

**Association for Women in the Maritime Sector
in Eastern & Southern Africa**

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STRATEGIC PLAN 2014-2019

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Date: January 10, 2014

Acknowledgement

I wish to express my gratitude to the WOMESA Governing Council Members, Chairpersons and Members from the different national chapters, IMO officials and WOMESA Secretariat for the support at every stage of this assignment. This assignment would not have been accomplished within the timeframe provided without the invaluable contribution and commitment of the entire WOMESA team.

Acronyms

DMI	Dar-es-Salaam Maritime Institute
EMAA	Elgin Brown& Hamer Namibia (PTY) Ltd
IMO	International Maritime Organization
IWMS	Integration of Women in the Maritime Sector
KMA	Kenya Maritime Authority
KRA	Kenya Revenue Authority
NPA	Namibia Ports Authority
PMAESA	Ports Management Association of Eastern and Southern Africa
SPA	Seychelles Ports Authority
UNDP	United Nations Development Program
WOMESA	The Association of Women Managers in the Maritime Sector in Eastern and Southern Africa

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Executive Summary

1. Background

WOMESA stands for: The Association for Women in the maritime sector in Eastern and Southern Africa. The Association was initiated by the International Maritime Organization (IMO) and launched in December 2007, in Mombasa, Kenya under the IMO's programme on the integration of Women in the Maritime Sector (IWMS). The programme is now celebrating its 25th year having been launched in 1989 and has a primary objective to encourage IMO Member States to open the doors of their maritime institutes to enable women to train alongside men and so acquire the high level of competence that the maritime industry demands. In 2008, one year after its launch, WOMESA developed its first 5 year strategic plan (2008 -2013). The strategic plan called for the formation of national chapters in each member state in order to determine and prioritize the implementation of the identified programmes.

WOMESA with IMO's support, decided to mount a three day workshop to review and develop a new five-year Strategic Plan (2014-2019) for the Association. A Consultant was commissioned by the United Nations Development Program (UNDP) to facilitate the Strategic Planning Workshop and systematically guide the workshop participants in the formulation of the five-year Strategic Plan (2014-2019).

2. Contextual Analysis

A comprehensive analysis of stakeholders, external environment and internal environment was carried out. The outcome of these analyses is given in Section 2 of this strategic plan document.

3. Strategic Thrust

The revised Vision and Mission Statement of WOMESA were revised as hereunder:

3.1 Vision

“To be a professional association spearheading the advancement of women as a key resource in the maritime sector”

3.2 Mission

“To advocate gender equity, improve women’s access to maritime training and technology and promote their advancement to key decision making levels in the maritime sector in Eastern and Southern Africa”

3.3 Core Values

The organization shall be guided by the following core values:

- Integrity
- Commitment
- Diversity & Teamwork
- Reliability
- Transparency

3.4 Strategic Plan (2008-2013) Scorecard

A Scorecard that summarizes the degree of achievement on the previous strategic plan was developed and is depicted under Section 3.4 in this strategic plan document.

4. Strategic Objectives

Strategic objectives for the Association in the next five years were developed. These are:

- 1) To enhance capacity building in order to facilitate realization of the WOMESA vision.
- 2) To develop mentorship programs.
- 3) To mobilize adequate resources nationally, regionally and internationally to enhance operations of WOMESA.
- 4) To establish and nurture smart partnerships with stakeholders
- 5) To undertake a rigorous membership recruitment
- 6) To undertake research for advancement of women and development of the maritime sector.

5. Strategy Implementation Framework

A detailed Strategic Objectives' Implementation Framework is given in Section 5 of this strategic plan document. The Implementation Matrix provides a framework for ensuring that the results expected from the Strategic Plan are achieved. It links the various components of the Strategic Plan to specific actions which will be undertaken in order to achieve anticipated results.

6. Monitoring and Evaluation Framework

A monitoring and evaluation framework has been developed (see Section 6 of this strategic plan document) to facilitate tracking of the performance of this strategic plan. This framework will ensure the delivery of the anticipated results of this plan on a continuous basis for the entire plan period.

7. Organization Structure

An organization structure was developed based on two pillars, these being function and geography. This organization structure was developed to drive the corporate strategy. It is depicted in Section 7 of this strategic plan document.

8. Recommendations

At the conclusion of the Strategic Planning Workshop, the following recommendations were arrived at:

1. The Governing Council to use technology like Skype, Group Emails, and Website discussion platforms, as their meeting area for communication given that physical meetings are expensive in terms of time and financial resources. Meetings can be periodic like monthly, quarterly, half yearly, as shall be agreed by the Organization.
2. WOMESA to set up a group email for WOMESA Regional Chapters to report on activities that each chapter is doing on a monthly basis or as may be agreed by the Governing Council and the members. It was further recommended that there should be two people in the National Chapters who shall be representatives of the Regional Association and the emails shall be written to them and they shall then circulate the same to the National chapter members.
3. Share WOMESA success stories to IMO so that they can also report on the activities that WOMESA has undertaken as a region. Include the National Chapters' success stories and circulate to IMO. These can be translated to other donors and circulated therein.
4. The Governing Council shall put in place a structure which firmly incorporates national chapters.
5. The Senior Deputy Director, Technical Co-operation, IMO (UK) – Mrs. Pamela Tansy requested that a list of all the WOMESA Members be sent to her so that she can be inviting the members when IMO holds national maritime workshops in their countries as this is easy and can be done.
6. Participants were asked to take into account members who work in land linked countries like Ethiopia, as their circumstances are different in handling maritime affairs.
7. The Marketing Committee should be revamped in order to make WOMESA more visible.
8. In respect to Research Teams, it was recommended that students from universities can be used as Research Assistants, as this approach can lower the costs of carrying out research.

1. Introduction

The Association of Women Managers in the Maritime Sector in Eastern and Southern Africa (WOMESA), was initiated by the International Maritime Organization (IMO) and launched in December 2007, in Mombasa, Kenya, under IMO's program on the Integration of Women in the Maritime Sector (IWMS). The IWMS program is now celebrating its 25th year, having been launched in 1989. Its primary objective is to encourage IMO Member States to open the doors of their maritime institutes to enable women to train alongside men and so acquire the high-level of competence that the maritime industry demands.

In 2008, one year after its launch, WOMESA developed its first five-year strategic plan (2008 - 2013). The strategic plan called for the formation of national chapters in each Member State in order to determine and prioritize the implementation of the identified programs. So far, five countries have launched their national chapters namely: Kenya, Mauritius, Namibia, South Africa and the United Republic of Tanzania. Ethiopia is in the process of launching its chapter in the First Quarter of 2014.

With the foregoing, WOMESA, with IMO's support, decided to mount a three day workshop to review and develop a new five-year Strategic Plan (2014-2019) for the Association.

The objective of the workshop was to bring together WOMESA Governing Council Members, chairpersons from the different national chapters and IMO officials, to review the achievements made over the last five years and to develop a strategic plan that will guide the activities of the Association for the next five years.

A Consultant was commissioned by the United Nations Development Program (UNDP) to facilitate the Strategic Planning Workshop and systematically guide the workshop participants in the formulation of the five-year Strategic Plan (2014-2019).

2.Situational Analysis

2.1 Stakeholder Analysis

An analysis of WOMESA's key stakeholders was carried out. This process identified stakeholder expectations on one hand and WOMESA's expectations on the other hand. These scenarios were taken into account in the process of strategic plan formulation. A summary of the stakeholder analysis is given in Table 1 below.

Table 1. Stakeholder Analysis

No.	Stakeholder	WOMESA's Expectation	Stakeholder's Expectation
1.	Members	<ul style="list-style-type: none"> ➤ Timely payment of subscription fees ➤ Be local ambassadors ➤ Active participation in programs ➤ Commitment towards WOMESA Objectives 	<ul style="list-style-type: none"> ➤ Industry Exposure ➤ Regular Feedback ➤ Timely implementation of resolutions ➤ Visibility
2	Seafarers	<ul style="list-style-type: none"> ➤ Role modeling and career guidance ➤ Ambassadors for WOMESA globally 	<ul style="list-style-type: none"> ➤ Visibility for career advancement ➤ Communication network ➤ Campaign for training and development opportunities
3	Suppliers	<ul style="list-style-type: none"> ➤ Affordable and timely service delivery ➤ Reliability ➤ Loyalty(Alignment with agreement) ➤ Cooperation in corporate Social Responsibility 	<ul style="list-style-type: none"> ➤ Prompt payment for services ➤ Keeping communication channels clear ➤ Provide requisite information
4	IMO	<ul style="list-style-type: none"> ➤ Capacity building in training ➤ Financing of WOMESA activities ➤ Promotion of the local chapters ➤ Increased international visibility 	<ul style="list-style-type: none"> ➤ Increased membership ➤ Improved representation of women in maritime industry ➤ Increased international visibility
5	Staff	<ul style="list-style-type: none"> ➤ Own the Mission and Vision of WOMESA in the performance of their duties ➤ Deliver on the objectives of WOMESA 	<ul style="list-style-type: none"> ➤ Salaries/Benefits ➤ Clear Guidance
6	Crewing Agencies	<ul style="list-style-type: none"> ➤ Partnership ➤ Advocate for gender mainstreaming in their agencies within the sector ➤ Develop and implement a gender policy framework ➤ Develop and implement policy that ensure safety 	<ul style="list-style-type: none"> ➤ Partnership ➤ Training opportunities ➤ Proper placement

		of the women at the work place	
7	Shipping Industry(Freight Forwarders, CFSs, Marine Contractors, Shipping Lines, Ships Agents, Cargo Consolidators	<ul style="list-style-type: none"> ➤ Create an enabling environment to have them join WOMESA ➤ Recognize WOMESA as a professional Association ➤ Budgetary Support. e.g payment of subscription and payment of training. ➤ Improve sanitation facilities at the work place 	<ul style="list-style-type: none"> ➤ Define the role of WOMESA and its identity including their objectives ➤ Show the relevance of the Association. ➤ Training and capacity building
8	Governments	<ul style="list-style-type: none"> ➤ Easy registration of the Associations ➤ Partnerships in programs ➤ Publicity ➤ Affirmative action ➤ Financial support 	<ul style="list-style-type: none"> ➤ Assist in gender mainstreaming ➤ Advocate for gender equity ➤ Participate in sector policy formulations
9	Port Authorities	<ul style="list-style-type: none"> ➤ Financial Support ➤ Publicity ➤ Create an enabling environment to join the Association ➤ Partnership in programs ➤ Develop and implement a gender equity policy ➤ Recognize WOMESA as a professional Association 	<ul style="list-style-type: none"> ➤ Training and capacity building ➤ Updates on gender issues in the maritime sector
10	Maritime Administration	<ul style="list-style-type: none"> ➤ Mentorship ➤ Support ➤ Advisory/Consultancy services in gender related issues ➤ Partnership and exchange 	<ul style="list-style-type: none"> ➤ Internship opportunities ➤ Capacity building and training ➤ Gender mainstreaming ➤ Financial/Non- financial support ➤ Partnership/Exchange ➤ Fellowships/Sponsorships
11	Training and Educational Institutions	<ul style="list-style-type: none"> ➤ Fellowship/Training ➤ Placement ➤ Partnership and exchange ➤ Capacity building and training 	<ul style="list-style-type: none"> ➤ Training of trainers ➤ Partnership in programs ➤ Training facilities ➤ Partnership/Exchange

		<ul style="list-style-type: none"> ➤ Advisory services in development of training programs ➤ Partnership in development of awareness/sensitization programs 	
12	Development Partners	<ul style="list-style-type: none"> ➤ Financial support ➤ Inclusion in their development programs ➤ Partnership and exchange ➤ Placement/Internships 	<ul style="list-style-type: none"> ➤ Think-tanks in policy formulation ➤ Accountability for their funds ➤ Assist in meeting gender related objectives ➤ Feedback in policy formulation ➤ Promote sustainable development of the shipping industry

2.2 External Environment (PESTLE Analysis)

The prevailing environment within which this plan will be implemented was critically examined. The Political, Economic, Social, Technological, Legal and Environmental (PESTLE) factors that would in one way or another affect WOMESA activities and operations was analyzed thoroughly. These factors include the following in Table 2 below:

Table 2. PESTLE Analysis

<p>Political Factors</p> <ol style="list-style-type: none"> 1. Wars/Civil strikes 2. Riots 3. Change in political office bearers 4. Corruption 5. Political goodwill 6. Union Buy In 	<p>Economic Factors</p> <ol style="list-style-type: none"> 1. Global recession/ Meltdown/Crunch 2. Inadequate funding 3. Training opportunities for members 4. Enhanced partnerships with development partners 5. Training opportunities for members 6. Competition for donor funding
<p>Social Factors</p>	<p>Technological Factors</p> <ol style="list-style-type: none"> 1. Increased use of social media

<ol style="list-style-type: none"> 1. Cultural expectations/stereotyping 2. Male dominated industry 3. Language barriers and communication 4. Multiple organizations representing women. 5. Diseases like HIV/AIDS 6. Family disunity versus work delegations and balancing 	<ol style="list-style-type: none"> 2. Advancement of technology has made the world smaller in that it's easier to access information, share ideas on global networks 3. Has helped /increased the Association's visibility
<p>Legal and Ethical Factors</p> <ol style="list-style-type: none"> 1. Different legislations for different member countries 2. Revised gender policy for inclusion of women in public sector 	<p>Environmental Factors</p> <ol style="list-style-type: none"> 1. Increased environmental consciousness hence WOMESA advocating for clean marine environment 2. Advocate for Environment policies 3. Advocacy for quality health and safety in Associations

2.3 Internal Environment (SWOT Analysis)

For WOMESA to realize its corporate goals envisaged in the plan period, the organization will endeavour to face the challenges in its operating environment, recognize and capitalize on its strengths and exploit its opportunities while keenly watching on its weaknesses and threats. The outcomes of the SWOT analysis are shown in Table 3 below.

Table 3. SWOT Analysis

<p>Strengths</p> <ol style="list-style-type: none"> 1. Legal institutional framework 2. Wide membership base 3. Government support 4. IMO Recognition and support 5. Competent, knowledgeable and experienced members 6. Diversified and supportive Governing Council 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Financial constraints 2. Poor networking 3. Lack of staff within the Secretariat 4. Poor visibility 5. Lack of compulsory corporate membership
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<p>7. Existence of a strategic plan</p>	<ol style="list-style-type: none"> 6. Expensive costs of maritime training 7. Lack of clear career maritime path 8. Poor membership recruitment process 9. Cultural stereotypes 10. Lack of support from fellow women colleagues 11. Lack of Monitoring and Evaluation structures 12. Lack of harmonization of programs in the local chapters. 13. Lack of timely reporting of activities/programs 14. Lack of harmonized membership database 15. Weak organizational structures 16. Unclear roles of the management committee 17. Lack of clear communication and strategy
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Training opportunities globally 2. Skill development programs 3. Effective implementation of gender policies 4. Setting up of local chapters to share knowledge and experiences 5. Buzz word Gender mainstreaming 6. Enhanced access to information 7. New technology, education and networking 	<p>Threats</p> <ol style="list-style-type: none"> 1. Not understood/taken seriously 2. Difficulty to implement the prescribed gender, equity policies on employment. 3. Resistance to change and accepting that women can be trained as seafarers such as in Ethiopia 4. Lack of autonomous Secretariat 5. Lack of clearly defined maritime policies e.g. Ethiopia, Tanzania 6. Lack of political will 7. Limited resources for implementation of strategies

3 Strategic Focus

3.1 Vision

The revised vision of WOMESA is:

“To be a professional association spearheading the advancement of women as a key resource in the maritime sector”

3.2 Mission

The recast organization’s mission is:

“To advocate gender equity, improve women’s access to maritime training and technology and promote their advancement to key decision making levels in the maritime sector in Eastern and Southern Africa”

3.3 Core Values

The organization will be guided by the following core values:

- **Integrity**
Steadfast adherence to a strict moral or ethical code.
- **Commitment**
The trait of sincere and steadfast fixity of purpose.
- **Diversity & Teamwork**
The quality of being diverse or different - difference or variety and yet working together cooperatively as a team in order to accomplish the same goals/objectives.
- **Reliability**
Dependability or trustworthiness.
- **Transparency**
It implies openness, communication, and accountability.

3.4 Strategic Plan (2008-2013) Scorecard

1. To set up formal arrangement to host a secretariat for 2 years by June 2009				
Initiative	Due Date/Target	Realized	Not Realized	Remarks
Discussions and signing of MOUs	June 2009	Yes		
Equipping the secretariat	June 2009	Yes		Only a computer, a desk and chair donated by KMA
Donations	June 2009		No	Was followed up but was not realized

2. To establish the formalities of the Association.				
Finalize the set-up of these formalities at the GC meeting on 5 December 2008	December 2008	Yes		
Account opening	December 2008	Yes		
Appointment of Auditors	December 2008		No	
Drawing up of the letter-heads	December 2008	Yes		
3. Create awareness of WOMESA.				
Launch of the website Website: www.womesa.org E-mail: info@womesa.org	December 2008	Yes		
Promotional Materials – Pamphlets, banners, flyers, business cards, letter-heads, newsletter etc.	March 2009	Yes		Business cards are what has not been done
Decentralized country initiatives and launches	April 2009			Partially done: Namibia, South Africa, Kenya, Tanzania, Mauritius
Utilization of existing maritime forums to market WOMESA	Continuous			In progress
Establishing WOMESA newsletter	December 2009			Shall be ready by the end of this workshop
4. To mobilize funds.				
Create a generic proposal	February 2009	Yes		
Identification of the potential partners/funding bodies	Immediately (On-going)	Yes		
Contact of ministries, ports and maritime authorities for funding	July 2009	Yes		Seychelles and Madagascar have not yet.
Contact Private Sector – MAERSK, Ocean Freight, UDV Transami, Terminal Operators, KWFT etc.	July 2009	Yes and ongoing		
Collection of Membership fees	Continuous			Not good
5. Establish strategic partnerships.				
Contact Government ministries – Gender, Transport, Environment, Education, Culture etc., Ports, Fishing industry, Logistics industry, Maritime Training Institutes, NGOs, UN system – UNDP, ILO, IAPH, USAID, DFID	Continuous	Ongoing		
6. Establish training				
Identify maritime training institutes	December 2009	Yes		
Identify training needs	Continuous		No	

Identify and network with sponsors	April 2009/continuous			Continuous
7. Establish legal frameworks for national chapters.				
Register municipal/national chapters	December 2010	Yes		Namibia has not
Liaison with member countries/representatives for the harmonization of the constitution	Immediate – December 2010	Yes		
Launch of national chapters	December 2010	Yes		Five chapters out of 24 launched by now
8. Increase membership of WOMESA				
Increase awareness through newsletter with an attached membership form	Immediately	Yes		Ongoing
Membership form on the website www.womesa.org	January 2009	Yes		Ongoing
Create mailing list for membership forms to be mailed (normal snail mail)	January 2009			Ongoing
Establish human resource database of members.	December 2009		No	
Undertake research on potential WOMESA membership	December 2009		No	
Undertake research on potential WOMESA membership	December 2009		No	
9. To hold annual conference for awareness and training on rotational basis.				
Combine membership training with the Annual General Meeting	January 2010	Yes		
10. Establish a mentorship program within WOMESA.				
Usage of senior members to mentor the others in the Association	Continuous	Yes		Some countries are doing some are not
Career talks in education institutions	4 times – Quarterly for every country	Yes		Some countries are doing some are not

The above Strategic Plan Scorecard summarizes the degree of achievement on the previous strategic plan.

4. Strategic Objectives

In order to formulate appropriate strategic objectives for the organization, various thematic areas were considered. Arising from extensive debate that ensued, the key result areas for WOMESA's plan period (2014-2019) were identified as:

1. Capacity Building (Training, Skills development, Mentorship, Exchange program)
2. Resource Mobilization
3. Networking, Partnerships and Strategic Alliances
4. Membership

5. Research and Development

From the above key result areas, strategic objectives which will be the main strategic thrust for WOMESA were developed. These strategic objectives were agreed upon as those that best represent what WOMESA intends to achieve within the strategic plan period, 2014-2019.

The following strategic objectives were unanimously agreed upon for the plan period, 2014-2019:

Capacity Building

1. To enhance capacity building in order to facilitate realization of the WOMESA vision.
2. To develop mentorship programs.

Resource Mobilization

1. To mobilize adequate resources nationally, regionally and internationally to enhance operations of WOMESA.

Networking and Partnerships

1. To establish and nurture smart partnerships with stakeholders

Membership

1. To undertake a rigorous membership recruitment

Research and Development

1. To undertake research for advancement of women and development of the maritime sector.

5 Strategy Implementation

5.1 Overview

To achieve its strategic objectives, WOMESA has identified operational strategies, action plans and timelines which are detailed in the Implementation Matrix. The Implementation Matrix provides a framework for ensuring that the results expected from the Strategic Plan are achieved. It links the various components of the Strategic Plan to specific actions which will be undertaken by the organization to achieve anticipated results. Responsibility for each activity has been assigned as appropriate. Activities are to be performed within a prescribed timeframe and measured using appropriate benchmarks and standards - key performance indicators (KPI). For purposes of forward planning, resources required for performing each activity have been identified. Also indicated are critical assumptions/risks which may adversely affect the performance of the related activity, if not addressed in good time.

5.2 Implementation Matrix

Strategic Objective 1: To Enhance Capacity Building in Order to Facilitate Realization of The WOMESA Vision.

Strategies	Action plans/Activities	Timeline	KPI	Resources Required	Person Responsible	Critical Assumptions/Risks
1.Undertake training of members	1.Undertake a Training Needs Assessment 2.Develop a comprehensive training plan 3.Develop a training program 4.Implement the training program 5.Monitoring and Evaluation	By June 2014 Sept 2014 Sept 2014 Oct 2014 Annually in January of subsequent year	TNA Report Training Plan Training Program Training Reports M & E Report	Finance and Human Resources	Chair of National Chapter	
2.Develop training programs	1.Identify key stakeholders 2.Identify key issues 3.Develop training plan 4.Develop training program 5.Roll out training program 6.Monitoring and evaluation	June 2014 Sept 2014 Dec 2014 Dec 2014 Jan 2015 Dec 2015	List of stakeholders Training Report Training plan Training Program Training Reports M & E Report	Finance and Human Resources	Chair of National Chapter Secretariat	Availability of funds

Strategic Objective 2: To Develop Mentorship Program

Strategies	Actions Plans/Activities	Timeline	KPI	Resources Required	Person Responsible	Critical Assumptions/Risks
1.Develop a mentorship plan (for both Girl Child in High School and Career Mentorship between WOMESA Members)	1. Identify Mentees and Mentors	April 2014	List of Mentees and Mentors	Finance and Human Resources	Chair of National Chapter	Availability of funds
	2. Develop training of Mentors	March 2015	Quarterly Reports			
	3. Develop mentorship program	June 2015	Mentorship Program			
	4. Roll out the program	Aug 2015	Quarterly Report			
	5. Monitoring and Evaluation	Annually	Annual Report			

Strategic Objective 3: To Mobilize Adequate Resources Nationally, Regionally and Internationally to Enhance Operations of WOMESA.

Strategies	Actions Plans/Activities	Timeline	KPI	Resources Required	Person Responsible	Critical Assumptions/Risks
National 1. Ensure timely payment of subscription	1. Create a membership database 2. Issue invoice for payment 3. Submit annual returns to Regional Office	March 2014 Continuous	Number of registered members who pay their dues Annual report	Human Resources	National and Regional Chapters	All 24 member states will set up local chapters All members will discharge their duties

	4. Follow up on outstanding payments	Jan 2014 Continuous	List of members with outstanding balance Quarterly report			
2. Initiate partnerships with stakeholders	1. Identify the stakeholders 2. Constructively engage the stakeholders 3. Sign MOUs	March 2014 June 2014 June 2014	List of stakeholders Engagement reports No. of signed MOUs	Human Resources Equipment	National and Regional Chapters	Stakeholders willing to support the activities Bureaucracy is minimized or eliminated
3. Undertake fundraising activities	1. Prepare activity plan 2. Engage stakeholders including Members 3. Confirm commitment	Mar 2014 June 2014 Dec 2014	Activity Plan Reports of engagements Record of affirmed commitments	Finance & Human Resources	National Chapters	Secure commitments at all levels to carry out activities
Regional 1. Ensure timely collection of annual contributions from local chapters	1. Create a membership database 2. Issue invoice for payment 3. National focal points for each member country to submit annual returns 4. Follow up on outstanding fees	Dec 2014 Continuous Dec 2015 Continuous	Number of registered members Continuous Annual Report Inventory of defaulters		Regional Chapters	
2. Initiate partnerships with like-minded organizations	1. Identify the stakeholders	Dec 2014 June 2015	List of stakeholders		National and Regional Chapters	

	2. Constructively engage the stakeholders 3. Sign MOUs		Reports of engagements Record of affirmed commitments			
International 1. Engage development partners for funding	1. Identify resource needs 2. Identify the development partners 3. Engage with the development partners to secure financial or technical assistance through projects 4. Affirm commitments	Dec. 2014 June 2015 Dec. 2015 Dec. 2015 onwards	List of resource needs List of potential development partners Records of engagement initiatives; project proposals submitted. Record of affirmed commitments	Human Resource	Regional Chapters	Expertise to write projects and proposals; Priority of development partners may not be the same as WOMESA's
2. Initiate joint ventures	1. Identify projects of interests 2. Express interests (EOI) 3. Secure linkages of Like-minded organizations 4. Affirm Commitment towards the joint venture	August 2014 As and when applicable As and when applicable As and when applicable	Lists of projects of interest Records of EOIs Report on constructive engagements No. of affirmed commitments	Human Resources & Finances	Regional Chapters	Challenge in securing such partners
3. Undertake consultancies	1. Identify opportunities for consultancies 2. Apply for bids	Aug 2014 As and when applicable	List of identified opportunities Number of bids submitted	Human Resources/ Experts	Regional level and members to provide experts and	Members' commitment to facilitate this project

	3.Payment of applicable share of fees to the regional office	As and when applicable	Consultancy fees received		execute the consultancies	Confidence in people choosing WOMESA not yet well established
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Strategic Objective 4: To Establish and Nurture Smart Partnerships with Stakeholders

Strategies	Action Plans/Activities	Timeline	KPI	Resources Required	Person Responsible	Critical Assumptions/Risks
1.Engage potential partners	1.Identify the partners 2.Hold meetings with partners 3.Exchange documents-sign MOUs 4.Identify areas of partnerships	By April 2014 and ongoing 1 meeting by Dec 2014 By April 2015 By June 2015	List of partners Report on meetings Signed MOUs Reports of engagement	Internet, Transport, Stationery, Computer, Printer, Human Resources	Governing Council of National Chapters	Lack of interest and commitment amongst the partners
2.Develop partnership programs	1.Set up a committee 2.Identify activities to be undertaken 3.Formulate implementation plan	June 2015 Dec 2015 Dec 2015	Committee in place List of activities Implementation plan	Human Resources, Meeting venue	Secretariat	
3.Secure linkages	1.Sign MOUs with partners 2.Identify contact person with the partners to ensure communication is open	At least 1 MOU annually	Number of MOUs in place MOU	Computer, Stationery, Printers, Finance.	Chair of National Chapter	Political factors Lack of finances

Strategic Objective 5: To Undertake Rigorous Membership Recruitment

Strategies	Action Plans/Activities	Timeline	KPI	Resources Required	Person Responsible	Critical Assumptions/Risks
1.Sustain the current membership	<p>1.Create a database of members</p> <p>2.Hold continuous interactive programs/meetings</p> <p>3.Hold continuous psychometric testing of all members to identify development needs</p> <p>4.Create membership profiles</p> <p>5.Maintain continuous updates on programs and benefits</p>	<p>Continuous</p> <p>Continuous</p> <p>Immediate</p> <p>Immediate and continuous</p> <p>Continuous</p>	<p>Members Directory</p> <p>Quarterly Reports</p> <p>Quarterly Reports</p> <p>Members Directory</p> <p>Newsletters</p>	<p>Human Resources, Transport, Finance</p> <p>An Interactive ICT Platform</p>	<p>Secretariat</p> <p>National chapters and Members</p>	<p>Inadequate funding</p> <p>Lack of time allocation</p> <p>Lack of interest</p> <p>Non contribution of members to the profiles</p>
2.Increase membership base	<p>1.Hold sensitization/ recruitment campaigns in different chapters</p> <p>2.Establish recruitment desks within different employers in the industry</p> <p>3.Lobby with institutions to intake more women</p>	<p>2 per year</p> <p>Continuous</p> <p>Continuous</p>	<p>Quarterly report</p> <p>Bi-annual report</p> <p>Annual Report</p>	<p>Human Resources, Finance</p>	<p>Secretariat</p>	<p>Inadequate funding</p>

3. Expand WOMESA membership scope	1. Define membership eligibility criteria	June 2014	Guidelines in place	Finance, Human Resources	Secretariat	Lack of interest
	2. Circulate the criteria to national chapters	July 2014	Record of communication to member states			
4. Reach out to WOMESA non-active National chapters	1. Establish communication with focal people in the different non-member countries	April 2014	Quarterly Report	Communication allowance, Human resources	Secretariat	Lack of interest
	2. Organize target visits for marketing and recruitment	August 2014	Quarterly Report			
	3. Conduct continuous follow up communication	Continuous	Record of correspondence			

Strategic Objective 6: To Undertake Research for Advancement of Women and Development of the Maritime Sector

Strategies	Action Plans/Activities	Timeline	KPI	Resources Requires	Person Responsible	Critical Assumptions/Risks
1. Map out key research areas	1. Identify key research areas	June 2014	List of research areas identified	Internet, Journals, Time, Research Team	Research Team	Lack of commitment Inadequate finances
2. Engage research partners	1. Identify research partners	Dec 2014	List of research partners	Internet, time, transport, Finances	Research Team	Lack of like-minded partners
	2. Hold meetings with research partners and identify areas to partner with	Quarterly meetings	Minutes of meetings/Quarterly reports			

	3.Undertake the research	Annually	Research paper	Research Assistants, Time, computer, books,		
	4.Publish and disseminate the research findings	At least 1 By Dec 2018	Published research paper		Research Team	Delayed publication
3.Enhance members' research capabilities	1.Identify gaps in research knowledge amongst the members	By Dec 2014	Skills inventory	Research Team, internet, time	National and Regional Chapters	Lack of commitment Inadequate finances
	2.Training of members	June 2015	Quarterly Training Report			

6. Strategy Monitoring & Evaluation (M&E)

6.1 Purpose of M&E

The main purpose of Monitoring and Evaluation (M&E) is to assess the progress of the implementation of the strategic plan so as to re-strategize, reallocate resources and undertake corrective measures. M&E is supposed to ensure that activities are undertaken, short term objectives are achieved in the most optimal way and are geared to contribute to the larger goal of the strategy. Annual evaluation will gauge the progress towards attainment of strategic objectives.

6.2 Structure for Overall M&E of Strategy and Operations

The organization's strategy will be implemented, monitored and evaluated at different levels by various actors within the organization structure. WOMESA has levels of governance and management structure with specific roles and responsibilities in the implementation of this strategic plan. The Governing Council is the supreme decision-making organ of WOMESA which delegates its role to the Administrative Council, which in turn delegates stewardship role to the Head of the Secretariat. The Head of the Secretariat in turn oversees the management of the organization provided by her Management Team.

6.3 The M&E Framework

6.3.1 The Implementation Plan

The strategic planning process is a key step in mapping the organization's vision, mission, goals, objectives, strategies and activities to achieve them. The implementation plan in this strategy document ensures that activities have been clearly identified, assigned to parties responsible and given timeframes for completion. The completion of the strategic planning process provides not only a direction and implementation framework but also a basis for monitoring and evaluation. The main objective of M&E is to ensure that the activities in the Strategic Plan are being undertaken and targets are being achieved within the budget/resource constraints.

6.3.2 Annual Business Plan

The Secretariat will prepare an annual business plan each year. The business plan will be derived from the Strategic Plan and has a set of activities to be completed in a given year. The activities, complete with targets will be listed for each quarter of the year. Budgets for the activities will feed into the organization's annual budget.

6.3.3 Monthly and Quarterly Reviews

While the Secretariat will review its performance on a monthly basis, the Administrative Council shall assess performance against targets quarterly. The quarterly review is crucial in assessing the degree to which annual targets are being achieved. Each quarter performance will measure service performance. The results of the quarterly review will be evaluated by the Administrative Council and appropriate decisions taken.

6.3.4 Annual Reviews and Re-planning

At the end of each year, annual performance will be reviewed to inform the preparation of the following year's annual plan. In addition, a review of the performance of the Secretariat will be measured and accordingly rewarded. Annual progress reports will be prepared that objectively highlight key achievements against set targets, constraining factors, lessons learned and recommendations on the way forward.

6.3.5 Mid Term Evaluation

A mid-term evaluation will be carried out during the plan period and provide feedback on progress made with implementation of planned activities. Any outliers will be noted and if need be amendments to the strategies and activities done.

6.3.6 End Term Evaluation

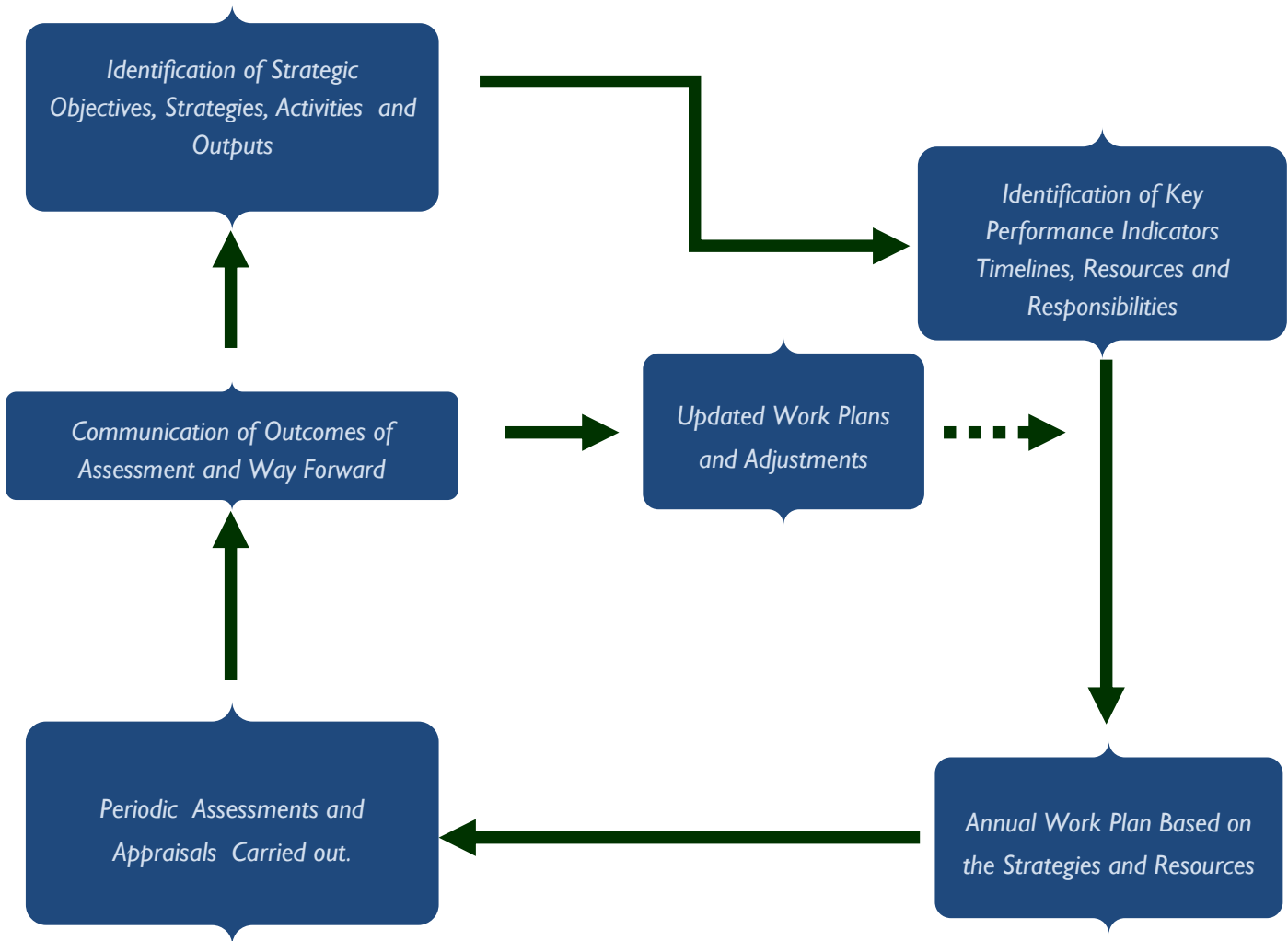
At the end of the plan period, an evaluation will be undertaken to determine the success rate in implementation of the plan giving key milestones, lessons learnt and way forward. This will inform the process of developing the next Strategic Plan for WOMESA.

6.4 Linking M&E to Performance Management

A culture of performance management ought to cover all staff irrespective of levels to ensure sustainability. This will enable all staff to appreciate their linkage and contribution to the

implementation of the strategic plan and the attainment of the overall objectives of the organization. The M&E will be an integral part of the WOMESA performance management system and will be linked to staff appraisal and reward systems. Figure 1 below gives a graphic representation of the M&E framework.

Figure 1: Monitoring and Evaluation Framework



6.5 Monitoring and Evaluation Plan

Table 4 below is an **M&E Template** for tracking the performance of the Strategic Plan. It details the KPI targets for each strategy, together with the sources of monitoring information, frequency of monitoring and responsibility.

It is necessary that the M&E Plan be developed for all strategies of the 6 strategic objectives to serve as a ready reckoner in monitoring and evaluating performance.

Table 4: Monitoring and Evaluation Framework (Plan)

Strategy	Key Performance Indicator (KPI) /Target	Source of Information	Frequency of Reports	Responsibility
Activity 1.				
Activity 2.				
Activity 3.				

Example

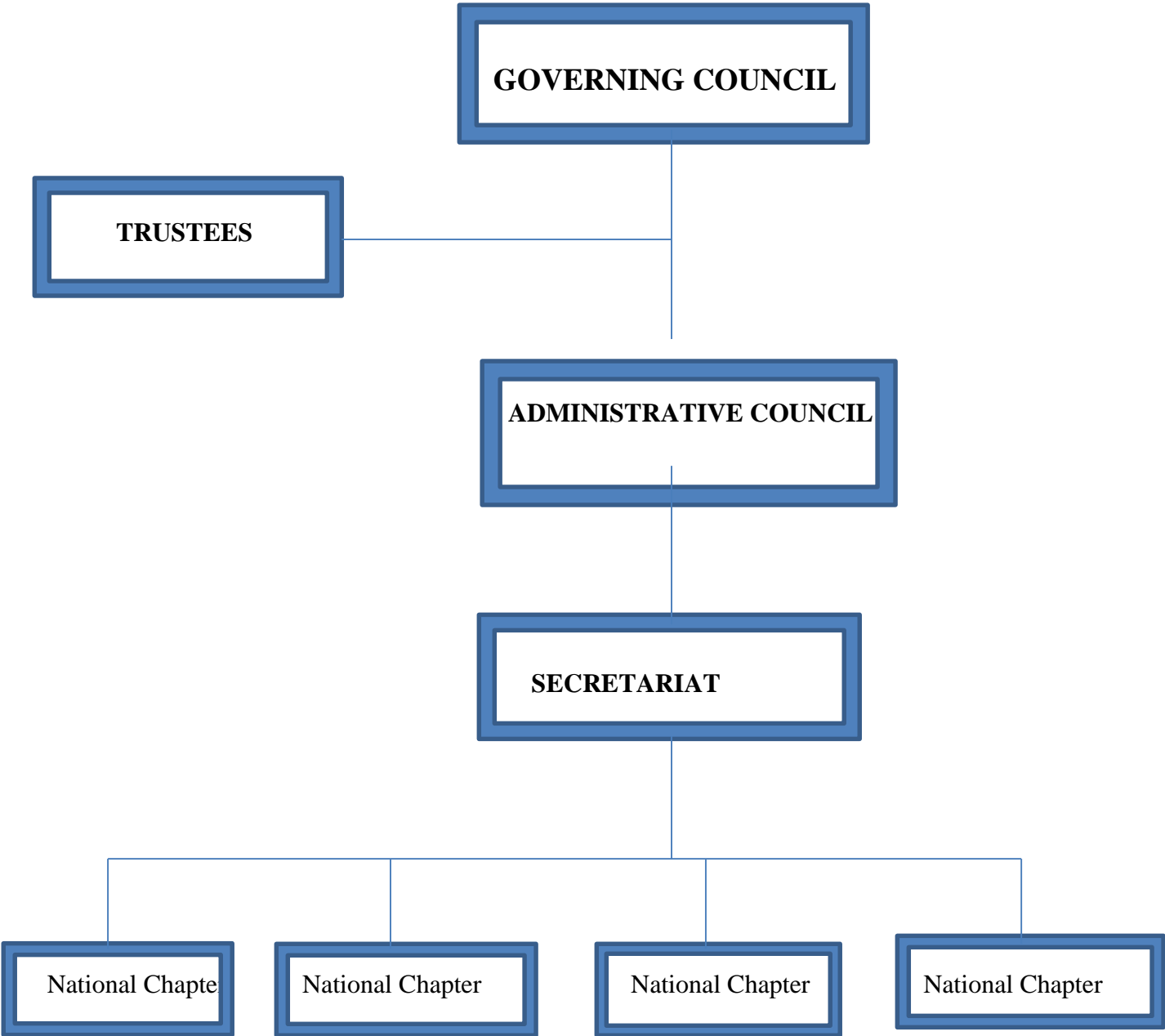
The M&E Framework for Strategic Objective 2 has been done to illustrate how to develop an M&E plan for the rest of the Implementation Matrix.

Strategic Objective 2: To Develop Mentorship Program

Strategy:	Key Performance Indicator (KPI) /Target	Source of Information	Frequency of Reports	Responsibility
Develop a mentorship plan				
Activity 1. Identify Mentees and Mentors	List of Mentees and Mentors	List	2 nd Quarter 2014	Chair of National Chapter
Activity 2. Develop training of Mentors	Quarterly Reports	Reports	2 nd Quarter Report 2015	- Do -
Activity 3. Develop mentorship program	Mentorship Program	Quarterly Report	Mentorship Program- 3 rd Quarter Report 2015	- Do -
Activity 4. Roll out the program	Quarterly Report	Report	3 rd Quarterly Report 2015	- Do -
5. Monitoring and Evaluation	Annual Report	Report	1 st Quarter 2015-End of Year 1	- Do -

7. Organization Structure

Figure 2. Organization Structure



7.1 Observation

The proposed Organization Structure was designed to operationize the mandate of WOMESA Secretariat. The organization structure was developed based on two pillars, these being function and geography. In addition, the new organization structure was developed to drive the corporate strategy. The requisite responsibility and authority relationships are in-built into this structure.

7.2 Rational

A well designed organizational structure is a necessary tool that should drive the organization's strategy. In developing this structure, the Strategic Planning Workshop with the guidance of the Consultant took into consideration various factors including functional relationships among the activities/work processes to be carried out, the requisite flexibilities that are essential for speedy decision making, the geographical spread of WOMESA and output oriented performance framework. The new Organizational Structure is given as Figure 2 above.

7.3 The Structure

a) The Governing Council

The Governing Council (The Council) is the supreme organ of WOMESA that is responsible for policy and strategic direction. The Council sits annually, and is in office for two (2) calendar years after which a new Council is elected at a General Meeting. The Council comprises the following office bearers:

- I. The Chairperson
- II. The Vice-Chairperson
- III. The Secretary
- IV. The Treasurer
- V. Marketing and Communication Officer
- VI. Council Member
- VII. Two (2) Co-opted Members (optional)

b) Trustees

All WOMESA immovable properties, investments and securities which shall be acquired by the Association shall be vested in the names of not less than three trustees who shall be members of the society. The Trustees shall be appointed at an annual general meeting for a period of three years. On retirement such trustees shall be eligible for re-election.

c) Administrative Council

A new structure – The Administrative Council was created in order to strengthen the Association, make it more effective and relevant in the maritime sector.

The Administrative Council is responsible for overseeing the operations of the Secretariat. It shall hold its meetings biannually or as circumstances demand. It shall be composed of the following:

- I. The Governing Council and
- II. The Chairpersons of National Chapters

d) The Secretariat

The Secretariat is responsible for the day to day operations of the Organization. Its core mandate is to operationalize the Organization's policy and corporate strategy.

The Naivasha Workshop resolved that, to revamp the operations of WOMESA, it is necessary to put in place the bare minimum - “**critical mass**” of the human capital. It was then resolved that the following positions shall be filled immediately this Strategic Plan takes effect:

- I. Head of Secretariat
- II. Program Officer
- III. Administrator (someone with accounting skills)

e) National Chapter Focal Point

Each National Chapter shall designate a contact person who shall regularly liaise with the Secretariat for purposes of advancing the objects of the Organization.

8. Recommendations

At the conclusion of the Strategic Planning Workshop, the following recommendations were arrived at:

1. The Governing Council to use technology like Skype, Group Emails, and Website discussion platforms, as their meeting area for communication given that physical meetings are expensive in terms of time and financial resources. Meetings can be periodic like monthly, quarterly, half yearly, as shall be agreed by the Organization.
2. WOMESA to set up a group email for WOMESA Regional Chapters to report on activities that each chapter is doing on a monthly basis or as may be agreed by the Governing Council and the members. It was further recommended that there should be two people in the National Chapters who shall be representatives of the Regional Association and the emails shall be written to them and they shall then circulate the same to the National chapter members.

3. Share WOMESA success stories to IMO so that they can also report on the activities that WOMESA has undertaken as a region. Include the National Chapters' success stories and circulate to IMO. These can be translated to other donors and circulated therein.
4. The Governing Council shall put in place a structure which firmly incorporates national chapters.
5. The Senior Deputy Director, Technical Co-operation, IMO (UK) – Mrs. Pamela Tansy requested that a list of all the WOMESA Members be sent to her so that she can be inviting the members when IMO holds national maritime workshops in their countries as this is easy and can be done.
6. Participants were asked to take into account members who work in land linked countries like Ethiopia, as their circumstances are different in handling maritime affairs.
7. The Marketing Committee should be revamped in order to make WOMESA more visible.
8. In respect to Research Teams, it was recommended that students from universities can be used as Research Assistants, as this approach can lower the costs of carrying out research.

9. Annexes

9.1 Terms of Reference

**INTERNATIONAL MARITIME ORGANIZATION
TERMS OF REFERENCE FOR THE CONSULTANT
Programme TC/1303: MDG 3: Strengthening Maritime Resource Development
Activity No.03: WOMESA Strategic Plan 9 to 11 December 2013
WBS Element No. TC/1303-02-2000**

Introduction

1 The Association of Women Managers in the Maritime Sector in Eastern and Southern Africa (WOMESA), was initiated by the International Maritime Organization (IMO) and launched in December 2007, in Mombasa, Kenya, under IMO's programme on the Integration of Women in the Maritime Sector (IWMS). The IWMS programme is now celebrating its 25th year, having been launched in 1989. Its primary objective is to encourage IMO Member States to open the doors of their maritime institutes to enable women to train alongside men and so acquire the high-level of competence that the maritime industry demands.

In 2008, one year after its launch, WOMESA developed its first five-year strategic plan (2008 to 2013). The strategic plan calls for the formation of national chapters in each Member State in order to determine and prioritize the implementation of the identified programmes. So far, five countries have launched their national chapters namely: Kenya, Mauritius, Namibia, South Africa and the United Republic of Tanzania.

WOMESA, with IMO's support, intends to hold a three day workshop to review and develop a new five-year strategic plan for the Association.

Objectives

2 The objective of this workshop is to bring together WOMESA Governing Council Members, chairpersons from the different national chapters that have been launched and IMO officials, to review the achievements made over the last five years and to develop a strategic plan that will guide the activities of the Association for the next five years.

Activities

3 The consultant, in his/her capacity as a strategic plan expert, will work with the relevant officials from the WOMESA Secretariat, WOMESA regional and national chapters and IMO officials in order to carry out the following tasks:

- .1 review the previous WOMESA Strategic plan (2008 to 2013) and draft recommendations on the degree of its implementation over the last five years;
- .2 examine the structure of the WOMESA Secretariat, provide advice and assist WOMESA and IMO in strengthening this Association, including its organization and structure;
- .3 facilitate the workshop and provide guidance to the participants in discussing future activities to be undertaken by WOMESA over the next five years (2014 to 2019); -2-

- 4 to assist the WOMESA Secretariat to develop a five-year strategic plan for the Association;
- .5 advise WOMESA and IMO, on any other issues arising from the discussions that may be worthy of consideration within the overall context of strengthening WOMESA in the implementation of its activities over the next five years; and
- .6 carry out any other relevant duties falling within the scope of his/her competence, which may arise during the course of his/her assignment.

Reporting

4. The consultant will provide in English text, a mission report which includes a comprehensive summary, the final report, detailing mission findings, conclusions and recommendations in accordance with the established guidelines for the preparation of reports on seminars, symposia, courses, workshops and similar events. In addition, the consultant will provide a detailed strategic plan document.
5. IMO should be provided with one hard copy of the report, together with the strategic plan document, as well as a soft copy on CD-ROM or memory stick using software compatible with Microsoft Word. The final documents should be submitted to Mr. John Paul Muindi, IMO Regional Coordinator, Eastern and Southern Africa Sub region, no later than 22 January 2014.

9.2 List of Participants



**WOMESA STRATEGICE PLAN WORKSHOP HELD AT THE LAKE NAIVASHA SAWEL LODGE
FROM 9 TO 11 DECEMBER 2013**

LIST OF PARITICPANTS

No	Country	Name	Designation		Contacts	
			Employer	WOMESA	E mail	Telephone
1	Ethiopia	SHIFERAW Liyuwork Amare	Legal Expert - Ethiopian Maritime Affairs Authority	Member	liyubelle@gmail.com	251 911884784
2	Madagascar	RAKOTONAIVO Lala Nirina	Assistant in charge of Port Facilities	Member	rlnirina@apmf.mg	261 32 07 515 22
3	Mauritius	BHIRUGNATH-BHOOKHUN Meenaksi	Maritime Office - Shipping Department - Mauritius	Chairperson Regional WOMESA	mbhirugnath@mail.gov.mu	230 201 1992
4	Mauritius	SEEBALUCK Nomita Devi	Manager Port Operations at Mauritius Port Authority	Chairperson -Mauritius National Chapter	n.seebaluck@mauport.com	230 2065470
5	Namibia	SEPISO Heritha Nankole	Human Resource Officer Namibia Ports Authority	Chairperson Namibia National Chapter	heritha@namport.com.na	264 64 208 22 04
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8	Seychelles	HOAREAU Freda	HR and Administration officer - Seychelles Ports Authority	Member	fhoareau@seypport.sc	
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10	Tanzania	RWECHUNGURA Hiacinter Burchad	Assistant Lecturer-Lecturer in maritime law subj, legal research and maritime consultancy - Dar es Salaam Maritime Institute(DMI)	Regional Vice Chairperson	hiacinter@yahoo.co.uk	255 713 257 459

11	Kenya	KARIGITHU Nancy Wakarima	Director General - KMA	Governing Council Member	nkarigithu@yahoo.co.uk	254 723856203
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20	IMO	TANSEY Pamela	Senior Deputy Director	Founder Member	ptansey@imo.org	
21	IMO	BUNI Hellen	Principal Programme Assistant	IMO UK Regional Rep	hbuni@imo.org	
22	IMO Consultant	MADIAVALE Absalom	Consultant	Consultant	agwona@gmail.com	254 721232430

9.3 Workshop Program



WOMESA STRATEGIC PLAN WORKSHOP
December 09-11, 2013
Lake Naivasha Sawela Lodge – Kenya

Programme

Time	Activity	Facilitator
Day 1 - December 8		
1400	Arrival in Naivasha	All
1900	Dinner	All
Day 2 - December 9		
0830 - 0900	Registration	All
0900 - 0930	Introduction	All
	Statement on Workshop Objectives <ul style="list-style-type: none"> • Mrs. Veronica Maina - Head of Secretariat 	Head of Secretariat
	Remarks <ul style="list-style-type: none"> • Mrs. Meenaksi Bhirugnath-Bhokun - WOMESA Regional Chairperson • Mrs. Pamela Tansey – Senior Deputy Director, Technical Co-operation Division , IMO (UK) 	
	Official Opening: Ms. Mwanamaka Mabruki Principal Secretary Ministry of East African Affairs, Commerce and Industry – Republic of Kenya	CHIEF GUEST

0930 - 1030	An Overview of the Strategic Planning Process	Consultant – Absalom Madiavale
1030 - 1100	Health Break	All
1100 - 1230	Business Model Analysis: <ul style="list-style-type: none"> • What is our business? • Stakeholder Analysis • WOMESA Strategic Context 	Consultant – Absalom Madiavale
1230 - 1400	Lunch Break	All
1400 - 1600	Situational Analysis (SWOT/PESTLE)	Consultant – Absalom Madiavale
1600 - 1630	Health Break	All
1630 - 1730	Strategy Review: Mission, Vision, Core Values Key Issues in Current Strategic Plan Wrap Up Day's Business	Consultant – Absalom Madiavale
Day 3 - December 10		
830 -10.30	Strategy Formulation: <ul style="list-style-type: none"> • Setting of Strategic Objectives 	Consultant – Absalom Madiavale
1030 - 1100	Health Break	All
1100 - 1230	Strategy Formulation: <ul style="list-style-type: none"> • Setting of Strategic Objectives 	Consultant – Absalom Madiavale
1230 - 1400	Lunch Break	All
1400 - 1600	Strategy Formulation : <ul style="list-style-type: none"> • Formulation of Strategies • Formulation of Activities 	Consultant – Absalom Madiavale
1600 - 1630	Health Break	All
1630 - 1730	Strategy Implementation Framework Wrap Up Day's Business	Consultant – Absalom Madiavale
Day 4 - December 11		
830 -10.30	Strategy Implementation Continues...	Consultant – Absalom Madiavale

1030 - 1100	Health Break	All
1100 – 12.30	Wrap Up	Consultant – Absalom Madiavale
	Way Forward	All
	Concluding Remarks	
	Workshop Closure	
1230 - 1400	Lunch Break	All
1400	GOVERNING COUNCIL MEETING	COUNCIL MEMBERS ONLY
Day 5 - December 12		
0700 - 0800	Breakfast	All
0800	Departure	All