

Association of Women in the Maritime Sector  
in Eastern & Southern Africa

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## WOMESA STRATEGIC PLAN 2022-2026

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# Acronyms

AASTMT	Arab Academy for Science, Technology & Maritime Transport
DMI	Dar-es-Salaam Maritime Institute
EMAA	Elgin Brown & Hamer Namibia (PTY) Ltd
FAO	Food and Agriculture Organisation
ILO	International Labour Organisation
IMLI	International Maritime Law Institute
IMSSEA	International Maritime Safety, Security and Environment Academy
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	Port Management Association of Eastern and Southern Africa
SDG	Sustainable Development Goals
SAMTRA	South African Maritime Training Academy
SPA	Seychelles Port Authority
UNDP	United Nations Development Program
WOMESA	The Association of Women in the Maritime Sector in Eastern and Southern Africa
WMU	World Maritime University

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# **Executive Summary**

## **1. Background**

Association of Women in the maritime sector in Eastern and Southern Africa (WOMESA) was established in December 2007 under the auspices of the International Maritime Organization (IMO), with a mandate to: represent the interests of women in the maritime industry (nationally, regionally, and internationally); promote the continued education and training; advocate for gender equality; promoting the protection of the marine environment; and to promote safe and secure shipping, and port operations. The headquarters of the WOMESA is in Mombasa, in the Republic of Kenya.

IMO has supported other regional associations for women in the maritime sector in Asia, the Caribbean, Latin America, Middle East and the Pacific Islands. Membership to these associations mainly comprises of female professionals in the maritime sector, whose main objective is to provide a platform for empowerment of women through networking, exchange of information on latest developments in the industry and offering opportunities for training and capacity building.

WOMESA has a membership drawn from 25 Countries of Eastern and Southern African region namely: - Angola, Botswana, Burundi, Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Rwanda, Seychelles, Somalia, South Africa, South Sudan, Sudan, Swaziland, Tanzania, Uganda, Zambia, Zimbabwe

To date, WOMESA has successfully launched 13 national chapters namely: Comoros, Ethiopia, Kenya, Madagascar, Malawi, Mauritius, Namibia, Seychelles, Somalia, South Africa, Tanzania, Uganda, and Zambia. The current strategic plan will focus on getting establishing national chapters in the remaining countries namely; Angola, Botswana, Burundi, Djibouti, Eritrea, Lesotho, Mozambique, Rwanda, South Sudan, Sudan and Swaziland, Zimbabwe.

2022-2024 Strategic plan, therefore aims at identifying ways of enhancing efficiency of WOMESA Secretariat and promoting seamless communication between the WOMESA and national chapters. Lack of funding has been a major impediment in the implementation of WOMESA activities and as such the strategic plan has proposed new approaches of resource mobilization which includes, and not limited, to establishing new partnerships and networks and sharing of success stories.

## **2. Situation Analysis**

Due to circumstances beyond the control of WOMESA's Governing Council, the strategic plan of 2014-2019 was not fully implemented. Some of the challenges that impacted negatively on the implementation of the strategic plan were; lack of both financial and human resources and effective and responsive organisational structures which resulted to weak and inefficient administrative

support. Formal review of the implementation status of the 2014-2019 strategic plan was not conducted either. Due to lack of the score card of the strategic plan, the analysis of the strategic plan as presented in Section 2 of this document has largely been based on the desk review of the reports from various meetings of the country chapters., especially that of the 09th WOMESA Conference held in Antananarivo, Madagascar, 26th – 28th September 2018.

### **3. Strategic Plan Thrust**

Due to challenges brought about by Covid 19, it was not possible to carry out an immediate review of 2014-2019 strategic plan and prepare 2020-2024 strategic plan. Thus, the 2022-2026 WOMESA strategic plan has relied heavily on the reports received from members of the Governing Council (GC) and discussions held during the various virtual consultative meetings between the consultant and members of the governing council.

Based on the outcome of the review of the current strategic plan, the main objectives of the revised strategic plan for WOMESA have focused on: review of the organisational structure; relevance of the 2014-2019 objectives; identification of lessons learnt and successes recorded; and determination of the way forward considering the prevailing situational challenges brought about the Covid 19 pandemic.

The Vision and Mission Statements of WOMESA have been revised to take into the deliberations held in Madagascar on the relevance of the United Nations Sustainable Development Goals (SDGs) in the context of women empowerment in the Maritime Sector.

#### **3.1 Vision**

To be a key partner for gender inclusivity in the sustainable development agenda of the maritime sector in Africa

#### **3.2 Mission**

To promote active women participation in the maritime sector and contribute to the growth of the industry in Eastern and Southern Africa through pursuance of activities aimed at promoting gender equality.

### **3.3 Core Values**

The organization shall be guided by the following core values:

- Integrity
- Professionalism
- Commitment
- Respect for diversity
- Teamwork
- Reliability
- Transparency
- Innovation

### **3.4 Implementation of Strategic Plan (2014-2019)**

Based on the information provided by the Governing Council and supported by various reports from the national chapters, 2014-2019 strategic plan was not fully implemented and therefore the objectives therein remain relevant in the revised 2022-2026 strategic plan. An implementation report (scorecard), that summarizes the status of the implementation of the strategic plan is presented in Section 3.4 in this strategic plan document.

Based on the reports from the various national chapters, the objective of capacity building, to a large extent, was implemented by most of the national chapters. However, for purposes of continuous learning, the same objective will be pursued in the 2022-2026 strategic plan

## **4. Strategic Plan Objectives**

The main Strategic aim of WOMESA is to encourage and promote gender equality of women in the maritime sector, in Eastern and Southern Africa. Specifically, in the period of 2022-2026, the Association will focus on the following objectives:

- 1) To enhance training and capacity building
- 2) To strengthen mentorship programs.
- 3) To identify reliable resource mobilization fundraising approaches.
- 4) To establish and nurture smart partnerships and networks
- 5) To intensify the fight against Gender Based Violence (GBV)

- 6) To identify new opportunities for women in the Blue Economy
- 7) To operationalize the regional secretariat
- 8) To establish of new national chapters
- 9) To enhance research and development
- 10) To promote visibility and intensify advocacy and awareness
- 11) To undertake corporate and social responsibility activities

## **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 in a timely manner. It links the various components of the Strategic Plan to specific actions which will be undertaken in order to achieve expected 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 enable continuous monitoring and reporting on the implementation status of the 2022-2026 strategic plan. It is proposed to undertake a formal midterm review before the end of the 3<sup>rd</sup> year of the 2022-2026 strategic plan in order to address any major changes that might have arose.

## **7. Organization Structure**

An organization structure was initially developed based on two pillars, these being functional and geography. The revised organizational structure takes into account the existence of the national chapters, which are expected to receive advisory services from the regional office. The new structure also aims at promoting seamless communication between the WOMESA and national chapters and among different organs of the association. The revised organizational structure is depicted in Section 7 of this strategic plan document.

# 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 primary objective of IWMS is to encourage IMO Member States to open the doors of their maritime institutes to enable women to train alongside men and in so doing, acquire the high level of competence that the maritime industry demands.

During the 09<sup>th</sup> WOMESA Conference in Antananarivo, Madagascar, 26<sup>th</sup> – 28<sup>th</sup> September 2018, one of the key discussions during the conference focused on the review of implementation status of the 2014-2019 strategic plan. Several national chapters presented reports on challenges encountered and lessons learnt. The conference further deliberated on relevance of Sustainable Development Goals (SDGs), and in particular, goal number 5, focusing on the need for reforms and initiatives that would facilitate women's full and effective participation and access to equal opportunities for leadership at all levels of decision making in the maritime sector. This aspect of the discussion has also been considered in coming up with the objectives of 2022-2026 strategic plan.

It should be noted that the 2014-2019 strategic plan was due for review in 2019 in order to ensure that a new plan was in place by the following year. In November 2019, WOMESA got approval from IMO to review the Constitution and 2014-2019 and Strategic plan. The review was scheduled to take place during the annual conference which was scheduled to take place in Zambia between 9 to 14 March 2020. Unfortunately, the global Covid 19 Pandemic struck around the same time and all international travels and meetings were cancelled.

The process of getting input and views that would facilitate review of the 2014-2019 strategic plan, was therefore conducted virtually. The Governing council sought views of members on the constitution and strategic plan and views, comments and suggestions were received from Madagascar, Mauritius, Namibia, Tanzania, Comoros, Kenya, Malawi, and Seychelles.

The proposed objectives and activities of the of the 2022-2026 strategic plan have therefore taken into accounts issues in the report of the 2018 conference and feedback received from national chapters.

## 2. Situational Analysis

### 2.1 Stakeholders Analysis

The review process did not take into account the standard approach of conducting stakeholders' analysis. However, since the 2014-2019 strategic plan was not fully implemented and based of the discussions held with the members of the Governing council during the introductory virtual meeting, most of the expectations identified in the previous strategic plans are still valid for the plan of 2022-2026. A summary of the stakeholders' analysis is given in Table 1 below.

**Table 1. Stakeholders Analysis**

The results of the analysis conducted for the 2014-2019 are still valid and have been reproduced in this Table to aid the implementation of 2022-2026 strategic plan

No.	Stakeholder	WOMESA's Expectation	Stakeholder's Expectation
1.	Members	<ul style="list-style-type: none"> <li>➤ Timely payment of subscription fees</li> <li>➤ Be local ambassadors</li> <li>➤ Active participation in programs</li> <li>➤ Commitment towards WOMESA Objectives</li> </ul>	<ul style="list-style-type: none"> <li>➤ Industry Exposure</li> <li>➤ Regular Feedback</li> <li>➤ Timely implementation of resolutions</li> <li>➤ Visibility</li> </ul>
2	Seafarers	<ul style="list-style-type: none"> <li>➤ Role modelling and career guidance</li> <li>➤ Ambassadors for WOMESA globally</li> </ul>	<ul style="list-style-type: none"> <li>➤ Visibility for career advancement</li> <li>➤ Communication network</li> <li>➤ Campaign for training and development opportunities</li> </ul>
3	Suppliers	<ul style="list-style-type: none"> <li>➤ Affordable and timely service delivery</li> <li>➤ Reliability</li> <li>➤ Loyalty (Alignment with agreement)</li> <li>➤ Cooperation in corporate Social Responsibility</li> </ul>	<ul style="list-style-type: none"> <li>➤ Prompt payment for services</li> <li>➤ Keeping communication channels clear</li> <li>➤ Provide requisite information</li> </ul>

4	IMO	<ul style="list-style-type: none"> <li>➤ Capacity building in training</li> <li>➤ Financing of WOMESA activities</li> <li>➤ Promotion of the local chapters</li> <li>➤ Increased international visibility</li> </ul>	<ul style="list-style-type: none"> <li>➤ Increased membership</li> <li>➤ Improved representation of women in maritime industry</li> <li>➤ Increased international visibility</li> </ul>
5	Staff	<ul style="list-style-type: none"> <li>➤ Own the Mission and Vision of WOMESA in the performance of their duties</li> <li>➤ Deliver on the objectives of WOMESA</li> </ul>	<ul style="list-style-type: none"> <li>➤ Salaries/Benefits</li> <li>➤ Clear Guidance</li> </ul>
6	Crewing Agencies	<ul style="list-style-type: none"> <li>➤ Partnership</li> <li>➤ Advocate for gender mainstreaming in their agencies within the sector</li> <li>➤ Develop and implement a gender policy framework</li> <li>➤ Develop and implement policy that ensures safety of women at work</li> </ul>	<ul style="list-style-type: none"> <li>➤ Partnership</li> <li>➤ Training opportunities</li> <li>➤ Proper placement</li> </ul>
7	Shipping Industry ( Freight Forwarders, CFSs, Marine Contractors, Shipping Lines, Ships Agents, Cargo Consolidators	<ul style="list-style-type: none"> <li>➤ Create an enabling environment to have them join WOMESA</li> <li>➤ Recognize WOMESA as a professional Association</li> <li>➤ Budgetary Support. e.g. payment of subscription and payment of training.</li> <li>➤ Improve sanitation facilities at the work place</li> </ul>	<ul style="list-style-type: none"> <li>➤ Define the role of WOMESA and its identity including their objectives</li> <li>➤ Show the relevance of the Association.</li> <li>➤ Training and capacity building</li> </ul>
8	Governments	<ul style="list-style-type: none"> <li>➤ Easy registration of the Associations</li> <li>➤ Partnerships in programs</li> <li>➤ Publicity</li> <li>➤ Affirmative action</li> <li>➤ Financial support</li> </ul>	<ul style="list-style-type: none"> <li>➤ Assist in gender mainstreaming</li> <li>➤ Advocate for gender equity</li> <li>➤ Participate in sector policy formulations</li> </ul>

9	Port Authorities	<ul style="list-style-type: none"> <li>➤ Financial Support</li> <li>➤ Publicity</li> <li>➤ Create an enabling environment to join the Association</li> <li>➤ Partnership in programs</li> <li>➤ Develop and implement a gender equity policy</li> <li>➤ Recognize WOMESA as a professional Association</li> </ul>	<ul style="list-style-type: none"> <li>➤ Training and capacity building</li> <li>➤ Updates on gender issues in the maritime sector</li> </ul>
10	Maritime Administration	<ul style="list-style-type: none"> <li>➤ Mentorship</li> <li>➤ Support</li> <li>➤ Advisory/Consultancy services in gender related issues</li> <li>➤ Partnership and exchange</li> </ul>	<ul style="list-style-type: none"> <li>➤ Internship opportunities</li> <li>➤ Capacity building and training</li> <li>➤ Gender mainstreaming</li> <li>➤ Financial/Non- financial support</li> <li>➤ Partnership/Exchange</li> <li>➤ Fellowships/Sponsorships</li> </ul>
11	Training and Educational Institutions	<ul style="list-style-type: none"> <li>➤ Fellowship/Training</li> <li>➤ Placement</li> <li>➤ Partnership and exchange</li> <li>➤ Capacity building and training</li> <li>➤ Advisory services in development of training programs</li> <li>➤ Partnership in</li> </ul>	<ul style="list-style-type: none"> <li>➤ Training of trainers</li> <li>➤ Partnership in programs</li> <li>➤ Training facilities</li> <li>➤ Partnership/Exchange</li> </ul>
		development of awareness/sensitization programs	
12	Development Partners	<ul style="list-style-type: none"> <li>➤ Financial support</li> <li>➤ Inclusion in their development programs</li> <li>➤ Partnership and exchange</li> <li>➤ Placement/Internships</li> </ul>	<ul style="list-style-type: none"> <li>➤ Think-tanks in policy formulation</li> <li>➤ Accountability for their funds</li> <li>➤ Assist in meeting gender related objectives</li> <li>➤ Feedback in policy formulation</li> <li>➤ Promote sustainable development of the shipping industry</li> </ul>

## 2.2 External Environment (PESTLE Analysis)

The Political, Economic, Social, Technological, Legal and Environmental (PESTLE) factors that would in one way or another affect WOMESA activities and operations were reviewed and retained in Table 2 below:

**Table 2. PESTLE Analysis**

<p style="text-align: center;"><b>Political Factors</b></p> <ol style="list-style-type: none"> <li>1. Wars/Civil strikes</li> <li>2. Riots</li> <li>3. Change in political office bearers</li> <li>4. Corruption</li> <li>5. Political goodwill</li> <li>6. Union Buy In</li> </ol>	<p style="text-align: center;"><b>Economic Factors</b></p> <ol style="list-style-type: none"> <li>1. Global recession/</li> <li>2. Meltdown/Crunch</li> <li>3. Inadequate funding</li> <li>4. Training opportunities for members</li> <li>5. Enhanced partnerships with development partners</li> <li>6. Training opportunities for members</li> <li>7. Competition for donor funding</li> </ol>
<p style="text-align: center;"><b>Social Factors</b></p> <ol style="list-style-type: none"> <li>1. Cultural expectations/stereotyping</li> </ol>	<p style="text-align: center;"><b>Technological Factors</b></p> <ol style="list-style-type: none"> <li>1. Increased use of social media</li> </ol>
<ol style="list-style-type: none"> <li>2. Male dominated industry</li> <li>3. Language barriers and communication</li> <li>4. Multiple organizations representing women.</li> <li>5. Diseases like HIV/AIDS</li> <li>6. Family disunity versus work delegations and balancing</li> </ol>	<ol style="list-style-type: none"> <li>2. Advancement of technology has made the world smaller in that it's easier to access information, share ideas on global networks</li> <li>3. Has helped /increased the Association's visibility</li> </ol>
<p style="text-align: center;"><b>Legal and Ethical Factors</b></p>	<p style="text-align: center;"><b>Environmental Factors</b></p>

<p>Different legislations for different member countries</p> <p>Revised gender policy for inclusion of women in public sector</p>	<ol style="list-style-type: none"> <li>1. Increased environmental consciousness hence WOMESA advocating for clean marine environment</li> <li>2. Advocate for Environment policies</li> <li>3. Advocacy for quality health and safety in Associations</li> <li>4. Mitigating the impact of global Covid 19 pandemic on the WOMESA's activities</li> </ol>
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**2.3 Internal Environment (SWOT Analysis)**

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

**Table 3. SWOT Analysis**

<p style="text-align: center;"><b>Strengths</b></p> <ol style="list-style-type: none"> <li>1. Legal institutional framework</li> <li>2. Wide membership base</li> <li>3. Government support</li> <li>4. IMO Recognition and support</li> <li>5. Competent, knowledgeable, and experienced members</li> <li>6. Diversified and supportive Governing Council</li> <li>7. Existence of clear organisational structure</li> </ol>	<p style="text-align: center;"><b>Weaknesses</b></p> <ol style="list-style-type: none"> <li>1. Financial constraints</li> <li>2. Inadequate networking and partnerships building</li> <li>3. Poor staffing of the Secretariat</li> <li>4. Inadequate recognition and poor visibility</li> <li>5. Lack of compliance mechanism on membership subscriptions</li> <li>6. Inadequate commitment to the mission of the association</li> </ol>
	<ol style="list-style-type: none"> <li>8. Lack of membership database and sustainable approach for membership recruitment process</li> <li>9. Negative cultural stereotypes</li> <li>10. Lack of Monitoring and Evaluation structures</li> <li>11. Inadequate use of technology and clear communication strategy</li> </ol>

<b>Opportunities</b>	<b>Threats</b>
<ol style="list-style-type: none"> <li>1. Training opportunities globally</li> <li>2. Skill development programs</li> <li>3. Effective implementation of gender policies</li> <li>4. Setting up of local chapters to share knowledge and experiences</li> <li>5. Global clamour for women empowerment and gender mainstreaming through SDG 5</li> <li>6. Ease of access to new technology for information gathering, education, networking, innovation</li> <li>7. Internal expertise, experiences, and skills to be used to venture into regional cruise tourism with investors</li> <li>8. Setting up consultancy and advisory department of the association using competences and skills of members</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of political goodwill to develop national policies on gender mainstreaming in the maritime industry.</li> <li>2. Lack of school curricula promoting maritime industry as a career option for women and girls</li> <li>3. Resistance to change by employers and employees to accept women as equal partners in the maritime industry</li> <li>4. Lack of clearly defined maritime policies at the national level</li> <li>5. Lack of political goodwill to support the push for equal employment opportunities for women</li> <li>6. Lack of role models and women champions on the push for equal access of opportunities for women</li> </ol>

### **3. Strategic Focus/Thrust**

Bearing in mind the fact that the new normal brought about by Covid 19 is not likely to go away very soon, the review of the current strategic plan is aimed at achieving the following:

- Review of the objectives of the previous plan and identification of the ones that are still relevant
- Review and recommend economical and reliable delivery approaches for the plan objectives, especially those related to establishment of national chapters; improved communication between WOMESA and national chapters; fundraising; establishment of effective and reliable partnerships; improving networks and building on the existing relationships especially with WIMAS, IMO and other international partners

#### **3.1 Vision**

The revised vision of WOMESA is aimed at emphasizing the importance of WOMESA taking a leading role in the process of gender mainstreaming in the maritime industry.

## **Vision**

To be a key partner for gender inclusivity in sustainable development agenda of the maritime sector in Africa

## **3.2 Mission**

The mission statement has been revised in order to remove any form of limitation and allow room for pursuance of all women empowerment activities in the maritime industry

## **Mission**

To promote active women participation in the maritime sector and contribute to the growth of the industry in Eastern and Southern Africa through pursuance of activities aimed at promoting gender equality

## **3.3 Core Values**

Professionalism and innovation as core values are crucial for an organisation to remain relevant irrespective of the prevailing environment. Similarly, for an organisation with membership of diverse religions, culture, traditions, education, and social standings, it is important to build a culture of tolerance and respect for diversity. These values have been added in the revised strategic plan. WOMESA will therefore be guided by the following core values:

- **Professionalism** - For reliable, relevant, quality, and timely delivery of the mandate
- **Respect for Diversity** - To inculcate a culture of respect, appreciation, and tolerance of the diverse regional values
- **Integrity** - Steadfast adherence to a strict moral or ethical code.
- **Commitment** - The trait of sincere and steadfast fixity of purpose.
- **Teamwork** - Working together and owning the process should be embraced by all members of WOMESA in order to accomplish the objectives.
- **Reliability** - Dependability or trustworthiness.
- **Transparency** - It implies openness, communication, and accountability.
- **Innovation**- Creativity and innovation will ensure that the organisation remains relevant in the maritime sector

### 3.4 Implementation of 2014-2019 Strategic Plan (Scorecard)

Initiative	Due Date/Target	Realized	Not Realized	Remarks
<b>1. Capacity Building to facilitate realization of the WOMESA Vision</b>				
Undertake training needs assessment, develop comprehensive training programme, and carry out training of members	Through the planning period	Yes		More need to be done to consider new members
Identify key stakeholders, key issues with regard women empowerment and develop an appropriate training program for WOMESA members	December 2015		Not fully	
<b>2. Develop Mentorship Program</b>				
Develop mentorship programme for students and WOMESA members by identifying mentees and mentors, developing training program, developing mentorship programme, rolling out and reporting on the progress	2015 with annual reporting on progress		Not fully	The objective will be pursued in the 2022-2026 strategic plan
<b>3. Mobilize Adequate Resource for WOMESA Operations</b>				
<p><b>a)</b> Ensure timely payment of subscriptions by having a reliable membership database, regular invoice and timely follow up on outstanding payments</p> <p><b>b)</b> Identify stakeholder and partners and sign MOUs for support in kind or actual funds</p> <p><b>c)</b> Prepare activity plan with associated budget and engage stakeholder to support a fundraising strategy</p> <p><b>d)</b> Offer consultancy services and bid for them as an organisation. Subcontract for the required expertise if not available</p>	2014 with continuous reporting	Ongoing		There is need for a compliance mechanism to deal with defaulters. A clear budget of the required resources for all strategy objectives is important to facilitate fund raising
<b>4. Establish and Nurture Smart Partnerships</b>				

<ol style="list-style-type: none"> <li>1. Identify partners, engage, and establish MOUs</li> <li>2. Set up a committee to develop action plan and implementation timelines and cost implications, to be part of partnership programs</li> <li>3. Maintain regular communication and updates with partners, through a focal point</li> </ol>	At least 5 MOUs to be prepared the entire period of the strategic plan		Partially done	The objective will be pursued in the 2022-2026 strategic plan
<b>5. Undertake Rigorous Membership Recruitment Drive</b>				
<ol style="list-style-type: none"> <li>a) Sustain the current membership by having a reliable database, creating member profiles, providing regular updates, carrying our continuous psychometric testing, and sharing opportunities and benefits of being a member. Follow up on the non- active members and identify reasons</li> <li>b) Attract more members by holding national sensitization campaigns, establishing WOMESA desks in offices of key employers, and establishing lobby groups for women</li> <li>c) Expand membership scope to include stakeholders who are supportive of the women empowerment</li> </ol>	Continuously	Partially		The objective will be pursued in the 2022-2026 strategic plan
<b>6. Undertake Research for Advancement of the Women and Development</b>				
<p>Identify research areas and engage research partners, publish, and disseminate research findings</p> <p>Enhance members research capabilities through training and capacity building</p>	2018 with annual reporting	Not fully implemented		The objective will be pursued in the 2022-2026 strategic plan

The above Strategic Plan Scorecard summarizes the extent the implementation and of achievements of the 2014-2019 strategic plan.

## **4. Strategic Plan Objectives**

In order to formulate appropriate strategic objectives for the organization, various thematic areas were considered. Based on the discussions with the members of the GC and reading reports of national chapters, the revised strategic plan for WOMESA aims at providing a clear road map for enhancing efficiency, supporting national chapters, being proactive and relevant in the process of mainstreaming women in the development of the regional and global maritime sector, promoting WOMESA profile and raising adequate resources to support operations. The key result areas for WOMESA's strategic plan (2022-2026) are provided below:

### **1) To enhance Training and Capacity building**

- Seek more training opportunities for its members especially on leadership skills, public speaking, negotiation, networking, Gender Mainstreaming, and performance management in times of Volatility, Uncertainty, Complexity and Ambiguity, Emotional Intelligence and Gender-Based Violence (GBV)
- Technical trainings: marine engineering, nautical science, piloting, and related technical courses for career development in mainstream maritime sector
- High level training opportunities for members at Galilee International Management Institute (GMI), WMU, Malmo & ILMI besides many other conferences on women empowerment supported by IMO.
- WOMESA will continue to agitate for introduction of gender diversity courses in maritime training institution and equal access for both men and women
- Inclusion of women at all levels of maritime education, training, and research to support national chapters and to strengthen the national mechanisms for the employment of women in the maritime sector
- Facilitate the development and funding of training modalities for women managers, including on-the-job attachments with national maritime administrations, to accelerate the transfer of knowledge and to enable female officials to gain practical experience in technical and maritime administration processes
- Integrating maritime professional capacity building in the area of other global emerging topical subjects like climate change; blue economy; women and conflict; peace security and safety; finance and governance; employees performance management in times of uncertainty; research and development and change management.
- Women to acquire the highest level of competence required by current and future demands of the maritime industry

## 2) **To strengthen mentorship programs**

- Mentorship programmes aimed at encouraging girls to explore career opportunities in the maritime sector
- Each Chapter should endeavour to enlist the support of prominent and successful women in the maritime sector to engage them as role models
- National chapters to identify what is peculiar in their respective country and determine a suitable programme of action that would raise the profile of WOMESA and create awareness of opportunities for women in the maritime sector
- Introduce cost effective volunteer programme to support the mentorship programme and encourage retention and development of women at all levels of management
- Nominate women professionals to attend IMO training events,
- Encourage women to apply for fellowships for further studies at the World Maritime University (WMU), the International Maritime Law Institute (IMLI), and the International Maritime Safety, Security and Environment Academy (IMSSEA);
- Establish exchange programmes with centres such as South African Maritime Training Academy (SAMTRA), Arab Academy for Science, Technology & Maritime Transport (AASTMT), Alexandria, Egypt, Dar-es-salaam Maritime Institute (DMI), among others, with a view to facilitate learning and exposing women to different learning environment.
- Develop an effective communication strategy to attract and retain young women professionals in the industry

## 3) **To identify reliable resource mobilization fundraising approaches**

To mobilize adequate resources nationally, regionally, and internationally to enhance operations of WOMESA. Some of the fund raising are:

- Every chapter to hold at least one fundraising dinner per annual calendar year
- Enforce payment of subscription
- Organise Gala nights, Fun Walk, Charity Walks etc to raise funds and increase visibility.
- Establish a consultancy and advisory unit to provide services at a pay
- Explore opportunities of venturing into the cruise tourism business with an investor
- Acquire expert services on proposal writing and partner/donor identification

#### 4) **To establish and nurture smart partnerships and networks**

- To establish and nurture smart partnerships with stakeholders WOMESA shall develop and nurture partnerships with other international organizations (e.g., the United Nations) government agencies, private companies, and non-government organizations of each member country in the implementation of its purpose.
- Collaborate with partners to develop education resources that increase awareness of WOMESA mission; enhance sector buy-ins in a non-threatening way; build collaboration with genuine male allies; and establish MOUs with regional and national organizations for advancing areas of mutual interest.
- Engagement with government departments or ministries responsible for maritime affairs and take lead in reviewing and developing curriculum on careers in the maritime sector
- Support national chapters to align their national goals with those of the SDGs, specifically SDG 5 and work with national agencies responsible for women empowerment matters so that maritime specific SDG targets are integrated into the national planning budgets.
- Maintain regular communication and updates with partners, through a mentorship focal point

#### 5) **Step-up the fight against Gender Based Violence (GBV)**

- Undertake deliberate efforts to enlist the support of men to challenge violence against women and girls
- Identify Ribbon Day for GBV to create awareness and condemn all forms of violence and discrimination against women in the Maritime sector
- Advocating GBV free workplace, during mentorship with both girls and boys.
- Include GBV policy in collective agreements of shipping lines and seafarers

#### 6) **Identification of New Opportunities for women in the Blue Economy**

- Land linked countries to take advantage of the cruise ships docking into countries which they share common land borders.
- Work with partners to promote blue economy e.g., FAO to support women in fishing industry, like in Somalia.
- Promotion of cruise tourism by identifying and lobbying for job opportunities in cruise ships for both oceans and inland waters with the aim of benefitting land locked countries the most
- Exploring possibility of partnering with investors in the blue economy as a way of fundraising, creating employment for women in the marine sector and making use of the in-house expertise

## 7) **Operationalization of the Regional Secretariat**

- Establishment of full time/permanent Secretariat to support existing and upcoming national chapters
- Ensure that the organizational structure has clear reporting lines for purposes of accountability
- Establish a budget with reliable source of funding for the operations of the secretariat
- Ensure that the personnel of the secretariat have relevant experience, qualifications, competences, and skills required to perform the jobs assigned to them
- Ensure that the terms of reference/job descriptions for all officials of the secretariat are relevant and clear
- Ensure that accountability framework for all organs of the association is well defined
- Engage employers and advocate for the importance of gender inclusivity in their workforce in internship programmes
- Follow-up on funding MOUs and partnerships entered by WOMESA on promotion of women careers in the maritime sector

## 8) **To Retain and increase membership**

- Sustain the current membership by having a reliable database, creating member profiles, providing regular updates, carrying out continuous psychometric testing and sharing opportunities and benefits of being a member. Follow up on the non- active members and identify reasons
- Attract more members by holding national sensitization campaigns, establishing WOMESA desks in offices of key employers, and establishing lobby groups for women
- Expand membership scope to include stakeholders who are supportive of the women empowerment, including manning agencies of the seafarers
- Continue to support establishment of national chapters in the remaining 12 countries with the aim of promoting WOMESA mission and especially with regard to implementation of SDGs at the national levels
- Establish social platforms to increase visibility of WOMESA activities

## 9) **To Enhance of Research and Development**

- Identify research areas and engage research partners who are competent in the selected area of focus
- Make use of students from universities as Research Assistants, in order to minimize the cost of carrying out research.
- Enhance members research capabilities through training and capacity building

- Conduct survey aimed at establishing levels of available women, their competencies with the aim of identifying if there are any skills' gaps
- Find out how many women in the maritime industry occupy senior decision-making positions. This could help in informing the nature of collaboration and interventions to be pursued to ensure that women are fairly represented in all senior management levels and not only in the junior administrative levels.
- Carry out surveys to identify emerging challenges facing women seafarers as a result of Covid 19 pandemic.
- Conducting gender audits in port and shipping institutions to ensure that national gender policies reflect the culture and circumstances of the port/maritime sector.
- Determine cultural norms and industry practices that impact on the push for gender equality
- Enter into partnership projects that build inclusive strategies incorporating gender perspectives with the aim of addressing the disparities in rights and access of women to senior decision-making positions in the region
- Publish and widely disseminate published reports with credits being given to WOMESA

#### 10) **Increased awareness and WOMESA Visibility/Profile**

- Focus on organizing and participating in events as way of recognizing contributions of Seafarers to the maritime industry in the region
- Develop approaches of recognizing and publicizing achievements of maritime women
- Lobby for Observer Status in the UN, IGOs, and INGOs by being proactive and participating/leading gender discussions during ILO/IMO meetings and conferences
- Present papers and presentations in regional and international fora on the role of the women in the marine sector
- Participation in the first African Ship Owners Summit.
- Recognition by international development partners.
- Celebrations to mark World Maritime Day, Oceanographic Day, Seafarers Day, International Women's Day etc., workshops to sensitize members on International Maritime Day (IMD).
- Effective social media engagement and development of promotional materials on key events to sensitize both the public and private sector
- Collaboration with relevant government departments for support in the implementation of WOMESA's agenda.

- Timely update of WOMESA website and linking it to that of IMO for wider dissemination.
- Creation of websites for each chapter and setting aside adequate resources for regular updates and continuous improvement

#### 11) **Undertake Corporate and social responsibility activities**

- WOMESA Beach Cleaning Day” to be tied to African Day of Seas and Oceans celebrated annually on 25th July.
- Identify a communal activity in every national chapter to be undertaken on a specific date
- Work with partners and organize free medical campus, provide sanitary pads to school, and offer free talks in learning institutions

## **5 Strategy Implementation**

### **5.1 Overview**

To monitor implementation of WOMESA strategic objectives, a detailed implementation matrix has been provided to enhance reporting consistency among national chapters and facilitate comparison of performance levels by various countries. The matrix further provides a framework for ensuring that the results expected from the Strategic Plan are achieved. Responsibility for each activity has been assigned for purposes of accountability. Every activity must have a time line of completion. At the time of finalising review of the previous strategic plan, information on the implementation timeliness of the proposed activities in 2022-2026 was not available. Thus, the governing council and the secretariat will have to reach out to all members and get a consensus on the implementation timeline for each activity. Implementation of each activity has a financial implication and will therefore require identification of funds and respective source of funding. Secretariat will have to prepare a budget for all the approved activities for purposes of fundraising. Regular submission of implementation report is important for timely actions to be taken by the GC.

### **5.2 Implementation Matrix/Format**

Every strategic objective should have an implementation matrix in the format provided below. Reporting on the implementation should be done on a quarterly basis to the monitoring and evaluation officer and once a year at the annual general meeting.

The example of the implementation matrix presented below should be used for each objective.

A mid- term review on the implementation should be carried out before end of 2024 in order to identify successes and areas of concern requiring action. The review could be undertaken as part of the AGM requirement.

### **Strategic Objective #7: To Enhance Efficiency of the WOMESA Secretariat**

<b>Activity to be implemented</b>	<b>Action plans to be taken</b>	<b>Responsible</b>	<b>Timeframe</b>	<b>Budget</b>	<b>Source of Funding</b>	<b>Key Performance Indicator (KPI)</b>
Establishment of full time/Permanent Secretariat to support existing and upcoming national chapters  Ensure that the organization structure has clear reporting lines for purposes of accountability Establish a budget with reliable source of funding for the operations of the secretariat	Secure and equip secretariat office Create job description for all employees of the Secretariat Conduct interviews Select the most suitable	Governing council  March 2022	January 2022  March 2022	To be provided by the head of secretariat	Governing Council	Availability of funds, personnel, and office
	Identify operational relationship among all the bearers of various offices	Head of secretariat	January 2022	To be provided by the head of secretariat	Governing Council	

## **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 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 towards the implementation of the mission of the organisation. Annual evaluation will gauge the progress towards attainment of all 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 organizational 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 coordination and implementation of all operations of the organization, including preparation of the association's by-laws.

### **6.3 The M&E Framework**

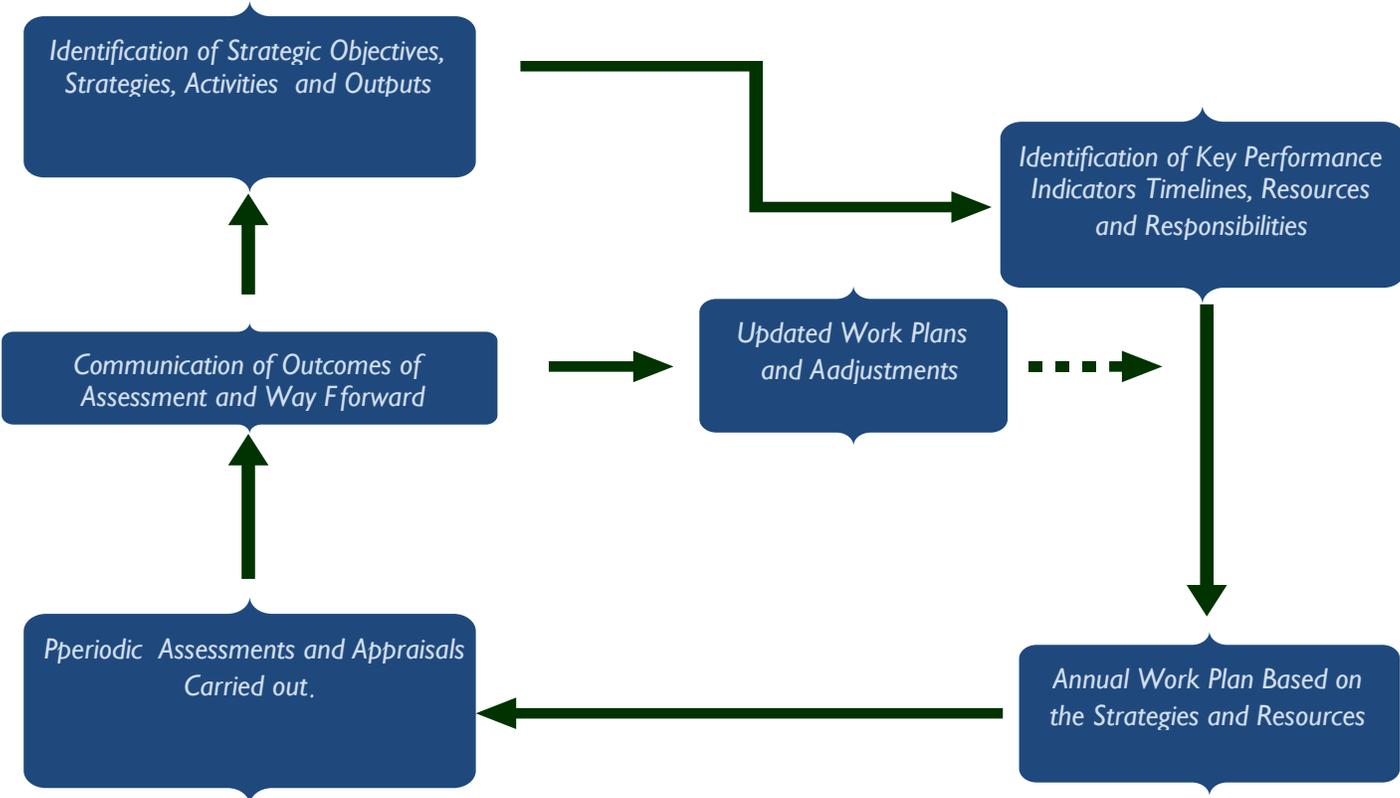
Figure 1 below gives a graphic representation of the M&E framework.

#### **6.3.1 The Implementation Plan**

The strategic planning process is a key step in mapping out 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 timelines 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 available budget/resource.

**Figure 1: Monitoring and Evaluation Framework**



**6.3.2 Annual Action Plan**

The Secretariat will prepare an annual action plan each year. The action plan will be derived from the Strategic Plan and has a set of activities to be completed in a given year. Action plan must have clear sources of funding to enable actual implementation to be realised.

### **6.3.3 Monthly and Quarterly Reviews**

While the Secretariat will review its performance on a monthly basis, the administrative Council/ monitoring and evaluation officer 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 monitoring and evaluation officer in collaboration with the Administrative Council and propose the appropriate actions to be taken by the governing council.

### **6.3.4 Annual Reviews and Re-planning**

At the end of each year, annual performance will be conducted to inform the preparation of the following year's annual plan. In addition, performance evaluation of the secretariat personnel will be undertaken by the administrative council as the first reporting point and GC will be the second reporting centre for the head of the Head of the secretariat. Results of the performance evaluation of the Secretariat personnel will be the basis for rewards, recognition or recommendation for separation or further training.

Annual activity progress reports should contain the following contents: description of the objective, achievements, constraints/challenges, lessons learnt 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 on the implementation of planned activities. It is recommended that midterm review of the 2022-2026 strategic plan to be done before end of 2024

### **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 their levels to ensure sustainability. This will enable all staff to appreciate their roles in the implementation process 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 to be developed by the secretariat and will be linked to staff appraisal and reward systems.

**6.5 Monitoring and Evaluation Plan**

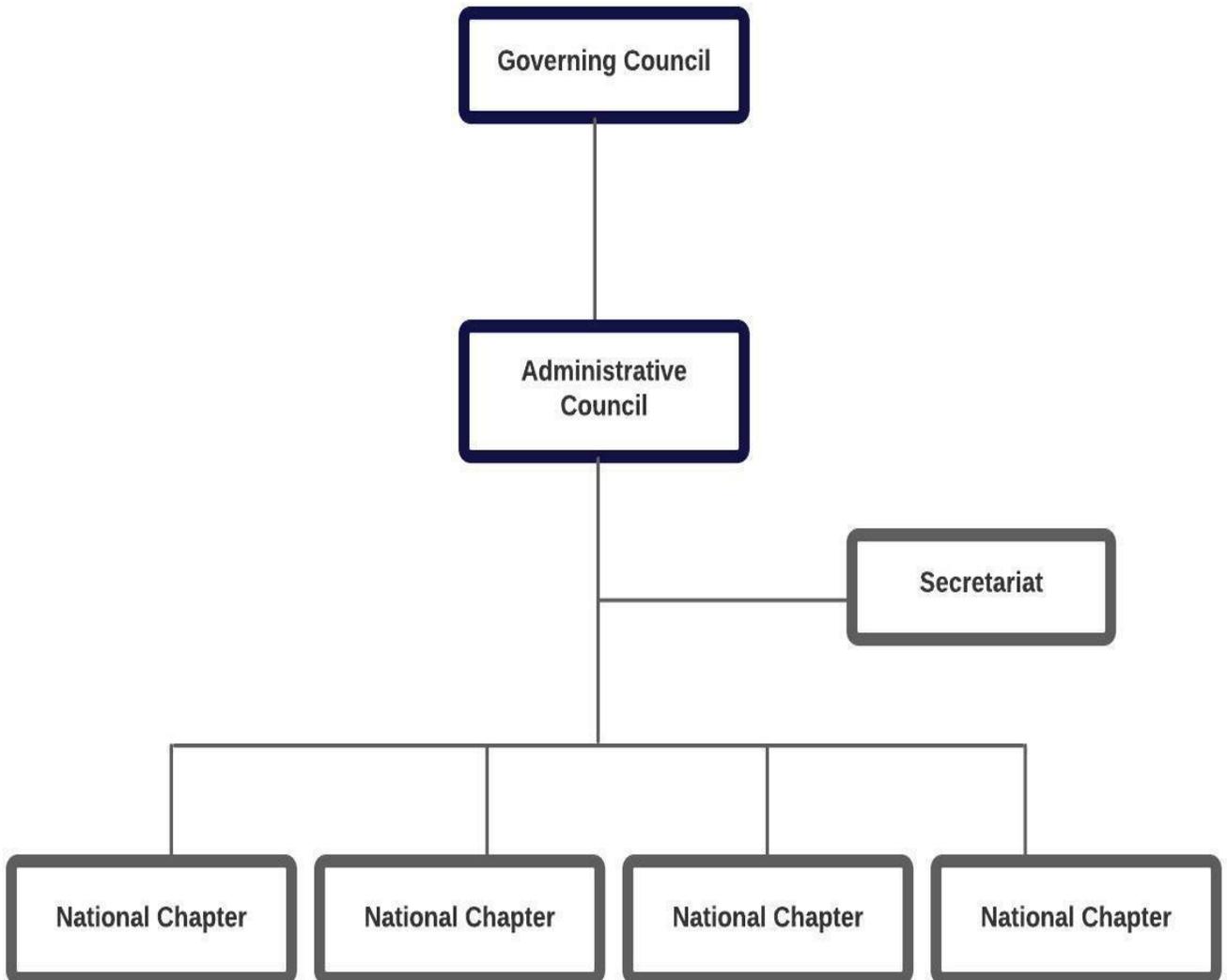
**Table 4** below is an **M&E Template** for tracking the performance of the Strategic Plan. It details the KPI targets for each strategy, together with the sources of monitoring information, frequency of monitoring and responsibility.

It is necessary that the M&E Plan be developed for all strategies of the 11 strategic objectives to serve as a ready reckoner in monitoring and evaluating performance.

**Table 4: Monitoring and Evaluation Framework (Plan)**

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

## 7. Organization Structure



### 7.1 Observations

The proposed Organization Structure was designed to operationalize the mandate of WOMESA Secretariat. The organization structure was developed based on two pillars, these being function and geography. In addition, the new organizational structure was developed to drive the corporate strategy and provide a clear link between secretariat and the national chapters. The requisite responsibility and authority relationships are in-built into this structure.

The proposed structure aims at enacting the provisions of the revised constitution. However, it should be noted that implementation of the organisational structure as proposed in this plan will be undertaken on a progressive manner taking into account all emerging issues and availability of both financial and human resources.

## **7.2 Rational**

A well-designed organizational structure is a necessary tool that should drive the organization's strategy. In developing this structure, the Consultant was guided by the feedback received from the governing council on the need to come up with a structure that recognises the presence of the national chapters and their needs. 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/Organs of WOMESA**

### **a) The Governing Council**

The Governing Council is the supreme organ of WOMESA that is responsible for formulation policies and providing strategic direction. The Council sits twice a years and is in office for two (2) calendar years, renewable for another two ( 2 ) years. No council member should hold office for more 4 years. All council members are elected at a General Meeting. The Council comprises the following office bearers:

- I. The President
- II. The Vice-President
- III. The Secretary
- IV. The Treasurer
- V. Monitoring and Evaluation Officer
- VI. Communication and Public Relations Officer
- VII. Two (2) co-opted members, who may be previous members of the council for purposes of continuity
- VIII. Head of Secretariat (Ex Official)

### **b) Administrative Council**

The Administrative Council will be comprised of chairpersons of the established national chapters and will act as the first reporting centre for the Head of the Secretariat while the Governing

Council will be the second reporting centre. The main responsibility of the administrative council is to oversight on all administrative matters and provides advice to the Governing council. Monitoring and evaluation officer will be a member of the administrative council. It shall hold its meetings biannually or as circumstances demand and the composition is as follows:

- I. The Chairpersons of National Chapters, who will elect a chair from among themselves during their first sitting.
- II. Monitoring and evaluation officer (ex-official)
- III. They can invite any other person to provide expert opinion as and when necessary

### **c) The Secretariat**

The Secretariat is responsible for the day-to-day operations of the Organization. Its core mandate is to facilitate implementation of Organization's policy and corporate strategy. It will have to be staffed as follows:

- I. Head of Secretariat
- II. Program Coordinator
- III. Administrative officer (someone with HR and accounting skills)

Performance evaluation of the secretariat personnel will be undertaken by the administrative council. The Head of the Secretariat (HoS) is expected to work closely with Secretary and treasurer to ensure that all the day to day operations of the association are carried out in an efficient and transparent manner. Similarly, HoS will be responsible of ensuring that requests from the national chapters are acted on a timely manner with the view to advancing the objects of the association.

## **8. Other recommendations for enhanced efficiency**

1. In view of the prevailing global challenges about physical meetings, Governing Council should leverage technology to deliver WOMESA mandate in a timely and efficient manner. Use of zoom meetings, emails and social media platforms should be made mandatory. Furthermore, WOMESA must make use of technology to innovate new ways of doing business with the intent of bringing on board the maritime business using women's creativity and multitasking skills
2. WOMESA Website should be regularly updated and if the capacity does not exist in house, then the service could be outsourced and the programme coordinator should be

responsible of ensuring that the website and other social media platforms are updated with accurate, and relevant information for all stakeholder.

3. Open twitter, Facebook, LinkedIn and share information that is relevant to young women and girls. These platforms will facilitate sharing of success stories from national chapters and report on all other activities that WOMESA has undertaken as a region.
4. WOMESA to set up a social platform like WhatsApp for all members to enable them to share issues of interested and exchange ideas on any topical issues in the maritime industry
5. WOMESA secretariat must take immediate action to develop bye-laws and establish committees that would operationalize the new constitution and strategic plan. Of urgent attention is the committee to deal with disputes and disciplinary matters. Due to lack of internal capacity to develop by-laws, WOMESA could approach IMO for technical support.
6. WOMESA should develop job descriptions of all the employees and also develop an appropriate performance evaluation system of their performances.
7. WOMESA should consider the option of allowing direct membership from current and former maritime employees and those who are residents of countries where there is no association of women in the Maritime industry.
8. WOMESA should consider the possibility of looking for an investor and team up to operate local cruise tourism within the region by capitalizing on the wealth of expertise among her members

## **9. Annexes**

### **9.1 Terms of Reference**

#### **INTERNATIONAL MARITIME ORGANIZATION**

#### **TERMS OF REFERENCE FOR THE CONSULTANT**

**Programme: TC/2103: Tenth Regional Conference to support the Association for Women in the Maritime Sector in Eastern and Southern Africa region**

**Activity No.03: WOMESA Strategic Plan and Constitution**

#### **Introduction**

1. Association of Women working in the Maritime sector in the Eastern and Southern Africa (WOMESA) 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 Women in Maritime programme which was launched in 1989 has as its 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.
2. In 2008, one year after its launch, WOMESA developed its first five-year strategic plan (2008-2013) and a subsequent plan (2014-2019) was developed. The strategic plans call for formation of local chapters in each Member State in order to determine and prioritize the implementation of the identified programmes as well as the required resources. So far 11 countries have launched their local chapters.
3. At the inception of WOMESA and drawing of the original constitution, issues of launching of national chapters were not fully canvassed but with time it has been considered important to take note of the various legal spectrums to build strong chapters and thus support the regional Organ. This calls for the creation of a legal structure within the reality of local legislation for the national chapters for example, to register their respective local Associations (for example WOMESA Kenya), but drawing on and recognizing the parent constitution, such a framework needs to be recognized and noted in the constitution yet there is no reference article in the existing constitution.

#### **Objectives**

1. WOMESA with IMO's support, intends to update its Constitution to address the issues outlined in paragraph three as well as to draft a Strategic Plan for the next five years from 2022 to 2026.

### **Activities**

1. The Consultant, in his/her capacity as a strategy and legal expert, will work with the relevant officials from WOMESA Secretariat, WOMESA regional and national chapters and IMO officials virtually, and will carry out the following detailed tasks:
  - .1 Be available for a webinar organized by WOMESA to be briefed on the process already completed regarding the updating of the Strategic Plan and Constitution.
  - .2 examine and review the existing constitution and five-year Strategic Plan of WOMESA, taking into account the views, feedback and recommendations already received from the national chapters and the consolidation of the members' views and recommendations to inform the redrafting of these two documents.
  - .3 Redrafting of the two referenced documents and the production of a revised Constitution and Strategic Plan; in keeping with the organization's goals, mandate, and structure;
  - .4 Presentation of the revised drafts of these two documents to the members of WOMESA (Chairpersons/officials of the national chapters and governing council) for comment, feedback, and recommendations.
  - .5 Integrate inputs from these virtual meetings and the production of the final versions of documents.
  - .6 Presentation of the final versions followed by the AGM or extraordinary virtual meeting with members of the various country chapters to adopt the new Constitution and Strategic Plan.

### **Reporting**

1. The Consultant will provide in English text, a detailed Strategic Plan and Constitution documents.
2. IMO should be provided with the Strategic Plan and Constitution documents in soft copy using software compatible with Microsoft Word. The final documents should be submitted to Ms. Neisha Contant, Programme Officer, Women in Maritime Programme [ncontant@imo.org](mailto:ncontant@imo.org) and Mr. Dave Muli, IMO Regional Coordinator, Eastern and Southern Africa Sub-Region [dmuli@imo.org](mailto:dmuli@imo.org) no later than 30 November 2021.

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