository covering physical & dormant records site Electronic archiving	PRDMSD zones Consultant	Funding	May 2017	April 2019	Up to date archives	

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12	Institutionalize early preparation of annual budget for presentation in conjunction with FSD Department	<ol style="list-style-type: none"> 1. Formation of Agency- Wide Budget Committee 2. Budget Timetable 3. Holding of Committee meetings 4. Review and Analysis of Annual workplan/ Procurement Plan/ Dept/ Units Budget submissions 5. Budgets defense 6. Submission of draft budget 	<p>PRDMSD</p> <p>FSD</p> <p>Budget Committee</p>	Budgetary Allocation	July Annually	Oct Annually	Submission of Draft Budget Proposal to Mgt. by end of Sep Annually	Annual Approved Budget to be circulated to all Depts/ Units/ Zones

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13	Early completion of Agency Annual Report Document of the previous year	<ol style="list-style-type: none"> 1. Collation of Department/ Units annual report; 3. Develop theme for report; 4. Concept design layout for the report; 5. Edit analyze and assemble all materials for the report; 6. Produce draft for management approval; 7. Initiate Procurement process for the production of the approved final report 	PRDMSD Consultant	Budgetary Allocation	Jan Per Year	May Per Year	Submission of draft Annual report document to the management for approval by April	Agency Annual Report is Circulated to supervisory ministries and electronic formats are made available to concerned stakeholders

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14	Library reform	To Transform the NIMASA Library into a World Class repository of Maritime Resources adaptable to current trends and technological innovation	PRDMSD	Budgetary provision	Jun 2017	Jun 2019	1] Achievement of 33.3% of outlined project activities in 2017 2] Statistical report of the number of library users	
15	Policy reform	Constantly liaising with all Internal and relevant stakeholders to improve our policies.	PRDMSD	Budgetary provision	April 2017	Jun 2019	1] Review and develop at least 1 relevant policy annually	
16	Policy reform	Constantly liaising with all Internal and relevant stakeholders to improve our policies.	PRDMSD	Budgetary provision	April 2017	Jun 2019	1] Review and develop at least 1 relevant policy annually	
17	NIMASA Museum Project	Create a world-class museum for tourism and record purposes	PRDMSD	Budgetary provision	April 2017	Jun 2019	1] Review and develop at least 1 relevant policy annually	

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18	Conduct Joint Research Studies	<ol style="list-style-type: none"> 1. Articulate research areas based on trending industry issues and agency objectives; 2. Send research proposals for mgt approval; 3. Collaborate with relevant dept/ institutions; 4. Conduct research / study; 5. produce research report 	PRDMSD	Budgetary allocation	Jan 2017	June 2019	Conduct 2 Maritime-related research studies annually Research report	Annual

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17	Market Survey (in collaboration with Procurement Dept.)	<p>As part of our fiscal discipline and public finance management initiatives.</p> <ol style="list-style-type: none"> 1. Collate list of good/ services based on needs assessment of the various depts / unit; 2. Obtain management approval to conduct the market survey; 3. Conduct quarterly market survey on the collated items to ensure that our contractors/ suppliers offer items at competitive rates; 4. Produce market survey report 	PRDMSD	Budgetary provision for logistics	Feb Annually	Dec Annually	Market survey reports per quarter	

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18	Statistical System and reporting	<ol style="list-style-type: none"> 1. Identifying the safety factors; 2. Administer/ survey questionnaires; 3. Analyse response; 4. Compile report; 5. Implement action plan 	PRDMSD	Budgetary provision	Jan Annually	Dec Annually	Operation Statistic report	



NIMASA **CABOTAGE** **SERVICES**

OBJECTIVES

- To encourage local participation in the maritime trade, thus boosting the socio-economic development of the country
- To enhance local Maritime Capacity through seminars, workshops and stakeholder engagement

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
1	Disbursement of the CABOTAGE Vessel Financing Fund (CVFF)	<ol style="list-style-type: none"> 1.Collection and collation of expression of interest. 2.Analysis of expression of interest. 3.Forwarding the expression of interest to the applicants PLIs under them. 	Cabotage	CVFF Guidelines	Jun 2017	Dec 2019	Number of applicants benefited	Ongoing
2	Enhanced Cabotage Monitoring and Enforcement operations	<ol style="list-style-type: none"> 1.Using Online technology i.e. Lloyds list intelligence, Clarkson and Satellite. 2.Daily deployment of officers on-board Cabotage vessels. 3.Commencement of weekend enforcement operations 	Cabotage	Platforms, Hilux vehicles, Safety training, personal protective equipment	Jun 2017	Dec 2019	Increase in number of vessels tracked and boarded	Daily Routine activities

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3	Development of Maritime local content	Stakeholders engagement; Sensitization, interactive meetings, Breakfast meetings and educational fairs	Cabotage	Funds and logistics	2017	2019	Number of empowered indigenous operators	Ongoing
4	Improvement in waiver processing time	Introduction to Cabotage management solution (CABMAN) automation as single window system	Cabotage	CABMAN software, Computers, internet facilities and training the software users s &	Jun 2017	Sept 2017	Drastic reduction in processing time	Routine
5	Capacity audit of Ship building and repairs facilities	Quarterly visits to shipyards. Development of a data base on the activities of the ship yards for policy review. Interactive meetings with the Management of the Ship yards	Cabotage	Funding and logistics to undertake trips	2017	2019	Number of Shipyards visited	Ongoing

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6	Inter- Agency collaboration with NNPC, DPR, CUSTOMS, NPA, NSC, NAVY, Airforce etc for effective implementation of Cabotage Act 2003	Periodic meetings. Regular visits	Cabotage	Funding and logistics	2017	2019	Number of meetings held, outcomes and resolutions implemented.	Ongoing
7	Meetings with International Oil Companies (IOCs) towards enhancing Cabotage Compliance	Engagement with Oil Producers Trade Session (OPTS) by four groups: 1. Cabotage group; 2.Security and ISPS group; 3.Local Content and Human resources; 4.Environmental and Safety	Cabotage	Funding and logistics	2017	2019	Number of meetings held, outcomes and resolutions implemented. Greater compliance with Cabotage laws	Ongoing
8	Optimise NIMASA- NCDMB collaboration	Ensure full implementation of NIMASA- NCDMB MOU	Cabotage	Funding and logistics	2017	2019	Number of meetings held, outcomes and resolutions implemented.	Ongoing



NIMASA **MARITIME** **LABOUR**

OBJECTIVES

- To ensure on a continuous basis that Nigerian Maritime Workers enjoy living standards and conditions comparable to the best in developing countries through the implementation of seafarers rights.
- To ensure seafarers safety and welfare in line with ILO conventions.
- To enhance Maritime Inspection up to 25% annually.
- Development of a revised National Cadetship Programme for seafarers for experiential training at sea.
- To ensure that Nigerian seafarers are highly trained and globally-competitive and aware of opportunities in the Sector for their employment and empowerment.

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1	Establishment of one-stop desk to improve placement of Nigerian seafarers & cadets on board vessels	*Communication with the CLOs, Shipping Companies *Effective enforcement in the Zones + compliance with manning recommendations of replacement, Registration & Acceptance of Cadets	ML Maritime safety Cabotage	Vehicle(s) Local Running Operational Vessels	Jun 2017	Dec 2019	100% Employment of Nigerian Seafarer Ratings Employment of 75% Nigerian Officers Min of 80% Increase in placements per annum	A Stakeholders Concern + Flag Ship Committee
2	Commencement of NSDP 3 NIMASA / STATE Programme - to Reengineer the NSDP Programme thereby significantly improve sea - time for cadets in line with its original vision	*Partner with states for Cadets' seetime *Embark on Sensitisation Nationally *Work towards Internationally recognized certificates	ML State Reps	Full School Fees Logistics	Jun 2017	Dec 2017	Minimum 15 Students per State covering minimum of 10 States	Ministerial committee

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
3	Operation 100% Offshore Registration	<p>*Regular supervision and deployment of Platforms to offshore Installations to ensure compliance.</p> <p>* Consultations with operators.</p> <p>*Registration of Offshore Installations</p>	ML	<p>*DTA</p> <p>*Vehicle</p> <p>*Chopper</p> <p>*ICT</p> <p>Equipment</p> <p>*BOSIET</p> <p>Training for staff</p> <p>*Database of Offshore Operations</p>	Jun 2017	Dec 2019	<p>50% min coverage in 2017</p> <p>75% by Dec 2018</p> <p>100% by June 2019</p>	Interface with other Depts
4	Programme for the Enhanced Placement of Registered Stevedoring Companies in Offshore Locations & Private Jetties	<p>Engagement with IOCs, Oil Companies, Private Jetty Operators</p> <p>Publicity</p> <p>Focus on total compliance</p>	ML	<p>Provision for travel / meetings</p> <p>Database of Registered Stevedoring Companies</p> <p>Database of Offshore Locations & Private Jetties</p> <p>Statistics on placements</p>	Jun 2017	Dec 2019	50% increase per annum	Interface with other relevant Depts

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
5	Seafarer Employers Online Registration [Covering Employers, Manning Agents, Dock Labour Employers, Terminal/ Jetty Operators and Offshore Platforms]	*Deployment of IT Equipment and training of Maritime Labour Officers on Electronic Pooling System and E-Registration/ Data Generation	ML	*IT Equipment *Training for ML Officers	Jun 2017	Dec 2019	80% increase per annum	Ongoing
6	Career development of competent and Efficient Dock Labour on modern Cargo handling technique and Occupational Safety and Health	*Engagement of Training Institutions & Resource Persons *Evaluation of Dock Labour training	ML	Resource Persons / Consultants	Jun 2017	Dec 2019	80% increase per annum	
7	Development of competent Nigerian Seafarers in line with STCW, ISPS and MLC, 2006 Standards. Skill acquisition and upgrade on BOSIET, ISPS, etc	*Selection and training of Nigerians at NIMASA accredited training Institutions in Nigeria *Evaluation of Training to meet Industry Standards	ML	Resource Persons / Training Consultants	March 2017	Dec 2019	80% increase per annum	Interface with other relevant Depts

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
8	Enhanced ML Revenue Generation Programme	*Generation of debit notes covering Charges, fees, fines & Penalties *Sensitization /Visits to Terminals & Jetties *Reconciliation of Debit Notes with Terminal Operators *effective Enforcement	ML FS	*Finance *Logistics for sourcing of 3rd party data *Debit Notes	Jun 2017	Dec 2019	75% increase in Revenue Generation per annum	
9	Institutionalize Quarterly Technical Stakeholders Engagement on Maritime Labour functions for effective implementation and Industrial Harmony	Tripartite Meetings in each Quarter	ML	Meeting Logistics	Jun 2017	Dec 2019	Reports of 3 formal engagements per annum Feedback from stakeholders	Interface with other depts FMOT KPI

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
10	Develop Programme to enforce compliance with the approved Maritime Labour Manning scale	Engage Stakeholders	ML	Manning Scale Statistics	Jul 2017	Dec 2019	50% increase in enforcement	A stakeholders concern
11	Programme to institutionalise MLC Inspections	MLC inspections to be carried out by Trained *MLC, 2006 Inspections carried out by Trained MLS Maritime Labour Inspectors. *Evaluation of Flag and Port State	ML	Inspection Manuals/ Checklists Logistics	Jun 2016	Dec 2019	Quarterly Inspection Reports	Ministerial Committee
12	Electronic Pooling of Dockworkers Operations	*I T Deployment *Training of Maritime Labour Officers on E-Pooling of Dockworkers	ML	Guidelines for the operation of the Dock Workers Pool	Jun 2017	Dec 2019	Monthly Inspection Reports	A stakeholders concern

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
13	Tripartite Stakeholders Meeting to review the Conditions of Service for Dockworkers and Seafarers	<p>*Obtain necessary approvals</p> <p>*Collation of inputs from negotiating parties</p> <p>Convening NJJC meetings for negotiations and agreement.</p>	ML	<p>*Honorarium for NJJC members</p> <p>*Funds for Secretariat</p>	Nov 2016	June 2019	Negotiations and signing to be concluded within one month after approval of Executive Management	
14	Effective Tripartite monitoring of the NJJC Agreements on Dockworkers and Seafarers.	<p>*Circulation of Agreements</p> <p>*Consultations with Employers and workers</p> <p>*Enforcement</p>	ML	<p>*Printing of the Agreements</p> <p>*DTA</p> <p>*Vehicle</p>	Jun 2017	Dec 2019	100% to be achieved before expiration of the Agreement in 2019	

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
15	Conduct of mandatory Annual Inspection of Terminals, Jetties, Offshore Platforms and Maritime Labour Employers operational Areas	<ul style="list-style-type: none"> *Obtain necessary approval *Produce Inspection checklist *Conduct Inspections *Produce Report in line with ILO requirements *Interface with the Zonal Offices 		<ul style="list-style-type: none"> *DTA *Vehicle *Chopper *Bosiet Training 	June 2017	Dec 2019	Mandatory Inspections are conducted once every year	
15	Development of e-register of all those who work at the boats, Terminals and Jetties.				June 2017			



NIMASA **SHIPPING** **DEVELOPMENT**

OBJECTIVES

- To enhance customer satisfaction by reducing turn around time for ship documentation
- To contribute to expanding Nigeria's seaborne trade up to 5% annually
- Undertake ship promotional activities to attract investors and develop Maritime Industry Capacity of indigenous ship owners
- Boost revenue generation through improved collection of 3% freight on all inbound and outbound vessels

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
1	Establishment of a Regional Maritime Development Bank for ship building, acquisitions, repair yards etc (Feasibility Studies)	*Liaise with FMOT	Shipping Dev Consultancy Team FMOT CBN Other MARADs etc	Logistics	Jun 2017	Dec 2019	Monthly Reports to DG Establishment of the Regional Bank	Stakeholders concern Flag Committee
2	Ensure Full Utilisation of Maritime Domain Awareness Asset & Intelligence gathering	*Monitor Full Deployment of satellite system in the H/Office & Resource Centre, Kirikiri *Monitoring of the maritime domain 24/7 Tracking of vessel movement in Nigerian waters, ports, jetties and terminals	Shipping Dev Legal MGC	Payment of Subscription On satellite and Lloyds Intelligence system. Budgetary provision	Jun 2017	Dec 2019	*Daily Vessel Tracking Reports *Monthly Analysis *Follow-up on Exceptions * Min 25% Rev increase *Accurate and real time info/data	

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
3	Participation in major Int'l Shipping Fairs to market shipping/ maritime potentials of the Country.	Minimum of Two (2) fairs per annum	- FMOT - Parties	Budget			<ul style="list-style-type: none"> - SMM Germany - NOR-Week - London Shipping Week etc - Increase interest of Foreign investors in Nigeria Maritime Industry 	Number of investors attracted from Int'l Shipping Fairs

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
4	Indigenous Participation in Cargo affreightment through public Cargo support	1.Enforcement of relevant sector of the NIMASA Act on Public Sector Cargo; 2.Collaboration with the budget officers of the Federal, State and Local Govt. and donor Agencies;	Shipping Dev Cabotage Consultancy Team Abuja Office	Funding for Summit, travels, logistics Programme of Action	Jan 2017	Dec 2019	Improved participation of Indigenous ship owners in lifting of public sector and Government generated cargo, Implementation of incentives, assurances and guarantees that would encourage Indigenous participation	Interface with Cabotage
5	Payment on offshore Oil Installation Platforms	Intelligence gathering Data sharing with third party	Shipping Dev FSD Zones CABOTAGE MEM	Database of Offshore Oil Installation platforms Staff Capacity	June 2017	June 2019	Collection of levies on FPSOs, FSOs, Receiving and loading Buoys, Rigs and Pipelines with an average monthly generation of N40M	Interface with other Depts Commencement
6	Establishment of a National Carrier	Interface with FMoT Provision of support to the Project	FMoT Shipping Dev	Budgetary provisions	June 2017	Not established	1] Call memos 2]Qtrly Formal Updates to DG on the Project 3] Establishment of a National Carrier	Ongoing



NIMASA MARITIME ENVIRONMENT MANAGEMENT

OBJECTIVES

- To promote Maritime Environmental Best Practices within Nigerian coastal waters in line with IMO conventions.
- To detect, combat and curb incidences of pollution of the Marine Environment and ensure cleaner seas.
- Ratification and domestication of outstanding IMO instruments dealing with marine environment management.

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
1	Preparation for IMO Member States Audit Scheme (IMSAS)	<ul style="list-style-type: none"> *Identify requirements *Self-assessment of the MEMD IMSAS status *Deliberations on the requirements. *Conduct mock audit on MEM to assess preparedness 	MEM ISPS Code Unit DG	<ul style="list-style-type: none"> *IMSAS Reqs *Trip to London *Hosting of IMSAS Team 	Jan 2016	Oct 2017	<ul style="list-style-type: none"> *Self-Assessment Report *IMSAS Report *Post-Audit Report activities 	Interface with other Depts
2	Conduct post IMSAS 2016 assessment - corrective measures	<ul style="list-style-type: none"> 1.] Address the Audit Observations 2.] Apply corrective measures 	MEM ISPS Code Unit DC's office	<ul style="list-style-type: none"> *IMSAS Reqs *Trip to London *Hosting of IMSAS Team MARPOL Convention IMSAS Guidelines IMSAS Report 	Jul 2017	Sept 2018	<ul style="list-style-type: none"> Post IMSAS 2016 Audit Report Report to the IMO within 3 months 	Interface with Maritime Safety

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
3	Implementation of Nairobi Convention On Ship Wrecks	*Conduct Census on ship wrecks *Implement provisions of the Convention	MEM	Convention Provisions Logistics	Jul 2017	Dec 2019	*Census Report *Report on Implementation	
4	Commencement of Offshore Sea Protection Levy	Develop Guidelines Liaise with FSD Interface with Audit	MEM FSD	Platforms Logistics Guidelines Templates,	Jul 2017	Dec 2018	\$20m per annum revenue	Partially implemented
5	Implementation of the corrective actions with respect to the 2016 IMSAS	Review IMSAS report & corrective actions submitted to the IMO Develop implementation modalities Carry out actual implementation	MEM Maritime Safety Legal	MARPOL Convention IMSAS Guidelines IMSAS Report	Sept 2017	Dec 2018	Report on Corrective actions to DG IMSAS Passmark / Certification	

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
6	Conduct survey of underwater wrecks	Carry out Survey Engage Ext Surveyor	MEM Ext Surveyor Specialised Vessels	Funding Logistics Underwater Surveyor	Jan 2017	Jul 2018	*Interim Report of the Survey [Mar 2017] *Final Report of the Survey [Jul 2017]	
7	Regular MEM Stakeholder Engagement	*Dev of draft Guidelines of MEM Regulations; *Organize stakeholders' meeting to consider the draft Guidelines *Dev of Education & public awareness programmes - mtgs, w'shops & awareness campaigns	MEM Corporate Commns Legal	Guidelines from IMO/ Other jurisdictions / MARADs Draft Guidelines	Jul 2017	Dec 2018	Min 3 Stakeholder Engagements per annum Reports on the Stakeholder progs 75% Compliance with MEM Regulations (MARPOL annexures)	Interface with other Units
8	Resuscitation of Boat drill Programme for oil pollution preparedness and response	Conduct monthly drills for NIMASA staff Conduct quarterly boat drills between NIMASA and other relevant Agencies	MEM	NIMASA's pollution response boat - (rebirth 99)	Sept 2017	Dec 2018	Quarterly Boat Drills Reports on the Boat Drills Resuscitation of Rebirth 99	

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9	Conduct baseline studies of Nigeria coastal waters	1] Obtain literature on studies of the coastal waters 2] Collaborate with research institutions, Universities etc to conduct the studies 3] Collate reports for publication	MEM	Funding Logistics	Jun 2018	Dec 2018	Baseline study Collaboration / MOUs with at least 3 institutions	
10	Development of modalities for Nigeria's ratification of the 2010 HNS Convention to enable Nigeria to consider becoming a Party to the Convention	Organise a workshop to be facilitated by the IOPC Fund Secretariat Articulate the benefits of becoming a Party to the Convention Compile the report of HNS received into Nigeria	MEM Legal	2010 HNS Convention Resources to conduct Workshop	Jun 2017	Dec 2018	1] Report of the Workshop 2] Report of HNS	

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11	MEM Specialized stakeholders' awareness programme	Engage with relevant stakeholders Organise workshops for targeted stakeholders: ship owners, receivers of contributing oil, possible victims of oil pollution damage, operators of oil handling facilities, dredgers etc	MEM National Task Forces on Ballast Water Mgt London Convention	Resources to reach out to stakeholders & conduct the Workshop	Jan 2018	Dec 2018	1] Engagement Report 2] Workshop Report 3] Workshop Feedback Reports	FMoT KPI Ministerial Committee
12	Operation Zero Pollution on Nigerian marine environment	Full implementation of all annexes to MARPOL Regular review of compliance level	Management approvals	Jan 2017	June 2019	Dec 2018	Zero Pollution of Marine environment per annum	



NIMASA **MARITIME** **SAFETY**

OBJECTIVES

- To enhance Maritime Safety and Security of life and property within Nigerian coastal waters by improving Port and Flag Inspections up to 80% implementation of all related IMO conventions.
- To ensure safe navigation in Nigerian waters
- To develop proactive programmes to reduce cases of serious Maritime Accidents by 50%
- To improve Nigeria's safety consciousness, preparedness and response to emergency situations within the country's coastal waters
- To ensure compliance with regulatory guidelines and safe operations by seafarers and ships
- To instill safe Maritime practices in line with IMO convention

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
1	a] Purchase of Boats/ Enforcement Platforms b] Repair, Maintenance, Drydocking and Supply of Spare Parts for NIMASA Boats	Increase the number of Boats, Vehicles, Hovercrafts etc for Enforcement training of staff to carry out offshore operations on rigs, FPSO, FSO, jackup barges etc	Maritime Safety Admin	New boats Functional boats constant supply of consumable items, repairs, drydocking Planned Preventive Maintenance	Dec 2017	Sep 2019	1] 50% Reduction in No of piracy and sea robbery incidences 2] 50% Reduction in No of maritime accidents 3] 8 Vessels in state of operational readiness	FMOT KPI
2	Implementation of IMO MEMBER STATE AUDIT SCHEME (IMSAS)	Implementation of recommendations of the Mock Audit and IMSAS National Workshop [under the IMO Technical Co-operation Programme to prepare NIMASA for the IMSAS Audit]	Maritime Safety MEM Legal	Statistics N180m [200m] Audit Report	Jan 2016	Jun 2018	60% of implementing IMO Mandatory instruments comprising SOLAS 74, MARPOL, LOADLINES 66, COLREG 72, STCW 78 & TONNAGE 69	A function of various depts/ units such as shipping dev, MEM, Legal, NROS and other relevant agencies Ministerial committee

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3	Maintenance of Existing NIMASA SAR Marshals & Development of New Marshals in 10 New States	Selection and Training of Search and Rescue (SAR) Marshals in 10 New States of Nigeria and sustenance of Existing 10 states selected in 2016	Maritime safety MEM	N30m Statistics	Jul 2017	Dec 2018	50% reduction in the annual number of boat accidents due to enhanced Enforcement of maritime safety rules and regulations	
4	Implementation of Port State Control [PSC] functions to meet national obligations as an IMO & ILO member nation	*Accelerated inspections & boarding of foreign ships at Nigerian Ports by Ship Surveyors *Urgent review of tech & manpower reqs of Port State Control *Target of 15% PSC Inspections in line with IMO reqs	Maritime Safety Legal	N15m	Jul 2017	Dec 2019	Target of 15% of incoming Ships to be inspected in 2017, 20% in 2018 & 25% in 2019 Monthly inspection reports	Flag committee
5	Inspection of Port Facilities Without undue delays in approval process	Approval to be at Director level, to be given at least one month before the due date of the port facility audit	Maritime Safety (18ps)	Logistics	Jul 2017	Dec 2019	*100% inspection *Inspection Reports Approval of Sanctions/Fines within 7 days for Non-conformities Raised during Audit	Ministerial Committee

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6	Flag State Inspections	Timely boarding of Nigerian Flagged Ships that are due for annual inspection	Maritime Safety	*Platforms *Logistics *Statistics	Jul 2016	Dec 2019	Inspection of 70% of vessels annually	Dept has developed software that automatically alerts on vessels that are due for annual survey
7	Flag State and Coastal State Inspection visit to FPSOs, FSOs and FSUs	Scheduled boarding & Inspection of Floating Production Storage & Offloading Facilities (FPSOs), Mobile Offshore Drilling Units (MODUs) & other offshore facilities in Nigerian waters	Maritime Safety	*Platforms *Logistics *Statistics	Jul 2017	Dec 2019	60% Enhanced conformity to approved practices related to Safety, Security & Protection of the Marine Environment 60% reduction in accidents	Interface with other Depts
8	Implementation of ISO 9001 2008 Certification for Shipping Dev in line with IMO reqs	Follow up on the contract awarded for the implementation of the ISO 9001 2008 Certification in MSSSD Follow- through with Consultant	Maritime Safety Consultant	Resources mgt. approval	Jan 2016	Oct 2017	Establishment of Certified Documented processes and procedures in the Shipping Dev	

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9	Institutionalisation of periodic Inspection/ Monitoring of boatyards, shipbuilding facilities	Develop database of boatyards, shipbuilding / ship repair / dry docking facilities Regular scheduled/ unscheduled visits to shipbuilding facilities etc	Maritime Safety	N8m Database of boatyards, shipbuilding / ship repair / dry docking facilities N8m Database of boatyards, shipbuilding / ship repair / dry docking facilities	Jun 2016	Dec 2018	1] Accreditation of min 50 standard shipyards 2] Annual inspection of min 80% of shipbuilding facilities etc	Interface with Cabotage & Shipping Dev
10	Independent Evaluation of Seafarers Training, Examination & Certification System of NIMASA and Maritime Academy of Nigeria in line with Section A-1/8	Independent Evaluation of Seafarers Training, Examination & Certification System of NIMASA and MAN, Oron will be carried out with MIMASA Maritime Staff	Maritime Safety Independent Standards / Maritime Institution	Budget Mgt. Approval	Jul 2017	Jun 2018	Evaluation Report Report of NIMASA Maritime Personnel working with SON Retention of Nigeria on the IMO 'White List' of STCW Compliant States	
11	Organisation of Lecture Series on Crucial Findings from Marine Casualty Investigations in line with IMO reqs	Quarterly lecture series in all NIMASA approved Maritime Institutions in Nigeria	Maritime Safety Stakeholders	Budget Mgt. Approval	Jan 2017	Dec 2018	1,000 prospective / qualified seafarers / Stakeholders quarterly per attendance sheet / database Publication of Findings Findings to PRDMSD	

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
12	Commencement of Maritime Safety Information [MSI] Surveys of Coastal Waters	Hydrographic surveyors to be deployed to each of the maritime zones for routine hydrographic surveys in order to appropriately collate, review data and create reports for mariners for information and reference purpose.	Maritime safety	Resources & Budget Mgt Approval	Jan 2017	Dec 2018	MSI Survey Reports of the 4 Maritime Zones of Lagos, Warri, Port Harcourt & Calabar 25% min reduction in accidents	
13	Independent International Evaluation of NIMASA's Educational Institutions & MAN	Independent Evaluation of Educational Institutions & Programmes	Maritime Safety International Consultant Project M&E Office	Budget Mgt Approval	Jan 2017	Jun 2018	Consultants Evaluation Report	Interface with other Depts
14	Accreditation of nominated surveyors	Interview panel to include a minimum of two senior surveyors	MSSD MEM Legal Admin	Interview panel	Jun 2017	Dec 2019	1. Conducting of analysis and submit report 2. Engagement of non- exclusive surveyors	

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
15	Implementation of strategies to eliminate delays in the issuance of certificates	<p>*Use international institutions (certification societies) for surveys</p> <p>*Train/re-train NIMASA surveyors</p> <p>*Eliminate sharp practices</p> <p>*Flag State responsibilities to be extended thro' the surveyors</p>	<p>Maritime Safety</p> <p>Audit</p> <p>Certification Societies</p>	<p>Training / Re-training of NIMASA Surveyors</p> <p>Certification Societies</p>	Jun 2016	May 2018	1 week turnaround time	
16	Specialised training to existing NIMASA Surveyors to raise surveyor availability level to deliver statutory responsibilities and Abuja MOU inspection requirements	<p>*Surveyor qualitative gap analysis</p> <p>*Interface with Admin / Training in terms of specialised Training Reqs</p> <p>*Carry our Departmental Seminars Quarterly</p> <p>*Provide 4-week initial training to new surveyors</p> <p>New surveyors to understudy more experienced surveyors</p>	<p>Maritime Safety</p> <p>Admin</p> <p>Training Unit</p>	<p>Annual Training</p>	Jul 2016	Dec 2019	<p>Training of all Surveyors during the period</p>	<p>Stakeholder concern</p> <p>Flag Committee</p> <p>Ministerial Committee</p>

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
17	Programme to develop a feedback mechanism on the activities of surveyors and inspectors engaged in monitoring	Work with Servicom & Corporate Comms to develop a feedback mechanism	Maritime Safety SERVICOM Corporate Comms	Feedback forms and guidelines	Jul 2016	Dec 2018	Completed Feedback forms from ship captains etc	Stakeholder concern
18	Enhanced Monitoring Programme of ship-to-ship (STS) transfers in Nigerian waters	Work with MGC & other Depts Employ drones or other equipment	Maritime Safety MEM Cabotage	Platforms Satellite info /Reports	Jul 2016	Dec 2018	Nil reports on STS Enforcement / Fines for exceptions	Stakeholder concern
19	Technical & safety review of passenger vessel regulations, compliance, verification & certification with respect to vessels carrying passengers on Nigerian waters	* A thorough technical and safety review of passenger vessel regulations, compliance, verification, and certification will be carried out *Tech regulations & specs	Maritime Safety NIWA Legal	NIMASA's position paper NIWA's input	Jul 2016	Oct 2019	*Tech & Safety Review Report of passenger vessel regulations *Passenger transport safety regulations	Ministerial Committee input

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
20	Programme to ensure proper and timely phase-out of single hull vessels from our waters & assist shipowners to prepare their single hull vessels for recycling and scraping	Engage shipowners and ship recycling facility owners; Organise workshops Conduct a census of the exiting single hull vessels and assess their status	Maritime Safety	Resources to reach out to stakeholders & conduct the Workshop	Jan 2018	Dec 2018	1] Census Report 2] Engagement Report 3] Workshop Report 4] Workshop Feedback Reports	
21	Elimination of Delays in Ratifying Exam Results & Issuing Certificates of Competency to Seafarers	*More examiners to be employed & trained periodically *Short-term examiner's 90 day certificate to be issued to successful candidates, pending ratification of exam results & issuing of the full-term certificate	ML Marine Safety	Inspection Manuals/ Checklists Logistics	Jun 2016	Aug 2018	Inspection Reports	Ministerial Committee Input
22	Inclusion of the Definition of 'Near Coastal' on Competency Certificate attracting potential sanctions for noncompliance with international regulation	Definition of 'near coastal' to be included in new certificates issued by NIMASA	ML Marine Safety	Reprinted Certificates	Jun 2016	Dec 2017	Definition of 'near coastal' in new certificates issued by NIMASA	Ministerial Committee Input



NIMASA SPECIAL DUTIES

OBJECTIVES

- To optimally utilize the benefits of the Agency's partnership with other stakeholders;
- To serve as an effective liaison between the Agency and its external stakeholders;
- To create synergy and cooperation between and among NIMASA's various offices towards the effective implementation of the Agency's mandate; and
- To support the promotion of a positive corporate image of the Agency before its stakeholders.

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
1	Managing the Agency's relationships with other stakeholders	To maintain and sustain a mutually beneficial relationships between the Agency and its stakeholders such as IMO/ ILO/ IMSOUNODC, FMOT/ NPA/ NIWA; SOAN/ NCS; MPA Singapore/ SAMSA, GMA; Arab Academy Egypt/ MAN Oron; etc -Maximize these relationships towards the attainment of the Agency's mandate;	Special Duties	Budgetary Provision	June 2017	Dec 2018	.Number/title of industry stakeholders' meetings held Number/title of stakeholders' events attended Number/title of presentations made at stakeholders' events Number of feedback letters received from stakeholders Number of benefits of stakeholders' relationship management identified and documented across the Agency Number of positive media reports engendered by stakeholders' relationship management	On-going

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
2	Leverage on multinational and bilateral arrangements to attract support for the Nigerian maritime industry	To attract foreign and in country capacity building and technical cooperation opportunities for NIMASA staff/ stakeholders by carefully articulating the Agency's needs leveraging on bilateral arrangements.	Special Duties Unit, AHRD and Other Departments/ Units	Budgetary Provision	June 2017	Dec 2018	Number/ name of foreign bilateral arrangements initiated Number/ name of in country capacity building opportunities secured Number/ description of Agency's needs articulated to leverage of bilateral arrangements Number/ nature of these benefits identified Evidence(s) of competency development/ improvement engendered by specific capacity building opportunities Number of initiated MoU reviews Number of MoUs initiated	On-going

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
3	Liaise with the APR IMO towards fulfilling Nigeria's obligations to IMO and other matters	Ratification and domestication of IMO instruments relevant to Nigeria's maritime interests; Making early payments for IMO fees and levies; Engendering effective representation of Nigeria at IMO meetings by harnessing stakeholders' inputs on IMO agenda items;	Special Duties Unit, APR-IMO Office, Legal Service Unit and Other Departments/ Units	Budgetary Provision	June 2017	Dec 2018	Updating of total number of instruments ratified/ domesticated and/ or not ratified and domesticated Number of liaison initiatives/ activities developed and/ or executed Number/ nature of early payments facilitated Number of industry stakeholders' input generated for IMO agenda items before IMO meetings	On-going

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
4	Initiate creative ideas to ensure the effective delivery of the Agency's programmes and mandates	-Develop innovative projects/ programmes/ proposals to complement the work of other Depts/ Units Initiate External Relations/Technical Cooperation programmes to facilitate the attainment of the Agency's vision	Special Duties Unit/ Other Departments and Units	Budgetary provision for field work and research	June 2017	Dec 2018	Number of creative developed and submitted to Management Number of proposals executed Impact of creative ideas implemented on the Agency's execution of its mandate	On-going

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
5	Liaise with and coordinate relevant Departments/ Units towards the attainment of the Agency's mandates	Establish an excellent rapport with other Departments/ Units towards the attainment of their objectives; Coordinate specific activities of other Departments/ Units towards the achievement of the DG's strategic objectives for the Agency	Special Duties Unit/ Other Department and Units	Budgetary Provision	June 2017	Dec 2018	Number/name of activities coordinated for other Depts/ Units Number of initiatives developed and coordinated for other Depts/ Units Feedback received from Depts/ Units/ Stakeholders on activities coordinated Evidence of impact of activities coordinated on Depts/ Units/ DG's strategic objectives	On-going

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
6	Perform other responsibilities as assigned by the DG	Support the DG in crystalizing and executing his agenda for the Agency; Represent the Agency at events/ meetings as may from time to time be directed by the DG Initiate and Coordinate Special Projects that have direct impact on the Agency's external stakeholders and communities	Special Duties Unit	Budgetary Provision	June 2017	Dec 2018	Number of Special and/or ad hoc assignments executed on DG's directive Number of CSR projects coordinated on Dg's directives Number of industry trade events/fairs coordinated and attended	On-going



NIMASA PROCUREMENT*

OBJECTIVES

- To operate a sound procurement system that ensures economy, efficiency, fairness, reliability, transparency and accountability and ethical standards
- To comply with due process to ensure the operational efficiency for the restructuring and repositioning of NIMASA

*For the avoidance of doubt, it is important to note that this Department features in the procurement processes of all other Departments, Units and or Zones, whether expressly stated or not.

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
1	Programme to Significantly Improve the Procurement Process Flow	Agency-wide sensitization Process flow presentations at Staff knowledge sharing sessions	Procurement, User Departments & Units	Management Commitment	July 2017	Dec 2019	Demonstration of understanding of the Agency's Procurement Work Flow.	
		Implementation of e-Procurement Software	Procurement, PRDMS, User Departments & Units	Consultancy for the Establishment of Database framework	July 2017	Dec 2017	Live use of e-Procurement Software for some Procurement activities.	
		Organization of Workshop Sessions across NIMASA		Consultancy for the Establishment of Database framework	July 2017	June 2018	Number of core Procurement and cross functional staff trained	

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
2	Improvement of the Procurement Cycle Time	<p>Early Submission of Needs Assessment, BOQ, Etc.</p> <p>Follow-up with Dept. & Units</p>	Procurement, User Departments & Units	<p>Proper udgetary appropriation</p> <p>Standardized Price Database</p>	July 2017	June 2018	<p>Number of contracts awarded in record time.</p> <p>Report of the Procurement circle review</p>	
		Interface meetings with some key departments	Procurement Finance, Legal & Internal Audit	Executive Management Support	July 2017	June 2018	Service Level Agreements with the key Departments.	
		Emphasis on in-house Procurement Front Desk Officers efficiency and effectiveness	Procurement	None	July 2017	Dec 2017	<p>Report on Procurement Staff turnaround time</p> <p>File Progress status board</p>	

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
3	Compliance with Procurement Due Process	Attendance of BPP mandatory training courses & programme Agency-wide BPP sensitization program for Staff	Procurement, Executive Management Procurement, Executive Management	BPP Resource Persons BPP Resource Persons	Jul 2017 Jul 2017	June 2018 June 2018	Measurement of the Agency's level of compliance Full execution of sensitization programme	
		Early involvement of Procurement Department	Procurement, All Departments and Units	Executive Management Support	July 2017	June 2018	Procurement involvement in formation of Project Committees	
		Emphasis on in-house Procurement Front Desk Officers efficiency and effectiveness	Procurement	None	July 2017	Dec 2017	Report on Procurement Staff turnaround time File Progress status board	



NIMASA **CORPORATE** **AFFAIRS &** **COMMUNICATIONS**

OBJECTIVES

- To create, promote, maintain and protect NIMASA's reputation
- To enhance NIMASA's prestige and present a positive image of the Agency on an ongoing basis
- To enhance the goodwill of the Agency amongst its stakeholders
- To ensure increased stakeholder value on a continuous basis

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
1	Corporate Rebranding Campaign	*Communicate The New NIMASA To Various Publics Via Stakeholders Fora, Media Visits, Media Roundtable, Publications, CSR, Signages, Billboards, Improve Ambiance of Bldgs etc *Stakeholder Reorientation	Corporate Comms General Services SERVICOM Procurement Consultant	Consultant Campaign Resources	Jun 2017	Dec 2018	1] 70% Minimum Positive News 2] 70% Positive New Media Feedback 3] NIMASA In the News Min. 3ce Per week	Ministerial committee
2	Reputation Management	Build On The Gains Of The 2016 Rebranding Campaign	Corporate Comms	Consultant Campaign resources	Jan 2017	Dec 2018	1] 80% Minimum Positive News 2] 80% Positive New Media Feedback 3] NIMASA In The News Min. 3ce Per week	Ministerial committee
3	Quarterly Media Roundtable	Hold Quarterly Media Meetings / Breakfasts / Dinners with Snr Media Practitioners	Corporate Comms	Venue Budget Provision	Jul 2017	Dec 2019	Min 3 Meetings per Annum 20 Follow-up Press Reports per Mtg	

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
4	Weekly Press Releases /Marine Notices	Weekly newsworthy press statements, statistics, articles etc for print / electric media	Corporate Comms	Data base of Media Contacts	May 2017	Dec 2019	E-mails of press releases to snr mgt weekly Marine notices also on website	Lloyds register
5	Social Media	*Posts to NIMASA Social Media Platforms *Tracking of NIMASA Social Media Platforms &	Corporate Comms IT Research	Internet Dedicated Social Media Administrator	May 2017	Dec 2019	75% positive social media hits / posts per social media platform	
6	Production of NIMASA Standard Brochure	News on NIMASA Design and printing of a comprehensive brochure with input from Depts	Corporate Comms	Printing costs	Jul 2017	Oct 2017	Production of Brochure *Circulation of Brochure to key stakeholders	
7	Commission Social Impact Assessment Report [SIA]	Commission Consultant Annual SIA	Corporate Comms Research	Consultant	Mar 2017	May 2019	Annual report of Consultants Implementation of Lessons Learnt	

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
8	Robust Stakeholder Engagement & Management (Internal & External)	*Mgt's regular engagement with different strata of staff *Consistent Engagement with Maritime Stakeholders & the Public	Corporate Comms General Services Servicom Research In collaboration with Depts	Funds to organise Stakeholders engagements - Mtgs, Fora, Public Seminars etc	May 2017	Dec 2019	Minimum of 12 ext and 6 int engagements by Depts, Mgt, DG etc Per annum	Interface with depts FMOT KPI Lloyds register



NIMASA **ABUJA OFFICE**

OBJECTIVES

- To carry out the mandate of the Agency in the Northern Zone.
- Effective liaison with our supervising Ministry (FMOT), MDAs, National Assembly, and relevant Stakeholders to coordinate the activities of the Agency.
- Sourcing and analysis of relevant data and also as outlet for shipping promotion.

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
1	Reopening of the Regional Rescue Coordination Centre (RCC) in Lokoja.	<p>Initiate the re- opening process with the relevant Authorities.</p> <p>Conduct need assessment on the existing equipment and suitable site.</p> <p>Determine the required infrastructure to be installed.</p> <p>Commence the administrative processes i.e procurement due process.</p> <p>Deploy and Commission the RCC</p>	AZO/MSSSD & Procurement.	In line with the Agency's budgetary provision.	2016	2019	1 befitting RCC Office	The former Lokoja Office had dilapidated portal cabins as a result of 2013 flood incident. The functional generating set is presently being used by the Navy.

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
2	Establishment of Standardized Marine Pollution Laboratory with equipment, accessories and reagents at Lokoja	Conduct need assessment for the establishment of suitable standard putting into cognizance the environmental impact Determine the required infrastructure and equipment to be installed. Commence the administrative processes i.e. procurement due process. Deploy staff and Commission the RCC	AZO/ MEM/ MSSD & Procurement	In line with the Agency's budgetary provision	2017	2019	1 Standardized Pollution Laboratory with relevant equipment	No Pollution Laboratory in place presently

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
3	Procurement of Generating Set (100kva)	Need assessment already submitted to Head Office Procurement process to commence	AZO/ DAPS & Procurement	In line with the Agency's budgetary provision	2016	2019	1 befitting Stand-by Generator	Abuja Zonal Office is presently functioning without a generating set as a back-up to the Public Power supply.
4	Purchase of Permanent Zonal Office Building at Abuja	Seek approval from the DG/ CEO for the exercise. Identify an appropriate property and cost implication. Forwarding report for procurement process	AZO/ DG/ DAPS & Procurement	NIL	2016	2019	1 befitting Corporate Office.	The present Abuja Office is on rent which is not cost effective, in view of constant relocation and attendant destruction to installed equipments.

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
5	Furnishing of Proposed Permanent Office at Abuja	Seek approval from the DG/CEO for the exercise. Identify an appropriate property and cost implication. Forwarding report for procurement process	AZO/ DG/ DAPS & Procurement	NIL	2017	2019	An appropriately furnished Corporate Office	The present Abuja Office is a rented property and not fully furnished.
6	Network Infrastructure Optimization	Network Cabling (LAN) for Internet facility coverage in all the offices. Need assessment already forwarded to Head Office. Procurement procedures has already commenced.	AZO/ DG/ PRDMS DAPS & Procurement	In line with the Agency's budgetary provision.	2016	2019	1 befitting Corporate Office.	The office has no Local Area Network (LAN)

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
7	Provision of Mini Library	Head Office (PRDMS & Procurement units) to implement proposal	AZO/ DG/ DAPS & Procurement	In line with the Agency's budgetary provision.	2016	2019	1 Standardized/ equipped Mini Library	PRDMS is already aware of cost implication



NIMASA **LEGAL &** **REGULATORY**

OBJECTIVES

- To articulate legislation that will facilitate the growth of the Nigerian Maritime Sector
- To review and update the Agency's enabling laws and regulations made thereto for effective implementation of the Agency's mandate
- To ensure cost effective implementation / enforcement of the Agency's laws in order to enhance the Agency's revenue, reduce liabilities and litigations
- To ensure that the ratification and domestication of international instruments are beneficial to the Nigerian Maritime Sector

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
1	Ratification of relevant International Maritime Conventions	Resuscitation of Relevant standing Committee on Domestications Articulate and obtain relevant approvals to facilitate the work of the standing committee. Liaise with MSSS, MEM & ML, FMOT, FOJ, NA Committee etc	Legal Maritime Safety MEM ML		Mar 2017	Dec 2019	Ratification & Domestication of relevant International Maritime Conventions by March 2017 Gazette Conventions	Lloyds Register
2	Annual Board Members Retreats	Engage a Consultant to assess the Board as a Public Interest Entity & compliance with Governance Code	Legal Consultant	Consultant	Jun 2017	Dec 2018	Report of the Consultant on Compliance with Governance Code etc Corrective actions thereof	

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
3	Formalisation of measures to ensure compliance with International / Domestic regulations, Maritime Conventions, Cabotage, Port State & Flag State	*Set up a Corporate Governance and Compliance desk within the legal department international and that oversee the maritime industry. *Liaise with Maritime Safety, MEM & ML etc	Legal Maritime Safety MEM ML		Jul 2017	Oct 2017	New Desk Compliance Checklist	Ministerial Committee
4	Review of Enabling Laws 1] NIMASA Act 2007 2] Merchant Shipping Act 2007 3] Cabotage Act 2003	Liaise with relevant departments, to identify grey areas in the statutes. Identify and engage consultants to carry out the technical aspect of the review of the laws.	Legal Maritime Experts / Legal Practitioners	Maritime Experts / Legal Practitioners	Mar 2017	Dec 2019	Amendments to Laws - Min one per annum [2017, 2018 & 2019]	

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
5	Employ ADRs	<p>*Employ ADR for most litigations in NIMASA / Industry / Agreements / MoUs</p> <p>*Constant Engagement with External Solicitors towards out-of-court settlement or ADRs alternative dispute resolution</p>	Legal Arbitrators / Ext Solicitors	<p>Legal Arbitrators / Ext Solicitors</p> <p>Funds for *Litigations- Existing / Fresh *Judgment Debts & accrued interest</p>	Mar 2017	Dec 2019	60% reduction in pay-outs	

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
6	Annual Maritime Judges Seminar	To update and enlighten Judges and Maritime stakeholders of the Agency on current local and international Maritime laws	Legal Service Unit	Venue Secretarial expenses	Oct 2017	To hold yearly for the next 4 years	To build maritime knowledge capacity amongst admiralty Judges	
7	Develop Maritime Regulations made pursuant to the Merchant Shipping Act.	To ensure the implementation of the Agency's law To ensure the Agency meets up with the requirements of the IMO Audit Scheme	Legal MEM MSSD ML FMOT	Engage Consultants Printing and binding of Regulations	2017	2018	Produce 4 new Regulations in 2018	

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
8	Sensitization Workshop for Enforcement Departments/Units In NIMASA (All Zones)	To sensitise enforcement officers on the harmonised procedures for the arrest and detention of vessels in Nigerian Waters To review the process and procedures after 3years in collaboration with other stakeholders to ensure that the manual is in tandem with global best practices To develop human capacity for enforcement officers within the Agency.	Legal Nig. Navy MSSD Cabotage MEM ML	Resource Persons	2017	2020	To aid in the reduction of litigation against the Agency that may arise from unlawful detention of vessels and crew	



NIMASA **SERVICOM &** **SERVICE QUALITY** **ASSURANCE**

OBJECTIVES

- To assist in radically improving Service Delivery of the NIMASA towards providing excellent service to internal and external stakeholders
- To assist in embedding a new Corporate Vision, Mission and Core Ideology as an integral part of the Restructuring and Repositioning Programme
- To institute a new Corporate Culture in the Agency with a view to enhancing communication, teamwork and performance
- To contribute significantly through advocacy to the Restructuring and Repositioning Programme of the Agency

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
1	NIMASA Change Management / Corporate Culture Change Programme (NCCCP) including Reorientation of Staff & curbing of the Government employee mindset	<p>Defined Phases:</p> <ul style="list-style-type: none"> Conduct Corporate Culture Audit (Attitude Studies) - Work with Consultant. Develop (Chart) a road map/time frame •Train 400 Staff (training the trainer and Change Agents) •Sensitization workshops/ coaching and feedback •Service Excellence Campaign 	<p>Service Improvement Desk (SERVICOM)</p> <p>In Collaboration with:</p> <ul style="list-style-type: none"> DAPS PR Protocol Procurement 	Consultant	Jun 2017	Jun 2018	<ol style="list-style-type: none"> 1. Periodic and Annual (with inputs from the Consultants) Report 2. 400 trained staff 3. 20 sensitization workshops 4. 70% Positive (staff and external stakeholders) Feedback Response 5. Evidence of Culture Awareness Landmark 	Ministerial Committee

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
2	Develop Service Delivery Framework for the Integrated of Inspection Teams (Joint Enforcement Team)	<ol style="list-style-type: none"> 1. Meet with Relevant Departments/ Units. 2. Collate enforcement checklist, to agree on the integrated (harmonised teams for Joint enforcement. 3. Develop Framework thereof 4. Administer Feedback Forms and Collation/Analysis 	<p>SERVICOM</p> <p>Relevant Depts / Units / Zones</p> <p>Max 2 Surveyors [Snr + Trainee]</p>	<ol style="list-style-type: none"> 1. Enforcement and Monitoring Checklist. 2. Schedule of Enforcement from Department/units 	Jun 2017	Jul 2019	<ol style="list-style-type: none"> 1. Certified Scheduled for Enforcement 2. Harmonised Number of Enforcement 3. Report of Enforcement conducted 4. Increase enforcement efficiency by 80% 5. Increase in Revenue by 50% 6. Number of Feedback Analysed 	Ministerial committee

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
3	Publication of Harmonised ONE-STOP HANDBOOK on NIMASA service delivery	<ol style="list-style-type: none"> 1. Meet Regularly with Department 2. Collate Inputs 3. Publish booklet on NIMASA's Service Delivery containing: mandate, guidelines for registrations, compliance, rates, charges, fees etc in a single publication for stakeholders & prospective clients 	SERVICOM Relevant Departments Finance Corporate Comms	Inputs from Depts/Units	Jun 2017	Oct 2018	Production of 2000 copies of Handbook	
4	Develop Framework on Improved Service Delivery and Feedback (Staff Suggestions/ Comments/ Complaints)	<ol style="list-style-type: none"> 1. Develop a Service Delivery Framework 2. Develop of a Feedback Mechanism 3. Re-introduce contemporary Front Desks at all locations with basic requirements 4. Reactivate the Agency Telephony Systems and Visitors Mgt. System 5. Call Centres 	SERVICOM Admin Corporate Comms	<ol style="list-style-type: none"> 1. Front Desks (Receptions) at ALL Locations. 2. Visitors Mgt System (Software) 3. Suggestion Boxes 4. Telephony Systems (Intercom and PABX) 5. AGENCY External Public Lines /Call Centres 	Jun 2017	Aug 2018	<ol style="list-style-type: none"> 1. Revamp at ALL Locations <ul style="list-style-type: none"> - Front Desk (reception) Areas - Functional VMS Software - Functional Telephony Systems - Suggestion, Complaints Boxes etc - Stakeholder Call Systems SCRAR Registeres 	Ministerial Committee Lloyds Register

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
5	Development & implementation of Agency wide Quality Management System [QMS]	Engage a Consultant for QMS such as ISO 9001:2008 Produce QMS Policy	1. DG 2. SERVCIOM 3. Consultant and Classification Society	1. Previous QMS Frameworks 2. Previous Reports on QMS (if available) 3. Consultant and Classification Society	Sept 2017	Dec 2018	1. QMS Framework and Policy 2. Implementation Report 3. Annual Reports 4. Number QMS qualified Staff	Ministerial committee Lloyds Register



NIMASA INTERNAL AUDIT

OBJECTIVES

- To secure the assets of the organisation through adequate and appropriate Internal Controls
- Effective risk management, control and governance

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
1	Management Audit	Issuance of questionnaires to all Depts/Units	Internal Audit	Financial Regulation Establishment Circular BPP Act Public Service Act NIMASA Act Merchant Shipping Act	Jul 2017	Dec 2019	Quarterly Reports to DG	
2	Operational Audit	Review of compliance with Agency's policies, plans and regulations	Internal Audit	Financial Regulation Establishment Circular BPP Act Nimasa Act Merchant Shipping Act	Jul 2017	Dec 2019	Reports to DG	

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
3	Staff Audit	Issuance of Staff Emolument Forms to all Staff	Internal Audit	NIMASA Act	Jul 2017	Dec 2019	Reports to DG	Timely Completion of Exercise is subject to the Approval of DG
4	Post-Payment Audit	Collection of Past Payment vouchers, payment schedule and bank statements	Internal Audit	Financial Regulation	Jul 2017	Dec 2019	Half Yearly Report to DG	

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
5	<p>Revenue Audit 3% Levy Cabotage Income Maritime Labour Income Sea Protection Levy</p>	<p>Gathering of 3rd Party Information from Maritime Agencies and using them for comparison with the Information obtained from the TRIM software</p>	Internal Audit	Financial Regulation	Jul 2017	Dec 2019	Report to DG	



NIMASA **MARITIME** **GUARD** **COMMAND**

OBJECTIVES

- To ensure Safety & Security of the Nigerian maritime domain in partnership with the Navy and other security Agencies and partners
- To ensure a continuous downward trend in the incidences of Maritime Piracy

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
1	Optimise the implementation of the NIMASA MoU with the various arms of the Military, particularly the Navy	Improve on the existing MOU between NIMASA and the Navy, Air force. Carry out Orientation /Stakeholders engagement for all personnel of the MGC	MGC Commander MGC	Operational platforms & team support from various units Improved data & communication	Jun 2017	Mar 2019	1) Reduction of piracy and sea robbery by 50% 2) Aiding enforcements, thus increasing revenue by 20%	
2	Refurbishment of NIMASA Helicopter For Emergency Response & Air Surveillance	Discuss options with Navy, Manufacturer, Parts Supplier etc	MGC	To be determined	Jun 2017	Jun 2019	Operating chopper with spare parts by 2019	Ministerial committee
3	Sensitization of NIMASA staff and MGC personnel on the harmonized Standard Operating procedure	Conduct Sensitization lectures at all zones of the Agency	C-MGC	Power Point presentation and support from all departments	Mar 2017	Jun 2019	1. All NIMASA staff and MGC Personnel to be fully aware of the new harmonized standard operating procedures and its practicability. 2.Improved Efficiency	Ministerial committee



NIMASA PROTOCOL

OBJECTIVES

- To improve the local and international travel experience for NIMASA staff with a view to improving work flow efficiency, security and international diplomacy
- To promote positive relationships with other countries involved in maritime activities and or hosting international Maritime organisations
- To promote stronger relationships with Inter-governmental & international bodies
- To digitalize operations with a view to enhance service delivery to all stakeholders

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
1	Passport procurement/ Immigration relation	<p>-To secure effective, efficient and timely passport procurement for staff and stakeholders.</p> <p>- To establish good working relationship with the Nigerian Immigration Service and Ministry of Foreign Affairs</p> <p>Instituting proper documentation for the issuance of official passport as necessary.</p>	<p>Protocol Admin & HR Min. of Foreign Affairs</p>	Budgetary Provision	2017	2019	(100%) Management approvals	On-going
2	Official Visa Procurement	To achieve high success rate and minimal denial in Visa procurement by ensuring proper documentation and timely submission applications.	Protocol Unit	Travel documents, Visa Fee/ Finance budgetary provision	2017	2019	(80%) Consular relationship	On-going

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
3	International Ticket Issuance	<p>-Maintaining an existing computer-based system requests with travel agents, retainer hotels, stakeholders and Agency officers/ staffs to enhance service delivery.</p> <p>-Regularly ticketing approved travel requests as itineraries are confirmed by passengers.</p> <p>-Obtain Quotations from agents or various airlines to find the best flight prices, options, buy or refund airline tickets as requested.</p>	Protocol Unit IT Unit	Budgetary provision, Mobile offices and 24 hours internet connections/ mini printers. Increased airtime for protocol officers	2017	2019	(100%) Approvals from DG, Hon. Minister of Transport	On-going

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4	Meet and Greet Services	To Establish an excellent working relationship/ rapport with Nigerian Immigrations Services and other Agencies at the Local and International Airports especially Foreign Affairs To deal with Immigration Authority and Airport Security Force for clearance of clients Arrange collection of baggage. Ensure speedy	Protocol Unit	Protocol officers and Nigerian Foreign Affairs	2017	2019	(100%) Travel Itinerary	On-going

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5	Consular Relations	<p>-Establishing good working relationship with key foreign missions to expedite visa processing where necessary.</p> <p>- Engaging the Commercial Services Department to enhance or create Maritime PPP Initiatives.</p>	Protocol Unit	<p>Invitation of Foreign Diplomats to NIMASA functions and events.</p> <p>Budgetary provision.</p>	2017	2019	(100%) To establish and maintain a cordial relationship with existing and prospective Consuls/ Missions	On-going

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6	Diplomatic Parley	<ul style="list-style-type: none"> - To enhance International Agency/Country cooperation on Security and Maritime Related matters. - Improved relationship with Consular Services' for visas and other official travel requests. 	<ul style="list-style-type: none"> -Finance -Protocol Unit -Public Relations -All technical operation based departments/ units 	Budgetary	Bi-annually (2nd quarter of the year & year-ending)	Bi-annually (2nd quarter of the year & year-ending)	(50%) Projection of the Agency's vision and goals to the international community	On-going
7	Hotel Accommodation	<ul style="list-style-type: none"> -To ensure hotel reservations are confirmed and approved as directed by the DG/CEO. -Continuous improvement with relationship with retainer hotels. - Regular inspection of retainer hotels for enhanced service delivery and compliance. -Feedback mechanism survey forms distributed at the end of stay/ check-out or sent to the e-mail of guests 	Protocol unit	Approved Internal memos, Fast-track process of payment	Bi-annually (2nd quarter of the year & year-ending)	Bi-annually (2nd quarter of the year & year-ending)	(100%) Establishing retainership and cordial relationships with the hospitality industry.	On-going

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8	Corporate Event Management	<p>- The Unit is responsible for the creation and development of large scale events such as Seminars, conferences, meetings ceremonies, formal parties, or conventions, on behalf of the Agency. They see the project from inception through to dismantling post event.</p> <p>-The Unit also ensures all events are treated in line with DG/CEO's approval and directives.</p> <p>-Feedback mechanism survey forms distributed at the end of event or sent to the e-mail of attendees</p> <p>- To such events, the protocol officer is expected to plan the timetable of Foreign/ Local Visitors/ Participants, arrange for transportation where necessary and ensure the visitor's schedule does not suffer from complications and delays.</p>	Protocol Unit		2017	2019	(100%) Enable hitch-free programmes	On-going

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9	Organizing/ Scheduling of Meetings	The unit schedules/ organizes meetings that involve internal and external stakeholders of the agency such as confirming, inviting, providing the venue, coordinating the event, arranging to receive the visitors and in some cases plan their accommodation.	Protocol Unit	Approved internal memos	2017	2019	(100%) Enable hitch-free programmes	On-going
10	Dollar denominated debit/credit card	-To secure hotels, tickets, Logistics, pay for international Conferences and international contingencies revolving as in imprest	Protocol Unit	Management approval and annual budgetary provision	2017	2019	(0%) Guarantee International reservations (tickets, hotels, logistics etc) Continuously requested for in yearly budget	On-going
11	VIP Parking Permits	-To allow for easy access to reserved car parks and airport facilitation	Protocol Unit	Management approval and annual budgetary provision	2017	2019	(0%) Fast-track access and privacy for VIP's	On-going

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12	Airport Toll Stickers Operational Vehicles	-Easy thoroughfares to and fro airport facilities and road networks	Protocol Unit Logistics only for designated airport shuttle or VIP Vehicles in Agencies pool		2017	2019	(0%) Allow for easier access of protocol officer and official logistics to airport	On-going



NIMASA **NIGERIAN SHIP** **REGISTRY**

OBJECTIVES

- To increase Nigeria's ship registration in line with the growth of the economy and sea trade
- To automate the ship registry and develop it as a one-stop information centre on ships and related information

SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
1	Review and Verification of Nigerian Flagged Vessels	*Preparation of data collation forms *Information gathering on existing registered vessels *Zero-tolerance for substandard shipping	NSRO	Operational cost for 3 NSRO staff to embark on 4 trips to each of the three zones.	Jun 2017	Dec 2019	30% increase in Ships Registered per annum	On-going Flag Committee Lloyds Register
2	Attachment with some reputable International Registries	Ship registry staff - 2 weeks understudying operations of world class registries (open and Closed)	NSRO	Budget for 10 NSRO Staff bi-annually	Jun 2017	Dec 2019	Improvement in turnaround of registration to 1 week max	
3	Review Recognised Organisations	Contacts/ Inspections	NSRO Maritime safety	Register Logistics	Jun 2017	Dec 2019	100% review of RO's	Ministerial committee
4	Online vessel registration	Re-engineering of processes Online registration of vessels	NSRO ICT	Incorporation of this feature into the ERP being developed	Jun 2017	Dec 2019	Commencement of Online registration of vessels 90% positive feedback forms	Ministerial committee

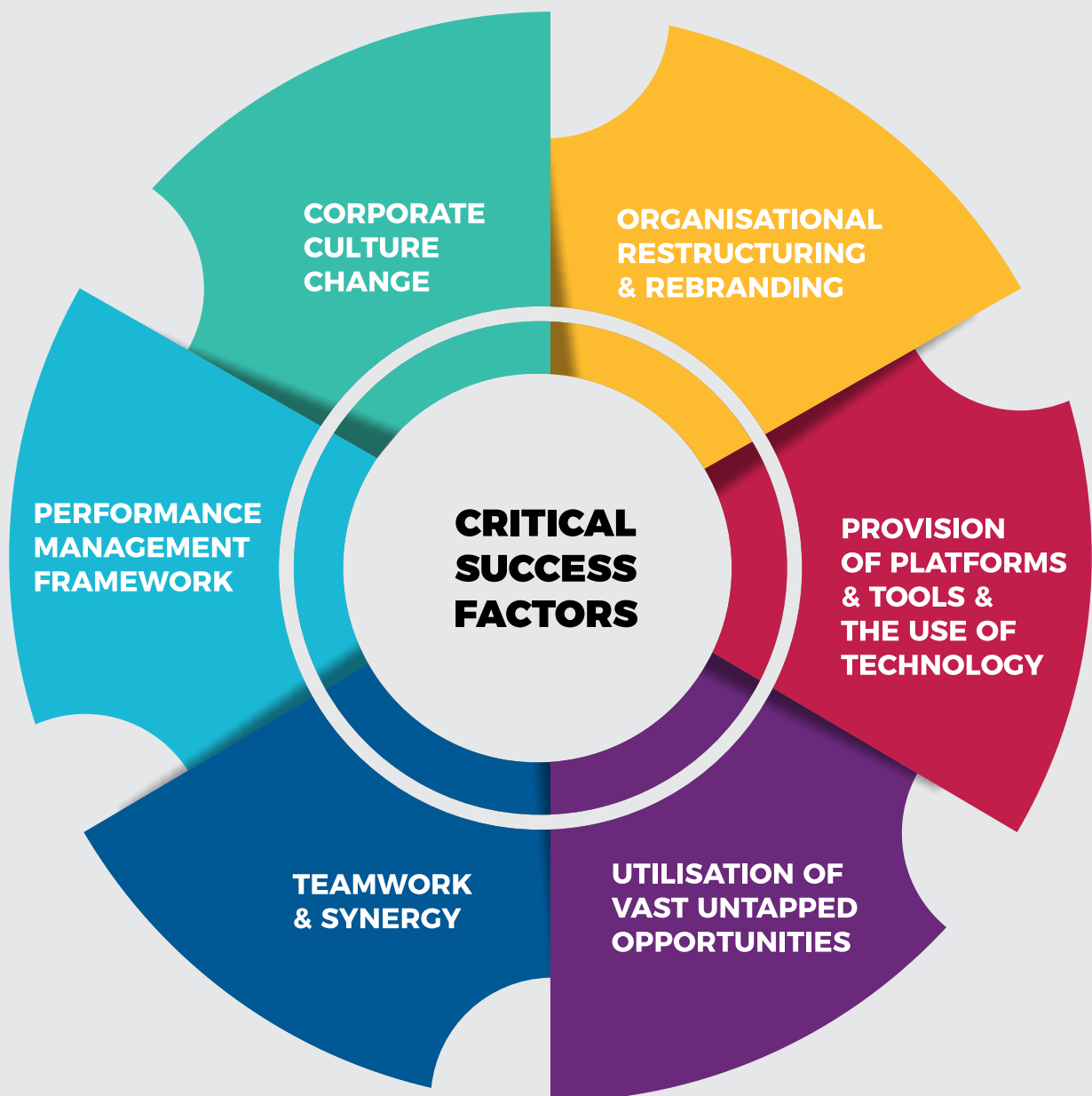
SN	PROPOSED STRATEGIC INITIATIVES/ PROGRAMMES/ PROJECTS	STRATEGY/ ACTIVITIES	RESPONSIBLE UNIT / ACTION PARTY	RESOURCES REQUIRED	START DATE	END DATE	KEY PERFORMANCE INDICATORS	STATUS / REMARKS
5	Registration of NLNG ships under the Nigerian Flag	Enhance NIMASA's technical capacity & registration process to bring these ships under Nigerian Flag via best global practice for certification of these type of vessels thro' best ROs with technical capacity	NSRO	Meetings with NLNG	Jun 2017	Dec 2019	Registration of NLNG ships under the Nigerian flag Income generation	
6	Implementation of NLNG-Sponsored Study on modernising the Ship Registry	Work with Consultant to implement the Report	Ship Registrar	LNG report Implementation costs	Jun 2017	Dec 2019	1] 100% increase in Ship Registration 2] 7 days max turnaround time for registration	
7	Issuance of provisional certificate [to reduce the finance burden thereof]	Adoption of Singaporean model on appointment of Registered Organisations (RO) to issue full certification & constant engage stakeholders engagement	NSRO	Singaporean model	Jun 2017	Dec 2019	Issuance of full certificates within 7 days	

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8	NSRO Sensitizations/ Awareness of stakeholders on exercise on contemporary ship registration, challenges & strategies for optimal performance	Organizing seminars, breakfast meetings, workshop and conferences in Lagos, Calabar, Warri and Port Harcourt to enlighten the public and stakeholders on Flag / Cabotage registration	NSRO Corp commns	1] Venue, public address system etc	Jun 2017	Dec 2019	Min 4 stakeholder engagements per annum by the nsro [or in conjunction with other depts]	Interface with other Depts FMoT KPI
9	Registration of non- convention, fishing & other inland waterways vessels	Develop draft Legislation & Guidelines for non-convention vessels etc	Legal NSRO	Input from depts	Jun 2017	Dec 2019	Commencement of the registration of non- convention vessels 100 vessels minimum for 2016 with register increasing by 200% min annually	Interface with other depts Lloyds register

PLANNED OUTCOMES AND TARGETS (FOR THIS STRATEGIC PLAN)



MEDIUM TERM STRATEGIC PLAN



This
MEDIUM TERM AGENDA
was developed with the special assistance
of

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