

Confidential

Multi Year Strategic Plan 2019 - 2023

THE LIBERIA MARITIME AUTHORITY



Liberia Maritime Authority

Table of Contents

ACRONYMS AND ABBREVIATIONS.....	XX
COMMISSIONER’S FORWARD	3
BRIEF HISTORY OF LIMA	6
MANDATE OF THE AUTHORITY	7
MISSION STATEMENT	7
VISION.....	8
CORE VALUES.....	8
OUR IDEA OF A VIBRANT MARITIME PROGRAM.....	9
STRATEGIC FOCUS	10
MISSION.....	10
VISION.....	10
GOALS.....	10
SWOT ANALYSIS	12
BUSINESS OBJECTIVES AND BUSINESS UNITS	12
ACHIEVING GOALS THROUGH BUSINESS UNITS	14
STRATEGIC OBJECTIVES.....	17
TABLE 1: DEPARTMENT OF CORPORATE AFFAIRS	17
TABLE 2: DEPARTMENT OF ADMINISTRATIVE AND LEGAL SERVICES	18
TABLE 3: DEPARTMENT OF FINANCE	18
TABLE 4: DEPARTMENT OF DOMESTIC REGISTRY	19
TABLE 5: DEPARTMENT OF SAFETY, INSPECTION, SURVEY AND AUDITS	20
TABLE 6: DEPARTMENT OF MARITIME SECURITY, SEARCH AND RESCUE	21
TABLE 7: DEPARTMENT OF MARINE AND ENVIRONMENTAL PROTECTION.....	21
TABLE 8: DEPARTMENT OF POLICY COMPLIANCE AND INTERNATIONAL RELATIONS	22
STRATEGIC DIRECTION.....	24

Acronyms and Abbreviations

BMA – BUREAU OF MARITIME AFFAIRS

LIMA- LIBERIA MARITIME AUTHORITY

MARPOL- INTERNATIONAL PREVENTION OF POLLUTION FROM
SHIPS

MLC- MARITIME LABOUR CONVENTION

SOLAS- SAFETY OF LIFE AT SEA

STCW- STANDARDS OF TRAINING CERTIFICATION AND
WATCHKEEPING FOR SEAFARERS

SMART – SPECIFIC, MEASURABLE, ATTAINABLE, REALISTIC AND
TIMELY

Commissioner's Forward

My Dear Compatriots and Colleagues:

I want to use this opportunity to express my profound thanks and appreciation to you all for undertaking the daunting task of putting together this PLAN that will guide our activities and interventions over the next five (5) years.

There is popular saying in 'futures' planning that "there is no good tail wind for a sailor who doesn't know where he is going." I believe this to be an endearing truth and that is why I insisted that we put together a plan of where we want to go and how we intend to get there and I am glad that you all agreed with me and undertook the herculean task of crafting this plan.

Colleagues, you will agree with me that the uniqueness of Liberia as a flag registry, port state and coastal state boasting nearly 570 kilometers of coastline reemphasizes the importance of the Maritime Sector to the long term sustainable socio-economic wellbeing of the country. Liberia's leadership as the second largest shipping registry in the world also demands of us a certain responsibility and standard which we must endeavour to meet at all cost.

When I took over the helm of leadership of the Authority in late 2016, I was impressed with quality of staff and the level of efforts made in ensuring that our maritime program and the sector as whole remained vibrant and catalytic. What I observed as a gap and which each of you agreed with me was that we needed to make the domestic maritime program more vibrant in terms of sustaining itself by placing less and less dependence on the proceeds from the international shipping registry and also ensure that our domestic maritime sector was fully compliant with all existing domestic regulations and international protocols to which Liberia is a signatory. With these two primary objectives in mind, we set out to craft our vision and strategic plan for the next five (5) years (2019 – 2023) to serve as our roadmap to achieving those objectives.

I am delighted to present the Strategic Plan for the Liberia Maritime Authority. We have retained our strong international brand and we are determined to develop a best in class domestic and international maritime operation. We foresee this

sector becoming a major income generator that will underpin the vibrancy of the Liberian economy.

The strategic planning process over the last several months has realigned our focus and resources to make strategic choices and craft specific and measurable goals and objectives which are in line with attaining our five (5) year vision of ***“Building a vibrant domestic maritime program that is financially self-sustaining, internationally compliant, and effective in protecting our maritime domain”***.

In order to accomplish this, we need foresight and adaptability from all our partners and stakeholders. Technology, Tourism and Trade are key to our continued growth. We need to embrace innovation and ensure we continue to build a sustainable marine environment.

Thank you!

Brief History of LiMA

The Liberian Maritime Program was established in 1948 with strong support from the United States of America. In 1949, Liberia became a founding member of the International Maritime Organization (IMO) and has over the years played a critical role in promulgating maritime safety, security and environmental protection. The Bureau of Maritime Affairs (BMA) administered the program supervised by the Ministry of Finance and later by the Ministry of Transport. With the passage of Liberia Maritime Authority Act of 2010, the BMA transitioned into the Liberian Maritime Authority (LiMA); a public corporation with greater responsibility of managing all commercial activities within the maritime domain of Liberia. The rationale for this transition was to diversify the Authority's activities from its long-standing focus of being a nation with a leading maritime shipping and corporate registry program, to a nation that strategically focuses on building and or supporting enterprises across the domestic maritime domain for greater economic and social benefits to the Nation and its People.

Liberian Maritime Program is currently recognised as the second largest ship registry in the world. Its activities are governed by the Liberia Maritime Laws [Title 21 of the Liberian Code of Laws revised], with a mandate to regulate all foreign and domestic waterborne commerce, enforce maritime treaties, including Safety of Life at Sea (SOLAS); Prevention of Pollution from Ships (MARPOL); the Standards for Training, Certification and Watch-keeping for Seafarers (STCW) and Maritime Labour Convention (MLC).

With over seven decades of international maritime presence, we are poised to fully exploit the coastal resources and vast biodiversity that exists within our domestic maritime domain.

Mandate of the Authority

The Liberia Maritime Authority under the LiMA Act of 2010 is mandated to carry out the following functions for and on behalf of the government of the Republic of Liberia:

- Administer, secure, promote, regulate, enforce, design, and execute policies, strategies, laws and regulations, plans and programs relating, directly and indirectly to the functioning, growth and development of the maritime sector, and national maritime awareness;
- Collaborate, coordinate, and consult with the Ministry of National Defence (specifically the Coast Guard), the Ministry of Justice (police, immigration and other relevant law enforcement agencies), the Ministry of Finance, (now Liberia Revenue Authority) (Customs), National Port Authority, the Ministry of Agriculture (Bureau of Fisheries), the National Oil Company of Liberia, the Ministry of Transport and other government institutions engaged in activities related to the maritime sector to work together to promote the country's social and economic development associated with or growing out of the national maritime, marine and related programs and activities;
- Introduce and promote the enactment of national legislations in the exercise of the rights and discharge of the responsibilities of the Republic of Liberia under the United Nations Convention on the Law of the Sea of 1982 and any other maritime related international conventions, agreements and instruments.

Mission Statement

“To be the Best in Class leader in the Global Maritime operations”

Being “Best in Class” is core to our value and it is a hallmark that cuts across every aspect of what we do internally within the organization and externally across all categories of stakeholders.

Vision

“To build a vibrant domestic maritime program that is financially self-sustaining, internationally compliant, and effective in protecting our maritime domain”

This vision illustrates that the Authority must over the next five years, strategically focus on developing a strong mix of financially sustainable enterprises, with greater proportion of its operating and capital budget being funded from internal revenue generated activities.

The vision also suggests that the program must domesticate and implement, all international conventions and regulations that Liberia is a signatory to and build internal competencies and strategic relationships with key stakeholders to effectively protect the maritime domain.

Core Values

Our core Values are driven by the embodiment of our Mission of being “Best in Class” leader in the global maritime space. We continuously seek to be the *best* in every aspect of our Administrative, Regulatory and Business Functions driven by Effectiveness, Service Delivery, Innovation and Accountability.

- **Effectiveness** in our delivery and results.
 - Achieving SMART (Simple, Measurable, Achievable, Relevant and Timely) goals and outcomes.
 - Demonstrating dedication and commitment and working constructively across all teams to produce our desired goals.
- **Service Delivery** an integral part to our organisation’s DNA with a passion for excellence
 - Providing *timely, courteous* and *consistent* delivery of quality services to our clients (internal and external).
- **Innovation** in enhancing our services and products.
 - Introducing new ideas, tools and methodologies; and translating these into products and services of significant value to our clients.

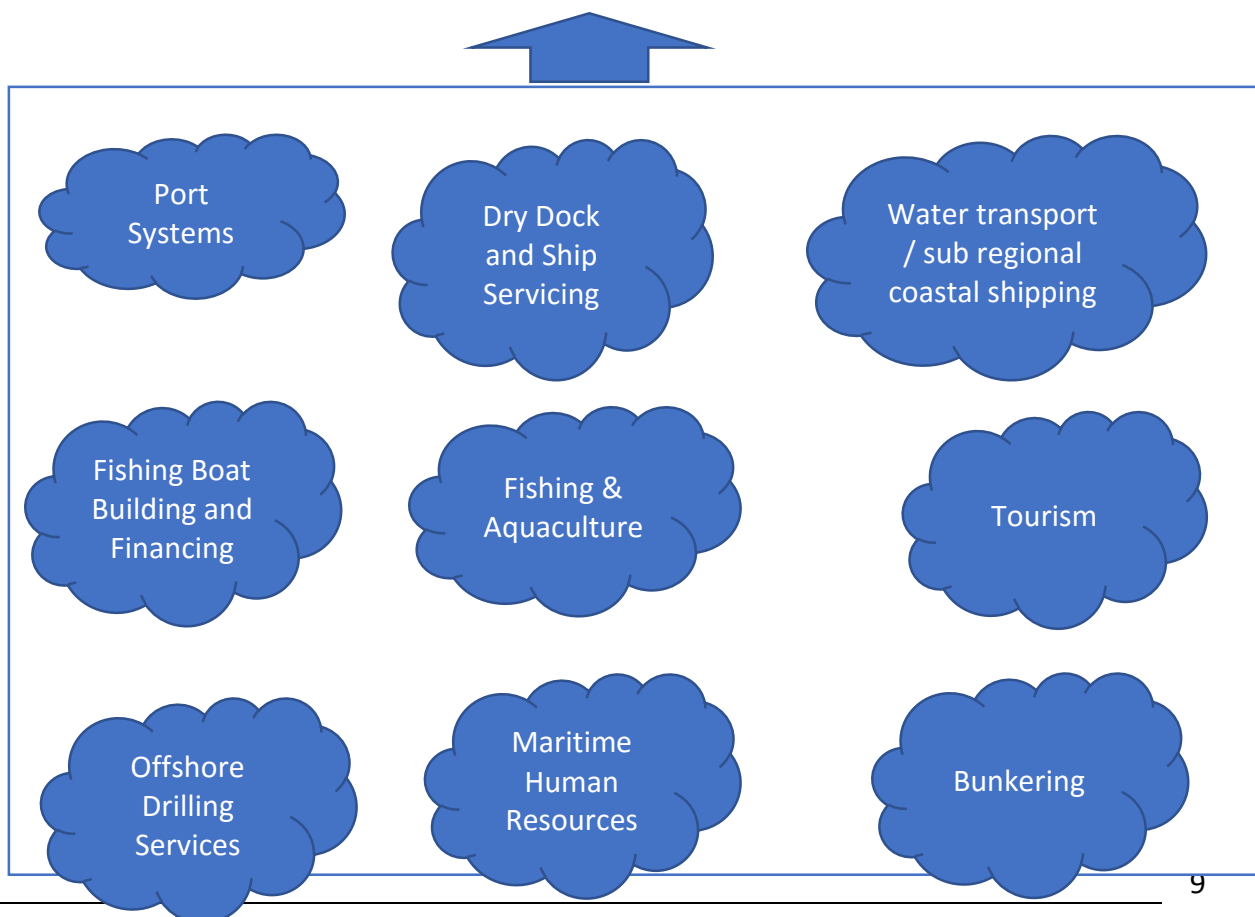
- **Accountability** in our governance and management.
 - Ensuring that employees assume responsibility for their actions; and the consequences for misconduct and underperformance are fair and predictable.
 - Transacting business in a visible, predictable and productive manner encouraging and inviting public participation and oversight.
 - Adhering to morality and ethics with Zero Tolerance for Corruption.

A Vibrant Maritime Program

A vibrant maritime program is inclusive of the below programs or interrelated areas that require service provision, facilitation, regulation, etc.

It is the aspiration of the Authority to fully explore the sector to derive the necessary opportunities for development and transformational purposes.

National Economy (Increase in social and economic growth)





Strategic Focus

Mission

To be the best in class leader in the Global Maritime operations

Vision

To build a vibrant domestic maritime program that is financially self-sustaining, internationally compliant, and effective in protecting our maritime domain.

Goals

Goal 1: To optimize Liberia's Blue Economy Potential for maximum social and economic contribution

Goal 2: To build a Financially Sustainable Business and Operating Model whereby a greater proportion of the revenue budget is derived from internal

Goal 3: To develop the domestic maritime program to be compliant with all international and national standards, regulations, protocols and conventions thereby passing the IMO Audit in 2020.

Goal 4: To build and operationalize efficient internal and external customer focused systems, procedures, and processes) that provide exceptional value to customers, are domestically and internationally compliant; and, that are safe, secure and environmentally friendly

GOAL 1

- **To optimize Liberia's Blue Economy Potential for maximum social and economic contribution to the Nation.**

GOAL 2

- **To build a Financially Sustainable Business and Operating Model whereby a greater proportion of the revenue budget is derived from internal operations.**

GOAL 3

- **Establish mechanisms to detect, mitigate and eliminate all forms of constraints and noncompliance; that conform with international and local best practices and standards.**

GOAL 4

- **Build and operationalize efficient internal and external customer focused systems that provide exceptional value to the customers domestically and internationally that are safe, secure and environmentally friendly.**

SWOT Analysis

<p>STRENGTH</p> <ul style="list-style-type: none"> - Coastal State (579 km coastline) - Port State (Four Ports) - Geographical link to the West and sub regional neighbors - Exclusive Economic zone of 200 nautical miles - Youthful population - Healthy fishing Stock - Designated Sub regional Maritime Search and Rescue Center - World Class Shipping and Corporate Registry - Industry leading Harmonized Inspection Processes and Procedures 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> - Limited funding (source/type), poor/ - Limited infrastructure logistics - Lack of sustainable and profitable business and operating models - Lack of adequate systems and enforcement mechanism/solutions to address threats and/or enforce International Maritime Conventions - Minimum specialized technical human resource stock - Lack surveillance and enforcement solution for
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> - Develop, launch and or facilitate most promising new Blue Economy business ventures - Establish regional coastal shipping - Launch the Domestic and International Shipping and Corporate Registry - Inland water transportation - Support required systems and processes to optimized fishing industry - Leverage domestically applicable core 	<p>THREATS</p> <ul style="list-style-type: none"> - Competition in selected markets - Regulatory environments i.e. cabotage laws - Illegal and unregulated activities in the maritime domain - Piracy - security risks - Environmental abuse - Exposure to Litigation - Oil spill - Cyber Security Threats

Strong internal capacity and expertise has been developed across various units over the years with the priority goal of continuous organisational improvement. The units are well positioned and motivated to deliver set objectives in a structured manner with the following approaches:

Clients	Providing consistent, high standard and engaging service.
Teamwork	Facilitating & inspiring our team to become exemplary service performers through leadership and development.
Stakeholders	Providing strong returns on investment and protect the reputation by building and maintaining a strong brand.
Community	Establishing ourselves within the communities in which we work, locally, nationally and internationally.
Partners	Welcoming our partners, respecting their importance and enhancing the experience we deliver to our Clients.

Units are structured to deliver these objectives through the following order:

- Corporate Affairs (*Business Strategy, Communications, Training and Development*)
- Administrative and Legal Services (*Legal, Human Resources and Administrative Services*)
- Finance
- Domestic Registry
- Safety, Inspection, Survey and Audits
- Maritime Security Search and Rescue
- Marine and Environmental Protection
- Policy, Compliance and International Relations

Achieving Goals through delivery Units

Goal 1

- **To optimize Liberia's Blue Economy Potential for maximum social and economic contribution to the Nation.**
 - Corporate Affairs
 - Finance
 - Administrative and Legal Services
 - Domestic Registry
 - Safety, Inspection, Survey and Audits
 - Marine Security and Environmental Protection

Goal 2

- **To build a Financially Sustainable Business and Operating Model whereby a greater proportion of the revenue budget is derived from domestic internal operations.**
 - Finance
 - Administrative and Legal Services
 - Corporate Affairs
 - Domestic Registry

Goal 3

- **Establish mechanisms to detect, mitigate and eliminate all forms of constraints and noncompliance; that conform with international and local best practices and standards.**
- Corporate Affairs
- Finance
- Administrative and Legal Services
- Safety, Inspection, Survey and Audits
- Maritime Security Search and Rescue
- Marine and Environmental Protection
- Policy, Compliance and International Relations

Goal 4

- **Build and operationalize efficient internal and external customer focused systems that provide exceptional value to the customers domestically and internationally that are safe, secure and environmentally friendly.**

- Corporate Affairs
- Finance
- Administrative and Legal Services
- Maritime Security Search and Rescue
- Marine and Environmental Protection
- Policy, Compliance and International Relations

Strategic Objectives

Tables 1 to 8 describe the strategic objectives that are derived by each of the Units/Departments. These objectives were discussed with heads of departments in a departmental wide strategic planning workshop and series of follow up meetings. They are specific, measurable and slated for achievement within specific timeframes.

Table 1: Department of Corporate Affairs

The department of Corporate Affairs is responsible to formulate the appropriate policies, strategies, and programs that will attract new business models to the Authority, promote brand awareness and thereby, creating a leading maritime nation.

Department Key Objectives:

Goal- 1	Objective 1: Sector/Enterprise Review Identify and develop at least three high value Blue Economy Sectors and at least five Business and Enterprise solutions aiming at minimum 20 percent economic and social return on investment over the next three years.
Goal-1	Objective 2: Water Transport Develop and roll out new metropolitan water transportation solution along the Mesurado River with capacity of transporting minimum xx commuters daily under a Public Private Partnership (PPP)
Goal-1	Objective 3: Artisanal Fishing Enterprise Development Drive, develop and rollout a private sector owned and operated enterprise model that provides modern, efficient and affordable fishing equipment (fiberglass fishing boats) with collaboration with the National Fisheries and Aquaculture Authority. (This statement can serve as baseline information, not objective)
Goal-4	Objective 1: Training and Resource Management Plan Develop adequate plans and solutions that optimize relevant

	technical and management skills within the Authority and the domestic industry through the Liberia Maritime Training Institute and/or other external scholarship or training opportunities that are aligned with the needs of the industry.
Goal-4	Objective 2: Job Creation Identify and secure employment for Liberian seafarers annually in the domestic industry as well as on Liberian flagged vessels, internationally.

Table 2: Department of Administrative and Legal Services

The department of department of Administrative and Legal Services is responsible for ensuring the smooth administrative function of the Authority as well as ensuring that all legal matters, local and international, are properly handled.

Department Key Objectives:

Goal-4	Objective 1: LiMA Headquarters Finalize construction, furnishing and subsequent occupancy of the LiMA Headquarters.
Goal-4	Objective 2: Document Management System Implementation and Process Improvement. Establish an effective and efficient document management system of record keeping (e.g. financial, customer) and structure for continuous process improvements. Use this in for implementation timeframe in result matrix)

Table 3: Department of Finance

The Department of Finance is responsible for all financial reports and activities including billing and collections as well as payments and bank reconciliation.

Department Key Objectives:

Goal- 1	Objective 1: Operational and Financial Review and Analysis Decrease cost by 15 percent and increase efficiency through review of current business and operating model, analyze sources of revenue and expenditure and streamline processes to increase profits. . . This can fall under activities or deliverables)
Goal-1	Objective 2: Sustainable Enterprise Development Build at least three new enterprises over the next three (3) years that contribute a minimum of 40 percent of the Authority's overhead expenditure budget- why the expenditure budget? (This is one activity to be consider under the objective)
Goal-2	Objective 1: Revenue Optimization Increase domestic revenue sources by five percent (5%) annually over the next three years. (.These are activities or indicators under this objective)
Goal-2	Objective 2: Financial Reporting Develop effective internal financial and reporting processes/systems for timely decision making and reporting (monthly, quarterly, annual) to all critical stakeholders.

Table 4: Department of Domestic Vessel Registry

The department of Domestic Vessel Registration oversees the administration of the vessel registry and maritime operations within Liberia's jurisdictional waters as well as the enforcement of all applicable national and international maritime law and regulations.

Department Key Objectives:

Goal-2	Objective 1: Increase Domestic Registry Maximize customer services and marketing in order to increase number of new of customers by 25 percent and increase customer retention by 20 percent over a five-year period. (Create a customer and employee focus culture (understand existing
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	and potential segments; what they value and what drives their purchase/employment and retention decisions) <i>These can serve as actives</i>
Goal-2	Objective 2: Key Performance Indicators and Metrics Develop a metric and report on key performance indicators quarterly.

Table 5: Department of Safety, Inspection, Survey and Audits

The department of Safety, Inspection, Survey and Audits' responsibility is to deter sub-standard shipping in the domestic and international context, and ensure the overall safety of the marine environment through the discharge of its flag, port and coastal State functions.

Department Key Objectives:

Goal-3	Objective 1: Personnel for Statutory Functions Identify and ensure the availability of funding resources and qualified personnel to perform statutory functions such as survey control, inspection and casualty investigation.
Goal-3	Objective 2: Standardization of Processes and Systems Organize system/process for continuous assessment and improvement of Port State Control's tasks in accordance with relevant conventions and IMO Resolution A1052 (27) and the Abuja MOU.
Goal-3	Objective 3: Develop Enforcement Mechanism Established enforcement mechanism and operating procedures for delegation of authorities to various stakeholders and ensure there is a system of communication for reporting to IMO (i.e. GISIS).

Table 6: Department of Maritime Security, Search and Rescue

The department of Maritime Security, Search and Rescue is responsible for combating and investigating maritime-related crimes, offenses and violations, which occur within the territorial water of Liberia.

Department Key Objectives:

Goal-3	Objective 1: Safety and Navigational Systems Develop adequacy of safety and navigational systems. (Search and Rescue services; Hydrographic Services; Aids Meteorological Services) in accordance with IALA guidelines by end of 2019.
Goal-3	Objective 2: Mitigating Illegal and Unregulated Activities Increase stakeholders' collaboration in relations to architecture development, financing and implementation of an effective solution to minimize unregulated activities and illegal fishing within the territorial waters of Liberia by end of 2019.
Goal-4	Objective 3: Manage Emerging Threats Assess and develop security framework and competencies around new emerging threats of Cyber Security and others).

Table 7: Department of Marine and Environmental Protection

The department of Marine and Environmental Protection Oversee the unbiased implementation and enforcement of IMO environment-related conventions as well as statutory marine environmental laws by monitoring and inspecting marine/maritime related activities or projects that have the propensity to have adverse effects on the quality of river and marine water or pose threats to the marine ecosystem.

Department Key Objectives:

Goal-4	Objective 1: International Environment Protection Work with international agencies and stakeholders to implement world-class environmental protection practices.
Goal-4	Objective 2: Healthy Marine Environment

	Develop and Institute biodiversity programs to keep unwanted pests and diseases out of our territorial waters and ensure effective biosecurity management.
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Table 8: Department of Policy Compliance and International Relations

The department of Policy Compliance and International Relations is responsible to oversee the implementation and enforcement of all IMO's Instrument of which Liberia is a party to. It coordinates with relevant departments, stakeholders and relevant international organizations to develop policies, legislations, associated rules, regulations and administrative procedures. To ensure the implementation and enforcement of IMO's Instrument Implementation (III) Code, Maritime Labour Convention and other national and international instruments.

Department Key Objectives:

Goal-3	Objective 1: Develop Port Reception Facilities Collaborate and develop Port Reception Facilities at the Ports of Monrovia and Buchanan by end of 2019.
Goal-3	Objective 2: Compliance and Gap Analysis Adopt gap analysis developed by IMO and IHO of current systems and processes; identify resource requirements and make available said resources for implementation and conformance by end 2019.
Goal-3	Objective 3: National Maritime Strategy Develop, implement and monitor a National Maritime Strategy with key a stakeholder that is critical to the full implementation of IMO instruments.
Goal-4	Objective 1: Promulgate Maritime Instruments Develop a plan and promulgate National Maritime Laws and Regulations to ensure safety of life at sea, maritime security, the welfare of seafarers, and protection of the marine environment.

Goal-4	<p>Objective 2: Core Internal Competencies</p> <p>Identify, develop and monitor a schedule for implementation over the next three years (2019 -2021), which required internal core competencies for effective compliance to security, safety and environmental industry requirements.</p>
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Strategic Direction

2019 Vision	2020 Vision	2021-2023 Vision
<p>Focus: Sustainability, Operational Excellence and Innovation</p> <ul style="list-style-type: none"> • Strategic focus on three to four most promising maritime economic activities • Build sustainable operating and business models • Streamlining • Continuous process improvement • Double digit 	<p>Focus: Alignment, Diversification and Optimization</p> <ul style="list-style-type: none"> • Analyze full potential of Liberia's Blue Economy develop strategic road map for optimization • Phase in approach to rolling investment and enterprise options with maximum social and economic impact to communities • Invest in requisite infrastructure 	<p>Focus: Optimizing Blue Economy –</p> <ul style="list-style-type: none"> • Environmentally and financially sustainable enterprises • Double Digit percentage contribution to GDP • Food security fisheries • Tourism and environmentally friendly coastline • Effective maritime security, safety and regulatory enforcement • Double digit revenue growth