



FONASBA

THE FEDERATION OF NATIONAL ASSOCIATIONS
OF SHIP BROKERS AND AGENTS

FONASBA 2025 ANNUAL MEETING,
ISTANBUL, TÜRKIYE
OCTOBER 2025

INTRODUCTION

As we reflect on another year of challenges and achievements in the maritime industry, I am honoured to present this annual report on behalf of FONASBA's Africa region. This report serves as a testament to our collective resilience and our commitment to advancing sustainable growth and operational excellence for our members. Over the past year, we have embarked on a series of initiatives designed to strengthen our organization and address the evolving needs of our industry. This report outlines our major accomplishments, provides valuable insights into our performance, and establishes the strategic priorities that will guide us into the future.

MOHAMED MOUSELHY

FONASBA Vice President Africa
Chairman of A.C.S
Chairman of AFCS



KEY INITIATIVES AND ACHIEVEMENTS

Throughout the past year, we have advanced FONASBA's mission in Africa, driving positive change through focused, regional initiatives:

To address the unique challenges facing Africa's maritime industry, we work closely with FONASBA members to uphold standards and foster professionalism, implementing solutions that tackle root issues. By promoting collaboration and innovation, we provide opportunities for African members to connect, share ideas, and support regional growth, aligning with FONASBA's global goals. Expanding FONASBA's influence across Africa remains a priority, advocating for African maritime professionals on the international stage. We advance FONASBA's core programs, such as the Quality Standard, Port Procedures Survey, and Agency Agreements, setting ethical benchmarks vital to the industry's future. Additionally, we are dedicated to strengthening and broadening FONASBA's membership in Africa, especially in underserved regions, building a strong, inclusive network that fosters excellence and ethical practices.

MILESTONE ACHIEVED

EXPANDING FONASBA'S AFRICAN MEMBERSHIP

To further consolidate FONASBA's influence in Africa, we have successfully promoted the Federation's mission and facilitated the admission of several distinguished organizations as Associate Members. This achievement reflects our proactive outreach and commitment to building a stronger, more inclusive network across the continent.

	COUNTRY	ASSOCIATION	CONTACTS
1	EGYPT	EGYPTIAN MARITIME CONSULT OFFICE (EMCO)	MS. DALIA OSSAMA
2	EGYPT	EGYMAR SHIPPING & LOGISTICS S.A.E	MS. MIRA MICHEL
3	EGYPT	MIDDLE EAST LOGISTICS & CONSULTANT GROUP (MELC GROUP)	MS. RIHAM BALBA
4	EGYPT	MAHONEY SHIPPING & MARITIME SERVICE CO.	MR. AMR AL ENGBAWY
5	EGYPT	EGYPT SEA AGENCY CO.	MR. AMR AL ENGBAWY
6	EGYPT	A/J M CARGO FOR WORLD TRANSPORTATION	MS. SOHAILA MOHAMED
7	EGYPT	COMMANDER CARGO	MS. SOHAILA MOHAMED

Through this successful expansion, FONASBA has strengthened its African presence by welcoming new partners. Their membership reflects the growing trust in FONASBA's mission and underscores our role as a unifying platform for the maritime sector across the continent. By integrating these new members, we continue to build a stronger regional network that enhances collaboration, promotes best practices, and drives sustainable growth in Africa's maritime industry.

HIGHLIGHTS OF RECENT ACHIEVEMENTS AND EVENTS

30TH BOARD OF DIRECTORS AND GENERAL ASSEMBLY MEETING OF THE ARAB FEDERATION OF CHAMBERS OF SHIPPING

On 9th November 2024, the Arab Federation of Chambers of Shipping convened its 30th Board of Directors and General Assembly Meeting at the Semiramis Intercontinental Hotel in Cairo, Egypt. The gathering brought together representatives of Arab maritime chambers, industry leaders, and government officials to review the Federation's progress and chart future directions for the region's shipping and maritime sectors.

The meeting served as a high-level platform for dialogue on advancing maritime cooperation across Arab states. Central to the agenda was strengthening coordination among national chambers, enhancing the competitiveness of Arab shipping, and addressing shared challenges facing the maritime industry. Participants discussed regulatory developments, investment opportunities, and the strategic role of Arab ports and shipping lines in sustaining regional and global trade flows.

During the sessions, members underscored the importance of collective action in navigating today's dynamic maritime landscape, particularly in light of global economic shifts and regional geopolitical complexities. Emphasis was placed on promoting digitalization, fostering greener shipping practices, and improving port efficiency to align with international standards.

The Federation reaffirmed its mission to be a proactive advocate for Arab maritime interests, both regionally and internationally. The outcomes of the Cairo meeting not only highlighted ongoing achievements but also reinforced the Federation's strategic vision of building a more integrated, competitive, and resilient Arab shipping community.



SEMINAR ON THE ROLE OF LOGISTICS IN SUPPORTING EGYPTIAN EXPORTS AND THE CHALLENGES FACING MARITIME TRANSPORT

On 3 December 2024, during the 9th International Trade Exhibition for Food & Beverages (Food Africa 2024), the Alexandria Chamber of Shipping participated in a seminar focused on the role of logistics in driving Egyptian export growth and the challenges facing maritime transport.

Mr. Mohamed Mouselhy, Chairman of the Chamber, stressed the vital role of efficient logistics and supply chains in ensuring Egypt's competitiveness in global markets. He also addressed key sector challenges, including rising freight costs, global route disruptions, and the increasing demand for sustainable practices.

Particular attention was given to the obstacles affecting the Suez Canal, where geopolitical instability, security concerns in the Red Sea, and fluctuations in global trade have created additional pressures on shipping lines and exporters.

The seminar concluded with a reaffirmation of the maritime community's commitment to overcoming these obstacles, supporting Egyptian exports, and strengthening cooperation with regional and international partners to ensure a resilient and competitive sector.



OFFICIAL LAUNCH OF YOUNGSHIP EGYPT



On 10 December 2024, the maritime community in Egypt witnessed the official launch of YoungShip Egypt, a new chapter of the global YoungShip network that originated in Norway. The launch marks an important milestone in inspiring and connecting the next generation of maritime professionals in Egypt and the wider region.

The vibrant event, held at Consoleya in downtown Cairo, brought together industry leaders, young professionals, and aspiring talents to highlight Egypt's vital role in the global maritime sector. The initiative focuses on fostering innovation, education, networking, and sustainability, with a clear vision of shaping the industry leaders of tomorrow.

During the launch, the YoungShip Egypt Board emphasized the importance of bridging the gap between experienced experts and emerging professionals, creating meaningful opportunities for growth, collaboration, and knowledge sharing. This dynamic approach aligns with Egypt's ambitions to enhance its maritime capabilities and to invest in human capital as a driver of competitiveness.

The launch event marks the beginning of an exciting journey, placing Egypt firmly on the map of YoungShip's international network and reinforcing the country's role in shaping the future of the maritime industry.

THE OPENING OF THE IMO REGIONAL OFFICE FOR ARAB STATES

On 20 January 2025, Egypt's Minister of Transport, Lieutenant General Kamel El-Wazir, inaugurated the International Maritime Organization (IMO) Regional Office for Arab States in Alexandria.

The establishment of this office represents a significant step in strengthening maritime cooperation across the Arab region. Its mandate includes supporting capacity-building, enhancing technical assistance, and ensuring effective implementation of IMO conventions in Arab states.

The inauguration underscores Egypt's leadership role in the maritime sector and its commitment to fostering collaboration among Arab countries to address shared challenges and advance sustainable development within the global shipping industry.



SUEZ CANAL AUTHORITY ENGAGES GLOBAL SHIPPING LEADERS IN HIGH-LEVEL MEETING ON RED SEA STABILITY

On 31 January 2025, Lieutenant General Osama Rabie, Chairman of the Suez Canal Authority (SCA), hosted a high-level meeting at the Authority's headquarters in Ismailia with representatives from 23 major shipping lines and agency heads from Suez, Port Said, and Alexandria.

The discussions focused on assessing the impact of stabilizing conditions in the Red Sea and Bab el-Mandeb on transit schedules and operational strategies for the Suez Canal. Lt. Gen. Rabie reaffirmed the Canal's pivotal role in global trade, stressing the SCA's commitment to navigational efficiency, seamless transit, and continued dialogue with industry stakeholders. He highlighted the vital contribution of shipping agencies as strategic partners in advancing shared objectives and reinforcing regional connectivity.

Among the distinguished participants were Mr. Mohamed Mouselhy, Chairman of Finmar Group and the Alexandria Chamber of Shipping, and Mr. Amr Mouselhy, Vice Chairman of Finmar Group. Their attendance underscored Finmar Group's dedication to fostering strong industry collaboration and supporting Egypt's maritime sector.

In his remarks, Mr. Mohamed Mouselhy, speaking as Chairman of the Alexandria Chamber of Shipping, commended the SCA's proactive engagement with shipping lines. He emphasized that these efforts instill confidence in the global maritime community and ensure the smooth continuity of navigation through the Suez Canal and the wider region.

The meeting concluded with a shared understanding of the importance of continued collaboration between the SCA, shipping lines, and agencies to safeguard the Canal's role as a cornerstone of international trade.



THE OPENING CEREMONY OF THE CAIRO INTERNATIONAL YACHT & BOAT SHOW



On 6 February 2025, Mr. Mohamed Mouselhy, Chairman of the Alexandria Chamber of Shipping, participated in the official opening of the Cairo International Yacht & Boat Show, held under the patronage of the Deputy Prime Minister for Industrial Development and Minister of Industry and Transport at the Cairo International Conference Center, Nasr City.

The exhibition, running until 9 February, features participation from over 40 leading companies and 120 brands, showcasing a wide range of yacht designs, services, and equipment dedicated to advancing Egypt's yacht tourism sector. The event aims to invigorate the local yacht market and position Egypt as a global destination for luxury yachting, in line with the directives of President Abdel Fattah El-Sisi to maximize the potential of this sector.

Highlights of the program include a panel discussion titled "Egypt: A Global Destination for Yacht Tourism", focusing on the sector's role in supporting the national economy, addressing key challenges, and exploring opportunities for investment and growth.

The exhibition will also host a delegation from the Monaco Yacht Club, seeking avenues for cooperation and investment in Egyptian ports to further strengthen Egypt's position on the global yacht tourism map.

ALEXANDRIA CHAMBER OF SHIPPING ANNUAL IFTAR

On 12 March 2025, the Alexandria Chamber of Shipping hosted its Annual Ramadan Iftar, bringing together distinguished members of the maritime community, shipping line representatives, port officials, and industry stakeholders.

The gathering, held in a warm spirit of fellowship, provided an opportunity to strengthen professional ties and encourage dialogue on the latest developments in Egypt's maritime sector. Beyond its social significance, the event served as a platform for exchanging views on industry challenges, fostering cooperation, and reaffirming the Chamber's role as a unifying body for the shipping community.

The Iftar underscored the importance of solidarity within the maritime industry and highlighted the shared commitment of stakeholders to supporting Egypt's position as a key hub for global trade.



SEMINAR ON THE CHALLENGES FACING THE SUEZ CANAL AMID REGIONAL AND GLOBAL TRANSFORMATIONS



On 24 May 2025, the Egyptian Maritime Society, in cooperation with the Egyptian Ports Federation, organized a seminar entitled “The Challenges Facing the Suez Canal in Light of Regional and Global Transformations”. The event was held under the chairmanship of Vice Admiral (Rtd.) Essam Badawy, President of the Egyptian Maritime Society, with the participation of leading figures from the maritime and academic communities.

The seminar was honored by the presence of Lieutenant General Osama Rabie, Chairman of the Suez Canal Authority, who delivered a keynote address highlighting the Canal’s growing strategic importance, the Authority’s ongoing development projects, and the challenges posed by climate change, international crises, and rapid technological advancements.

Mr. Mohamed Mouselhy, Chairman of the Alexandria Chamber of Shipping and President of the Arab Federation of Chambers of Shipping, participated in the discussions, reaffirming the role of the shipping community in supporting the SCA’s efforts and in maintaining confidence among global shipping lines.

The event also featured contributions from prominent experts, including representatives of Alexandria University, the Arab Academy for Science, Technology & Maritime Transport, and senior leaders of Egypt’s maritime sector.

The seminar concluded by emphasizing the importance of continued dialogue and cooperation between the Suez Canal Authority, academic institutions, and maritime organizations to ensure the Canal’s resilience and competitiveness amid global transformations.

MINISTERIAL MEETING ON EVALUATING AND ADVANCING THE ADVANCE CARGO INFORMATION (ACI) SYSTEM

On 27 May 2025, in response to an official invitation from H.E. Lieutenant General Kamel El-Wazir, Deputy Prime Minister for Industrial Development and Minister of Transport, Mr. Mohamed Mouselhy, Chairman of the Alexandria Chamber of Shipping and Finmar Group, joined senior government officials and industry leaders in a strategic ministerial meeting.

The discussions centered on enhancing the efficiency of Egypt's ports through the implementation of the Advance Cargo Information (ACI) system and the electronic Bill of Lading (e-BL), both designed to reduce cargo release time and align port operations with international best practices.

In his intervention, Mr. Mouselhy reaffirmed the Chamber's full support for these reforms and presented a proposal for the official adoption of e-BL in Egypt, referencing global benchmarks from the UK, Singapore, and the UAE. He underscored the expected benefits of this transition, including faster clearance processes, reduced document fraud, and lower trade costs.

The meeting marked a pivotal step in Egypt's efforts to modernize its trade infrastructure and strengthen its position as a digitally connected logistics hub. Mr. Mouselhy further emphasized the readiness of the private sector to collaborate in implementing these initiatives, advancing the country's global competitiveness in maritime trade.



HIGH-LEVEL COORDINATION MEETING BETWEEN SUEZ CANAL AUTHORITY, ARKAS EGYPT, AND ALCOR GROUP

On 9 July 2025, a high-level coordination meeting was held involving the Suez Canal Authority (SCA), Arkas Egypt, and the ALCOR Group, aimed at strengthening cooperation and addressing operational challenges in shipping and transit via the Suez Canal.

Key points of discussion included streamlining transit scheduling, improving logistical operations, and resolving bottlenecks faced by shipping lines. The meeting focused on aligning the operational procedures of the involved parties to ensure smoother passage, faster turnaround, and enhanced predictability for vessels traversing the Canal.

Representatives from Arkas Egypt and ALCOR Group shared insights on their respective experiences and challenges in freight forwarding, cargo delivery, and agency services. They identified areas for improvement such as digitalization of workflows, clearer communication channels, and better coordination on vessel arrival and departure formalities.

From the Suez Canal Authority's side, the meeting reaffirmed its commitment to maintaining the Canal's competitiveness, ensuring operational efficiency, and collaborating closely with private sector partners to optimize the supply chain and transit framework.

The outcome of the meeting resulted in an agreement to establish joint working groups tasked with implementing specific reforms – including technological enhancements, procedural simplification, and data sharing among stakeholders – to reduce delays and promote greater transparency in operations.



7TH SESSION OF THE INDUSTRIAL ADVISORY COUNCIL – COLLEGE OF INTERNATIONAL TRANSPORT & LOGISTICS, AASTMT



On 26 August 2025, the Arab Academy for Science, Technology & Maritime Transport (AASTMT) in Abu Qir, Alexandria, convened the 7th session of the Industrial Advisory Council for the College of International Transport & Logistics. The meeting brought together senior figures from academia and industry to strengthen collaboration and ensure educational programs remain aligned with the evolving needs of the logistics and maritime sectors.

Among the key participants was Mr. Mohamed Mouselhy, Chairman of the Alexandria Chamber of Shipping and President of the Arab Federation of Chambers of Shipping, who played an active role in the discussions. In his remarks, Mr. Mouselhy underscored the importance of bridging the gap between theoretical knowledge and practical industry applications, noting that future generations of professionals must be equipped with the skills to navigate digital transformation, sustainability requirements, and global competition.

He highlighted the Chamber's commitment to supporting the Academy's mission through active engagement with students, joint initiatives, and industry insights that prepare graduates for leadership roles in shipping and logistics. Mr. Mouselhy also emphasized the value of continuous dialogue between academic institutions and the private sector to drive innovation, address challenges such as supply chain disruptions, and seize new opportunities for Egypt to strengthen its position as a regional logistics hub.

The session concluded with a shared vision of enhancing the role of the Industrial Advisory Council as a strategic bridge between education and industry, reaffirming the collective determination to develop human capital capable of advancing Egypt's maritime and logistics future.

7TH ADVISORY COUNCIL OF THE COLLEGE OF INTERNATIONAL TRANSPORT & LOGISTICS

On 26 August 2025, the College of International Transport & Logistics at the Arab Academy for Science, Technology & Maritime Transport (AASTMT) convened its 7th Advisory Council session. The meeting brought together senior government officials, industry leaders, and academic representatives to strengthen collaboration between the logistics sector and higher education.

The session was honored by the presence of H.E. Lieutenant General Kamel El-Wazir, Deputy Prime Minister, Minister of Industry and Minister of Transport, and H.E. Lieutenant General Ahmed Khaled, Governor of Alexandria, who led high-level discussions on advancing Egypt's transport, logistics, and manufacturing capabilities. The meeting took place at the Borg Al Arab Industrial City, the country's primary manufacturing cluster.

Among the distinguished participants was Mr. Mohamed Mouselhy, Chairman of Finmar Group, Chairman of the Alexandria Chamber of Shipping, President of the Arab Federation of Chambers of Shipping, and Vice President of FONASBA for Africa. His participation underscored his ongoing commitment to advancing Egypt's maritime and logistics sectors through strategic dialogue, collaborative initiatives, and international best practices.

The Council emphasized the need to align educational programs with industry requirements, embrace digital transformation, and strengthen Egypt's role as a regional hub for shipping and logistics excellence.



APPOINTMENT TO THE GENERAL ASSEMBLY OF THE HOLDING COMPANY FOR MARITIME AND LAND TRANSPORT



By decree of H.E. Dr. Mostafa Madbouly, Prime Minister of Egypt, Mr. Mohamed Mouselhy, Chairman of the Alexandria Chamber of Shipping, has been appointed as a member of the General Assembly of the Holding Company for Maritime and Land Transport, chaired by H.E. Lieutenant General Kamel El-Wazir, Deputy Prime Minister and Minister of Industry and Transport.

This appointment reflects the government's recognition of Mr. Mouselhy's leadership and contributions to the maritime sector and reinforces the role of the shipping community in shaping the future of Egypt's transport and logistics industry.

FONASBA AFRICAN ROUND TABLE CHARTS STRATEGIC ROADMAP FOR REGIONAL MARITIME GROWTH 14 JULY 2025 – VIRTUAL CONFERENCE

The Federation of National Associations of Ship Brokers and Agents (FONASBA) held its African Round Table on 14 July 2025, bringing together regional leaders from Egypt, Morocco, Cape Verde, Ghana, and East Africa under the leadership of President Fulvio Carini and Vice President for Africa Mohamed Mouselhy. The meeting highlighted Africa's strategic importance within FONASBA's global network, emphasizing priorities in governance, accreditation, intra-African trade, education, and anti-corruption initiatives.

Key outcomes included plans to expand the FONASBA Quality Standard (FQS) into local regulations, strengthen intra-African maritime trade through enhanced port interoperability, and broaden access to certified training in Arabic and French. Delegates also agreed to revive cooperation with the Maritime Anti-Corruption Network (MACN), launch a central maritime intelligence hub, and prepare for the dedicated African session at the upcoming FONASBA Annual Meeting in Istanbul, October 2025.

The meeting also stressed the importance of youth recruitment, workforce retention, and inclusivity, with plans to reach out to Francophone Africa, inland nations, and underserved regions through tailored onboarding pathways. With initiatives focused on innovation, transparency, and human capital, FONASBA reaffirmed its commitment to advancing Africa's maritime sector as a cornerstone of global trade.



MR. MOHAMED MOUSELHY RECEIVES EXCELLENCE AWARD FOR HIS PIONEERING ROLE IN ADVANCING EGYPT'S MARITIME TRANSPORT INDUSTRY

SEPTEMBER 20, 2025



At the IMO World Maritime Day Celebration, Mr. Mohamed Mouselhy President of the Arab Federation of Chambers of Shipping, President of the Alexandria Chamber of Shipping, Vice President of FONASBA for Africa, and Chairman of Finmar Group was recognized with the Excellence Award for Supporting and Developing the Egyptian Maritime Transport Industry.

This distinguished honor underscores Mr. Mouselhy's unmatched commitment and strategic vision in advancing Egypt's maritime transport sector. Through his leadership across both national and regional platforms, he has played an instrumental role in strengthening Egypt's position as a regional gateway and a key enabler of global trade and logistics. His initiatives have consistently contributed to building institutional capacity, fostering international collaboration, and ensuring the sector's alignment with global standards and sustainability goals.

The award was presented on behalf of H.E. Lieutenant General Kamel El-Wazir, Deputy Prime Minister and Minister of Industry and Transport, by Vice Minister Admiral Nihad Shaheen together with Admiral Hussein El Gezeiri, Head of the Maritime Transport Sector and Chairman of the Egyptian Authority for Maritime Safety.

The recognition reflects not only Mr. Mouselhy's personal achievements, but also his broader contribution to the maritime industry in Egypt and the Arab region. By bridging public and private stakeholders, advocating for modernization, and championing Egypt's role within international shipping frameworks, he continues to drive sustainable growth and reinforce Egypt's standing as a trusted and competitive maritime hub.

UPDATE ON MEMBERSHIP, AFRICA

FONASBA MEMBERS

FULL MEMBERS

	COUNTRY	ASSOCIATION	CONTACTS
1	ALGERIA	ASSOCIATION PROFESSIONNELLE DES AGENTS MARITIMES ALGERIENS	MR. SAFIANE MECHERI
2	ANGOLA	ASSOCIAÇÃO DOS AGENTES DE NAVEGAÇÃO DE ANGOLA (AANA)	MR. RAI MEIRELES PEREIRA
3	CÔTE D'IVOIRE	UNION DES CONSIGNATAIRES ET ARMATEURS DE CÔTE D'IVOIRE (UCACI)	MR. AYMERIC AHOUSSOU
4	EGYPT	ALEXANDRIA CHAMBER OF SHIPPING	MR. MOHAMED MOUSELHY
5	KENYA	KENYA SHIPS AGENTS ASSOCIATION	MR. ELIJAH MBARU
6	MOROCCO	ASSOCIATION PROFESSIONNELLE DES AGENTES MARITIMES, CONSIGNATAIRES DE NAVIRES ET COURTIERS D'AFFRETEMENT DU MAROC (APRAM)	MS. MANAL MAKDAD
7	SOUTH AFRICA	SOUTH AFRICAN ASSOCIATION OF SHIP OPERATORS AND AGENTS (SAASOA)	MR. PETER BESNARD

UPDATE ON MEMBERSHIP, AFRICA

FONASBA MEMBERS

ASSOCIATE MEMBERS

	COUNTRY	ASSOCIATION	CONTACTS
1	ALGERIA	SPC TRANSLOG	MR. MENOUAR OMAR
2	CABO VERDE	NAVEX - CABO VERDE AGÊNCIA DE NAVEGAÇÃO LDA	MR. MARIO CAVACO
3	EGYPT	ARKAS EGYPT S.A.E.	MR. MOHAMED EISSA
4	EGYPT	FINMAR SHIPPING CO S.A.E.	MR. AHMED M. MOUSELHY
5	EGYPT	YANG MING SHIPPING (EGYPT) S.A.E.	MR. AHMED A. MOUSELHY
6	EGYPT	EGYPTIAN MARITIME CONSULT OFFICE (EMCO)	MS. DALIA OSSAMA
7	EGYPT	EGYMAR SHIPPING & LOGISTICS S.A.E	MS. MIRA MICHEL
8	EGYPT	MIDDLE EAST LOGISTICS & CONSULTANT GROUP (MELC GROUP)	MS. RIHAM BALBAA
9	EGYPT	MAHONEY SHIPPING & MARITIME SERVICE CO.	MR. AMR AL ENGBAWY
10	EGYPT	EGYPT SEA AGENCY CO.	MR. AMR AL ENGBAWY
11	EGYPT	A/ M CARGO FOR WORLD TRANSPORTATION	MS. SOHAILA MOHAMED
12	EGYPT	COMMANDER CARGO	MS. SOHAILA MOHAMED
13	LIBYA	AL OMRAN UNITED MARITIME SERVICES & LOGISTICS CO.	CAPT. ADNAN OMRAN
14	LIBYA	NAVIGATOR SHIPPING CO.	MR. ANAS AL-MSILLATI
15	MAURITANIA	ACCONNAGE CONSIGNATION TRANSIT SA	MR. KHALIL CHOUAIB
16	MAURITANIA	TEISSIR SHIPPING SA	MR. KHALIL DIDI
17	MOZAMBIQUE	MANICA FREIGHT SERVICES (MOC) S.A.	MR. FARUQUE ASSUBUJE
18	TUNISIA	ALL SEAS SHIPPING AGENCY	MS. MARIEM KASDALLAH

ACTION PLAN

PROGRESS IN EXPANDING AFRICAN PRESENCE:

We've mapped out a phased approach to expanding our network and influence across Africa. Although responses from our initial outreach efforts are pending, we're pressing forward with a structured, adaptable strategy to achieve our goals.

To expand FONASBA's reach in Africa, several organizations have shown interest in joining FONASBA as Associate Members:

	COUNTRY	ASSOCIATION
1	LIBYA	ARROBAN INTERNATIONAL SHIPPING COMPANY
2	NIGERIA	MAYPORT OIL AND GAS LIMITED
3	EGYPT	WACS-WORM
4	GHANA	SOAAG
5	LIBYA	AMIR AL BAHR FOR SHIPPING AGENCY
6	NIGERIA	MAYPORT

We leverage our network connections to identify new partners, expand prospects, and boost visibility via professional networks and social media. By maintaining persistent engagement, we ensure regular, personalized communication with these entities, using virtual meetings and customized messaging to align their goals with FONASBA's initiatives. Our adaptive strategy involves constant feedback and evaluation, refining our approach to foster meaningful partnerships, strengthening FONASBA's influence, and driving positive change in Africa's maritime industry.

UPDATE ON MEMBERSHIP, AFRICA

FONASBA NON-MEMBERS

COUNTRY		COUNTRY	
1	BENIN	21	MADAGASCAR
2	BOTSWANA	22	MALAWI
3	BURKINA FASO	23	MALI
4	BURUNDI	24	MAURITIUS
5	CENTRAL AFRICAN REPUBLIC (CAR)	25	NAMIBIA
6	CHAD	26	NIGER
7	COMOROS	27	RWANDA
8	REPUBLIC OF THE CONGO	28	SAO TOME AND PRINCIPE
9	DJIBOUTI	29	SEYCHELLES
10	EQUATORIAL GUINEA	30	SIERRA LEONE
11	ERITREA	31	SOMALIA
12	ESWATINI (FORMERLY SWAZILAND)	32	SOUTH SUDAN
13	ETHIOPIA	33	SUDAN
14	GABON	34	TANZANIA
15	GAMBIA	35	TOGO
16	GHANA	36	UGANDA
17	GUINEA	37	WESTERN SAHARA
18	GUINEA-BISSAU	38	ZAMBIA
19	LESOTHO	39	ZIMBABWE
20	LIBERIA		

With my best sincere regards,

THANK YOU!

Mohamed Mouselthy