



## **KENYA FISHERIES SERVICE**

### **STRATEGIC PLAN 2023 - 2027**

***FISH FOR FOOD, HEALTH AND WEALTH***

**JULY 2023**



Kenya Fisheries Service, P.O. Box 48511 – 00100, Nairobi

Website: [www.kefs.go.ke](http://www.kefs.go.ke)

## **Vision**

Sustainable fisheries and aquaculture resources for enhanced livelihoods

## **Mission**

To facilitate sustainable development of fisheries and aquaculture resources for accelerated socio-economic growth in Kenya

## **Core Values**

The operational environment will be governed by a set of moral standards, which constitute the desired organizational culture. These values are:

Professionalism

Integrity

Fidelity to law

Equity and equality

Sustainable development

Creativity and innovation

Meritocracy

## FOREWORD

---



Kenya Fisheries Service is body corporate mandated with conservation, management and development of fisheries and other aquatic resources. Fisheries sector plays an important role in enhancing livelihoods of dependent communities, the socio-economic development of our Country through generation of income, employment opportunities along the value chain and other connected purposes. The sector contributes about 0.7% to the Gross Domestic Product (GDP) through fish and fish products production, foreign exchange earnings and job creation.

During the year 2022 a total 173,741 Metric Tons (MT) of fish worth KShs. 37.6 billion was produced. This was a 5% increase in production compared to 163,735 MT worth KShs. 30.3 billion in 2021. The sector supported about 1.5 million people directly and indirectly, working as fishers, fish farmers, traders, processors, suppliers and merchants of fishing and aquaculture inputs and employees and their dependents. The inland capture fisheries produced 108,308 MT with an ex-vessel value of KShs. 27.2 billion. Fish production from marine and aquaculture was 37,494 MT and 27,939 MT worth KShs. 10.3 and 8.7 billion respectively.

Nonetheless, the sector is faced with challenges including low investment, over-exploitation of some water bodies, under-utilization of some aquatic resources, low aquaculture development, weak linkages between research, management and other public and private player and climate extremes. Furthermore, the fisheries sector has been unable to realize its full potential due to factors such as inadequate information on opportunities in the sector, low adoption of fisheries and aquaculture technologies, and innovations, high post-harvest losses, environmental degradation and evolving fish trade barriers. As a result, the current production of 163,605 MT remains low against the national requirement of 500,000 MT needed to achieve at least 8 Kg per capita

consumption. Kenya's marine fishery remain not fully utilized with a potential is estimated at between 150,000 to 300,000 MT.

There is need to address the decline in fish stocks in Lakes Victoria, Lake Naivasha and coastal shallow waters. Efforts should be addressed to exploit the immense potential in the underutilized capture fisheries and aquaculture. To this end, the Service has developed this Strategic Plan (2023 - 2027). The plan provides a roadmap to the realization of the objectives and goals. It takes cognizance of the available opportunities, strength, threats and weaknesses. The plan is aligned with the Vision 2030, Fourth Medium Term Plan (MTP IV) and Bottom-Up Economic Transformation Agenda (BETA). It has integrated the five priority areas of BETA including: Agriculture (fisheries); Macro, Small and Medium Enterprises (MSMEs); Digital & Creative Economy; and Health. This will guide the Service towards achievements of BETA objectives of improving the livelihoods and welfare of Kenyans.

The Strategic Plan will be implemented in collaboration with the agencies in national government, the county governments and other stakeholders. The Board is committed to mobilizing resources and strengthening partnerships with development partners.

Chairperson, Board of Directors  
**KENYA FISHERIES SERVICE**

## PREFACE AND ACKNOWLEDGEMENT

---



I am delighted to present the Kenya Fisheries Service second Strategic Plan (2023 - 2027). The Plan is a product of an intense and rigorous development process review of relevant policies, legislations, scientific papers and consultations with internal and external stakeholders. The plan highlights the issues affecting the fisheries sector, stipulates several strategic focus areas, strategic objectives and interventions for implementations during the plan period. The areas include development, review and monitoring the implementation of policies, laws, regulations, plans, strategies, standards and guidelines regarding conservation, management, development and utilization of fisheries and aquaculture resources, sustainable fisheries and aquaculture production, fish post-harvest management, access to credit and insurance and leadership and integrity.

The Development of this plan has been guided by the Constitution of Kenya and the Country's economic development blue print Vision 2030, which aims to "transform Kenya into a newly industrialized, middle-income country providing improved quality of life to all by 2030." The plan is also aligned to the Fourth Medium Term Plan (MTP IV) 2023-2027 and the Bottom-Up Economic Transformation Agenda (BETA), The East African Community Vision 2050 and the African Union (AU) Agenda 2063, Sustainable Development Goals (SDG), international and regional conventions and agreements, and other development agenda. The plan includes lessons learnt from the implementation of the first strategic plan (2018 - 2022) in the sector, among other issues.

The Management of Kenya Fisheries Service is committed to implementing the programmes, projects and strategies outlined in this strategic plan. To ensure efficient and effective service delivery, the Management commit to align the governance of the Service to global best practice, automate its processes, increase levels of accountability,

enhance communication and implement the robust monitoring and evaluation system expounded in this plan. The Service will create appropriate partnerships in resources mobilization; promote research and technology transfer, while practicing prudent utilization of resources within the organization to enhance sustainability.

I sincerely thank all those who contributed to the development of the plan, and in particular, express my deep heartfelt gratitude to the Board of Directors, Senior Management and all the staff of the Service for their tireless effort in the course of developing this plan. I am confident the Service has put in place the necessary mechanisms and capacity required to implement the plan. It is my hope that successful implementation of this strategic plan will contribute to enhanced food and nutrition security, improve the living standards and welfare of Kenyans in accordance with the MTP IV through the BETA.

We also wish to acknowledge the immense support and guidance provided by the KeFS Board of Directors to the Management technical team throughout the review process of the Strategic Plan. Further, we wish to most sincerely thank our stakeholders, in particular the esteemed members of our experts for their intellectual contributions. Their participation ensured that the strategy remained focused to the mandate of KeFS and Kenya's development agenda. The role played by our valued stakeholders in interrogating the document for quality during validation cannot be over emphasized. We thank you most sincerely for this great contribution.

**Daniel Mungai**  
**DIRECTOR GENERAL**

## Table of Contents

<i>FOREWORD</i> .....	<i>iii</i>
<i>PREFACE AND ACKNOWLEDGEMENT</i> .....	<i>v</i>
<i>LIST OF TABLES</i> .....	<i>x</i>
<i>LIST OF ANNEXES</i> .....	<i>xi</i>
<i>DEFINITION OF CONCEPTS AND TERMINOLOGIES</i> .....	<i>xii</i>
<i>ACRONYMS AND ABBREVIATIONS</i> .....	<i>xiv</i>
<i>EXECUTIVE SUMMARY</i> .....	<i>xvi</i>
<b>CHAPTER ONE: INTRODUCTION</b> .....	<b>1</b>
1.0 Overview.....	1
1.1 Strategy as an Imperative for KeFS Success.....	1
1.2 The context of strategic planning.....	2
1.2.1 United Nations 2030 Agenda for Sustainable Development.....	3
1.2.2 African Union Agenda 2063.....	5
1.2.3 East African Community (EAC) Vision 2050.....	7
1.2.4 Constitution of Kenya.....	8
1.2.5 Kenya Vision 2030, Bottom-up Economic Transformation Agenda and Fourth Medium Term Plan 9.....	
1.2.6 Sector Policies and Laws.....	10
1.3 History of the Service.....	11
1.4 Methodology of Developing the Strategic Plan.....	13
<b>CHAPTER TWO: STRATEGIC DIRECTION</b> .....	<b>15</b>
2.0 Overview.....	15
2.1 Mandate.....	15
2.2 Vision Statement.....	15
2.3 Mission Statement.....	15
2.4 Strategic Goals.....	15
2.5 Core Values.....	16
2.6 Quality Policy Statement.....	16
<b>CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSES</b> .....	<b>17</b>
3.0 Overview.....	17
3.1 Situational Analysis.....	17
3.1.1 External Environment.....	17
3.1.1.1 Macro-environment.....	17
3.1.1.2 Micro-environment.....	19
3.1.2 Summary of Opportunities and Threats.....	20

3.1.3	Internal Environment .....	21
3.1.3.1	Governance and Administrative Structures .....	21
3.1.3.2	Internal Business Processes .....	21
3.1.3.3	Resources and Capabilities .....	22
3.1.4	Summary of Strengths and Weaknesses .....	22
3.1.5	Analysis of Past Performance .....	23
3.1.5.1	Key Achievement .....	23
3.1.5.2	Challenges .....	24
3.1.5.3	Lessons Learnt .....	25
3.2	Stakeholder Analysis .....	25
<b><i>CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS .....</i></b>		<b><i>34</i></b>
4.0	Overview .....	34
4.1	Strategic Issues .....	34
4.2	Strategic Goals .....	34
<b><i>CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES .....</i></b>		<b><i>36</i></b>
5.0	Overview .....	36
5.1	Strategic Objectives .....	36
5.2	Strategic Choices .....	47
<b><i>CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK .....</i></b>		<b><i>50</i></b>
6.0	Overview .....	50
6.1	Implementation Plan .....	50
6.1.1	Action Plan .....	50
6.1.2	Annual Workplan and Budget .....	56
6.1.3	Performance Contracting .....	56
6.2	Coordination Framework .....	56
6.2.1	Institutional Framework .....	56
6.2.2	Staff Establishment, Skills Set and Competence Development .....	58
6.2.3	Leadership .....	75
6.2.4	Systems and Procedures .....	76
6.3	Risk Management Framework .....	76
<b><i>CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES .....</i></b>		<b><i>79</i></b>
7.0	Overview .....	79
7.1	Financial Requirements .....	79
7.2	Resource Mobilization Strategies .....	80
7.3	Resource Management .....	80
<b><i>CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING .....</i></b>		<b><i>82</i></b>
8.0	Overview .....	82
8.1	Monitoring Framework .....	82

8.2	Performance Standards.....	82
8.3	Evaluation Framework.....	83
8.3.1	Mid-Term Evaluation .....	84
8.3.2	End-Term Evaluation.....	84
8.4	Reporting Framework and Feedback Mechanism .....	84

DRAFT

**LIST OF TABLES**

Table 3.1: Summary of Strengths and Weaknesses .....22  
Table 3.2: Stakeholder Analysis .....26

DRAFT

**LIST OF ANNEXES**

Annex 1:Kenya Fisheries Annual workplan for 2023/24 financial year .....88  
Annex 2: Kenya Fisheries Service Proposed Organizational Structure .....107

DRAFT

## DEFINITION OF CONCEPTS AND TERMINOLOGIES

Act - includes regulations or other forms of subsidiary legislation;

Aquaculture - means the cultivation, propagation or farming of aquatic organisms, including fish, molluscs, crustaceans and aquatic plants whether from eggs, spawns, spat, seed or other means or by rearing fish lawfully taken from the wild or lawfully imported into Kenya, or by other similar process;

Aquaculture resource - means live fish and marine plants cultivated under aquaculture;

Beach Management Unit – means an organization of fishers, fish traders, boat owners, fish processors and other beach stakeholders who traditionally depend on fisheries activities for their livelihoods;

Board – Means the Fisheries Service Board established in the Fisheries Management and Development Act No. 35 of 2016;

Board of Directors – means the Board of Directors of Kenya Fisheries Service provided for by the Fisheries Management and Development Act No. 35 of 2016;

Director General – means the person appointed by the Board of Directors for day-to-day running of the Kenya Fisheries Service;

Fish – means any marine or aquatic animal or plant, living or not and processed or not, and any of their parts and includes any shell, coral, reptile and marine mammal;

Fisher – means every person employed or engaged in any capacity or carrying or carrying out an occupation on board any fishing vessel, including persons working on board any fishing vessel, including persons working on board who are paid on the basis of a share of the catch but excluding pilots, naval personnel, other persons in the permanent service of a government, shore-based persons carrying out work aboard a fishing vessel and fisheries observers;

Fisheries resource – means any fishery or stock, species or habitat of fish or parts;

Government – means the Government of Kenya;

Management – means an integrated process of information gathering, analysis, planning, consultation, decision making, allocation of resources, formulation and implementation of rules and regulations which govern fisheries activities in

order to ensure the continued production of the resources and accomplishment of other objectives;

Service – means the Kenya Fisheries Service

Surveillance - means checking and ensuring compliance with control measures imposed in fishing or fishing related activities;

The Plan – Means the Kenya Fisheries Service Strategic Plan; and

Vessels monitoring System – includes a satellite-based reporting system capable of monitoring the position and activities of fishing vessels.

DRAFT

## ACRONYMS AND ABBREVIATIONS

ASALs	Arid and Semi-Arid Lands
AU	African Union
BETA	Bottom-Up Economic Transformation Agenda
BMU	Beach Management Unit
CBOs	Community-based organization
CCNP	Cisco Certified Network Professional
CEO	Chief Executive Officer
CISA	Certified Information Systems Auditor
CISSP	Certified Information Systems Security Professional
CITES	Conventions on International Trade on Endangered Species
CMAs	Co-Management Areas
COMESA	Common Market for Eastern and Southern Africa Fisheries Strategy
CSOs	Civil Society Organizations
CSR	Corporate Social responsibility
EAC	East African Community
EEZ	Exclusive Economic Zone
EMS	Electronic Monitoring System
EU	European Union
FEMP	Fish Environment Monitoring Plan
FIMS	Fisheries information and monitoring system
FMDA	Fisheries Management and Development Act
GDP	Gross Domestic Product
ICT	Information and Communication Technology
IOTC	Indian Ocean Tuna Commission
ISO	International Standards Organization
IUU	Illegal, Unreported and unregulated
IWC	International Whaling Commission
KeFS	Kenya Fisheries Service
KEMSFED	Kenya Marine Fisheries and Socio-Economic Development

KRA	Key Result Area
LVFO	Lake Victoria Fisheries Organization
M&E	Monitoring and Evaluation
MCS	Monitoring Control and Surveillance
MCSE	Microsoft Certified Solutions Expert
MDACs	Ministries, Departments, Agencies and Counties
MSMEs	Macro, Small and Medium Enterprises
MT	Metric Tons
MTP	Medium Term Plan
MoU	Memoranda of Understanding
MTEF	Medium-Term Expenditure Framework
NEMA	National Environment Management Authority
NPOA	National Plan of Action
OSBP	One-Stop Border Point
PSMA	Port State Measure Agreement
RAS	Recirculation Aquaculture Systems
RMP	Residue Monitoring Plan
SDBE&F	State Department for Blue Economy and Fisheries
SDG	Sustainable Development Goals
SWIOFC	South Western Indian Ocean Fisheries Commission
TIMPs	Technologies, Innovations and Management Practices
TOR	Terms of Reference
UNCLOS	United Nations Convention on the Law of the Sea
UNFSA	United Nations Fish Stock Agreement
VMS	Vessel Monitoring System

## EXECUTIVE SUMMARY

---

Kenya Fisheries Service is a body corporate established by the Fisheries Management and Development Act No. 35 of 2016. The Service is mandated to conserve, manage and develop the fisheries resources in Kenya. The mandate is achieved using Strategic Plan 2023 – 2027 tool that guide on the Service performance management. The tool focuses on the Kenya Fisheries Service attaining effectiveness and efficiency in services delivery and effort towards achieving its vision, mission and strategic goals. The Service vision is “Sustainable fisheries and aquaculture resources for enhanced livelihoods”. Greater consistence with National, Regional and International policies, legislations and blue prints priorities for fisheries and affiliated resources conservation, management and development has been factored in the Strategic Plan preparation. Various factors that have a direct and indirect impact on the effective implementation of Strategic Plan have been reviewed. Situation analysis of expected external and internal environment in the Plan implementation has been evaluated. Further, key achievements and challenges for 2018 – 2022 Strategic plan has been factored to guide preparation of the 2023 – 2027 Strategic Plan. The review culminates in development of six strategic issues including: Inadequate legal, regulatory and institutional framework; Conservation, management and optimize sustainable utilization of fisheries and aquaculture resources; High post-harvest loses, fish safety, quality and value addition; Climate change; Inadequate financial; infrastructure and human resources; and Low uptake of technology and research in fisheries and aquaculture. Strategic objectives, Key Result Areas and strategies are identified providing quarterly, annual and mid-term Strategy Plan implementation road map. The Strategy requires KShs. 7.416 billion for implementation from the Government of Kenya Exchequer, Appropriation in Aid, Public Private Partnerships, Development Partners and programs and projects.

# CHAPTER ONE: INTRODUCTION

---

## 1.0 Overview

This chapter describes the Strategic Plan as a tool that will guide Kenya Fisheries Service (KeFS) in attaining effectiveness, efficiency and focus towards achieving its vision, mission and goals between 2023 - 2027. It highlights: the context of the plan; global, continental, regional and national development agenda relevant to KeFS' mandate; sectoral policies and law; background of the Service; and the approach used to develop the Strategic Plan.

### 1.1 Strategy as an Imperative for KeFS Success

Human societies require goods and services supplied by healthy aquatic ecosystems. The goods and services should be sustainable, maintain ecological structure and function over time, and continue to meet Kenyan needs and expectations. Increase in competition for aquatic resources has led to escalating resource use conflicts among various stakeholders. This has been exacerbated by climate change and adverse anthropogenic impacts on the existing fisheries resources. Climate change and its impacts on the natural resources including fisheries is not only a global challenge but also regional and national phenomenon with far reaching ramifications. There is need for wise utilization of aquatic resources in Kenya through a concerted effort by all stakeholders in the fisheries sector. The Strategic Plan is designed to address the gaps by ensuring optimal utilization of the fisheries and aquaculture resources and devised interventions for mitigation, adaptation and resilience.

Kenya Fisheries Service is a body corporate established by the Fisheries Management and Development Act No. 35 of 2016. The mandate of the Service is to conserve, manage and develop the fisheries resources in Kenya. To this end, KeFS will use this Strategic Plan as a tool to guide in attaining effectiveness, efficiency and focus towards achieving its vision, mission and strategic goals.

## **1.2 The context of strategic planning**

The role of Kenya Fisheries Service in conservation and management of fisheries and aquaculture resources is guided by the national development priorities, regional and international development agenda. The national development priorities are anchored on: The Constitution of Kenya 2010; The Fisheries Management and Development Act 2016; the Kenya Vision 2030; the Fourth Medium Term Plan (MTP IV); and the Bottom-up Economic Transformation Agenda (BETA).

Kenya Fisheries Service through its programmes will endeavour to play a significant role in conservation and management of fisheries and aquaculture resources. These programmes will accelerate poverty reduction, diversification of livelihoods and transformation of the structure of the socio-economic dimension of the fisher communities and the people of Kenya whose livelihood directly and indirectly depend on fisheries and aquaculture resources.

The vision of Kenya Fisheries Service is "Sustainable fisheries and aquaculture resources for enhanced livelihoods". The Plan provides a roadmap to define the strategic direction for KeFS between 2023 and 2027. The plan will guide the Service in contributing to the achievement of the Sustainable Development Goals, the Africa Agenda 2063, Kenya Vision 2030, the Fourth Medium Term Plan (MTP IV) through the Bottom-Up Economic Transformation Agenda (BETA) and within the framework of the Constitution of Kenya, 2010.

This Strategic Plan ensures greater consistence with priorities, objectives and activities of various collaborating Ministries, Departments, Agencies and Counties (MDACs), institutions, organizations and individuals working in fisheries and aquaculture sector. The activities earmarked by the Kenya Fisheries Service during the 2023 - 2027 period shall seek to realize Kenya's national priorities by leveraging and optimizing on opportunities and resources available within the country and beyond. Kenya will benefit

particularly from such areas as capacity building, standard setting, intellectual collaborations, research and innovations, information dissemination and policy formulation. United Nations 2030 Agenda for Sustainable Development; African Union Agenda 2063; East Africa Community Vision 2050; Constitution of Kenya; Kenya Vision 2030; Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan; and Sector Policies and Laws relevance are reviewed.

### **1.2.1 United Nations 2030 Agenda for Sustainable Development**

The interventions planned for implementation will strive to achieve Sustainable Development Goals (SDGs) as follows:

**Goal 1:** *End Poverty in all its Forms Everywhere.*

The focus will be to end poverty in the rural areas through provision of affordable inputs, quality seeds and feeds to the fishers and fish farmers for job creation and income generation.

**Goal 2:** *End hunger, achieve food security and improved nutrition and promote sustainable fisheries and aquaculture.*

This will be achieved through increased fish production, to mitigate against post-harvest losses and building resilience against climate shocks for improved nutrition.

**Goal 5:** *Achieve gender equality.*

This will be attained through the inclusion of both male and female in the fisheries and aquaculture sector through policy direction, affirmative actions and involvement at all levels of projects and programmes.

**Goal 6:** *Ensure availability and sustainable management of water*

The Service will facilitate improvement of water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials through recycling and safe re-use of water in fisheries and aquaculture resources. Aquatic ecosystems

including oceans, wetlands, rivers, aquifers and lakes will be protected and restored by supporting and strengthening the participation of local communities in improving fisheries management.

**Goal 8:** *Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.*

This will be achieved through implementation of policies and standards targeting job creation along the fisheries value chains and provide conducive environment for the human capital.

**Goal 12:** *Ensure sustainable consumption and production patterns.*

This will be achieved through targeted interventions on increased fish production by use of relevant technologies such the Recirculation Aquaculture System (RAS), reduction of post-harvest losses, value addition, increased per capita fish consumption and reducing waste.

**Goal 13:** *Take urgent action to combat climate change and its impacts.*

To address climate change there is need to strengthen resilience and adaptive capacity to climate related hazards and natural disasters, embrace climate-smart aquaculture and fishing technologies, increase tree coverage, green port initiatives, capacity building on reduction of greenhouse gas emissions from shipping and related energy efficiency programmes.

**Goal 14:** *Conserve and sustainably use the oceans, seas and marine resources for sustainable development.*

The focus will be on sustainable management of our oceans, lakes, rivers and dams and coastal resources through ecosystem approach to fisheries management; strengthening of fisheries governance; institutional coordination, policies and regulations; effectively regulate harvesting and end overfishing, implement National Plan of Action (NPOA) to prevent, deter and eliminate Illegal, Unreported and unregulated (IUU) fishing activities

and implement science-based management plans in order to restore fish stocks; provide access for small-scale artisanal fishers to marine resources and market and disseminate relevant scientific knowledge.

**Goal 15:** *Protect, restore and promote sustainable use of terrestrial ecosystems and halt biodiversity loss*

The Service will achieve this through identification, demarcation and protection of critical fish habitats, development of co-management areas (CMAs) to halt biodiversity loss. This goal will be achieved through conservation, management, restoration and sustainable use of Kenya marine and fresh water ecosystems and their services in line with national, regional and international policies, agreements and treaties. Urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity, protection and prevention of the extinction of threatened aquatic species will be taken. Strengthen Monitoring Control and Surveillance (MCS) and collaborate globally to combat poaching and trafficking of protected fish species.

**Goal 17:** *Strengthen means of implementation and revitalize the global partnership for Sustainable Development.*

This will be achieved through strengthening, promotion and collaboration of partnerships at regional and international levels for sustainable management and development of fisheries resources, promote investment in the fisheries sector, resource mobilization and capacity building.

### **1.2.2 African Union Agenda 2063**

Agenda 2063 is a strategic framework for the socio-economic transformation of the African continent adopted by the African Union (AU) Summit in May 2013. It builds on, and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development. The agenda has aspirations and goals to achieve by the year 2063.

The Aspiration 1 on “A prosperous Africa based on inclusive growth and sustainable development” relates to Kenya Fisheries Service’ mandate of sustainable conservation, development and management of the fisheries resources in Kenya for accelerated socio-economic development of the fisher communities and the people of Kenya. The goals under this aspiration include:

1. A high standard of living, and quality of life, sound health and well-being;
2. Well educated and skilled citizens, underpinned by science, technology and innovation for a knowledge society;
3. Economies are structurally transformed to create shared growth, decent jobs and economic opportunities for all;
4. Modern agriculture for increased production, productivity and value addition contributes to farmer and national prosperity and Africa’s collective food security; and
5. Africa’s unique natural endowments, its environment and ecosystems, including its wildlife and wild lands are healthy.

The Strategic Plan will contribute to the achievement of the goals under the aspiration through:

1. Sustainable production of fish for food, nutrition security and wealth creation;
2. Provision of education and awareness creation for the fisherfolks and other stakeholders;
3. Training of the youth in deep-sea fishing to equip them with the knowledge and skills for sustainable exploitation of the fisheries resources in the Exclusive Economic Zone (EEZ);
4. Capacity building for sustainable use of the fisheries and aquaculture resources;
5. Transfer of fisheries and aquaculture technologies and innovations for increased fish production, value addition and reduction in post-harvest losses;
6. Accelerating aquaculture development and biosecurity governance;
7. Enhancing market access and improving/ strengthening intra-regional fish trade;

8. Strengthening Monitoring, Control and Surveillance (MCS) systems to effectively combat Illegal, Unreported and Unregulated (IUU) fishing; and
9. Sustainable conservation of the fisheries resources and aquatic ecosystem.

The aspiration six (6) about an Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children, is also relevant to the functions of Kenya Fisheries Service. The Strategic Plan will contribute to the achievement of this aspiration through:

1. Involvement of key stakeholders and the public in the design, development and implementation of programmes, projects, fisheries management plans, regulations, standards and guidelines;
2. Ensure gender equity and equality in access to fisheries and aquaculture resources; and
3. Training youth to equip them with knowledge and skills for deep-sea fishing and for sustainable livelihoods.

### **1.2.3 East African Community (EAC) Vision 2050**

This is a regional vision for socio-economic transformation and development in the East African Community (EAC) of which Kenya is partner state. It lays out a broad region's strategic plan for optimization in the utilization of its resources to narrow the gap in terms of social wellbeing and productivity.

Agriculture, Food Security and Rural Development is a key component of the vision. This vision links well with KeFS mandate for sustainable conservation, development and management of the fisheries and aquaculture resources for socio-economic benefits of the people of Kenya. KeFS will leverage on the vision to meet its objective for increasing fisheries and aquaculture production and reducing post-harvest losses.

The vision aims at creating a cohesive community which is a market opportunity for fish and fish products from Kenya. The vision has identified capacity and skills requirements

for the fisheries industry. The specific capacity and skills requirements outlined in the vision constitute KeFS' strategic issues and goals. The alignment of the Strategic Plan with the vision will contribute to the achievement of the vision.

#### **1.2.4 Constitution of Kenya**

The Constitution aims amongst other provisions to ensure sustainable exploitation, utilization, management and conservation of the environment and natural resources. It aims to ensure the equitable sharing of the accruing benefits from the fisheries and aquaculture resources throughout Kenya. Under its Fourth schedule, the Constitution assigns the national Government the function of Protection of the environment and natural resources with a view to establishing a durable and sustainable system of development, including, in particular fishing, hunting and gathering. This function is part of the mandate of Kenya Fisheries Service under the Fisheries Management and development Act No. 35 of 2016. These provisions of the Constitution will be implemented by the Strategic Plan through:

1. Conservation, development and management of the fisheries and aquaculture resources;
2. Prevention, deterrence and elimination of Illegal, Unreported and Unregulated (IUU) fishing in marine and inland fishery water bodies in Kenya;
3. Initiate the development and implementation of fisheries policies, regulations and management plans;
4. Granting of fisheries access to the fisheries resources;
5. Protection of critical fish habitats;
6. Involvement of stakeholders and the public through fisheries co-management in the sustainable use of the fisheries resources;
7. Development and implementation of protocols, standards and monitoring plans for fish safety; and
8. Coordination of the implementation of transboundary resources management plans and strategies.

### **1.2.5 Kenya Vision 2030, Bottom-up Economic Transformation Agenda and Fourth Medium Term Plan**

Kenya Vision 2030 is the long-term development blue-print expected to transform the country into a rapidly industrializing middle-income nation enjoying a high quality of life by the year 2030 in a clean and secure environment. This Strategic Plan is aligned with the Kenya Vision 2030 and the implementation of the plan will be in line with the Fourth Medium Term Plan (MTP IV) through the Bottom-Up Economic Transformation Agenda (BETA). The Fisheries management and development will be achieved through expanding the area of fish farming from the current high potential areas to Arid and Semi-Arid Lands (ASALs) and developing fisheries related infrastructure and strengthening of Monitoring, Control and Surveillance (MCS) systems and reduce fish post-harvest losses per annum; and increased exports of marine products.

The Bottom-up Economic Transformation Agenda (BETA) is a national development plan. It focuses on agriculture, micro, small and medium enterprises (MSMEs), affordable housing, digital and creative economy and health care. The strategic plan is aligned to BETA and MTP IV. Specifically, Kenya Fisheries Service will train and equip youth with skills for deep-sea fishing to make them employable in the industrial and semi-industrial fishing vessels. The expected increase in fish production and landings on our fishing ports will provide fish as raw material to support fisheries-based micro, small and medium enterprises (MSMEs). Productivity for fish value chains will also be increased through training of actors along the fisheries and aquaculture value chains. Further, KeFS will ensure availability of affordable fisheries and aquaculture inputs and trade for fish and fishery products.

The Strategic Plan identifies the need for use of ICT, which is a key driver of the economic sectors digitization and automation of processes. KeFS will digitize all its services through the e-citizen in order to achieve effectiveness and efficiency.

### **1.2.6 Sector Policies and Laws**

The Constitution of Kenya, 2010, recognizes international law as part of Kenyan law. It directs under Article 2(5) and (6) that “general rules of international law and any treaty or Convention ratified by Kenya shall form part of the laws of Kenya.

Kenya is a contracting party to regional and international treaties, conventions, agreements and commissions. These include: United Nations Convention on the Law of the Sea (UNCLOS); Conventions on International Trade on Endangered Species (CITES); International Whaling Commission (IWC); Indian Ocean Tuna Commission (IOTC); South Western Indian Ocean Fisheries Commission (SWIOFC); United Nations Fish Stock Agreement (UNFSA); Port State Measure Agreement (PSMA); The Common Market for Eastern and Southern Africa Fisheries Strategy (COMESAFS); and Lake Victoria Fisheries Organization (LVFO).

Kenya Fisheries Service has integrated the regional and international treaties, conventions, agreements and commissions in the Strategic Plan for implementation through:

1. Conservation, management and development of fisheries resources;
2. Development and review of fisheries and aquaculture resources regulatory frameworks;
3. Promotion of fish safety and quality assurance;
4. Development of National Aquaculture Centres;
5. Development of fisheries and aquaculture resources related infrastructure;
6. Monitoring, Control and Surveillance (MCS);
7. Prevention, deterrence and elimination of Illegal, Unreported and Unregulated (IUU) fishing;
8. Protection and conservation of Endangered, Threatened and Protected fish species listed by CITES;
9. Resource mobilization;
10. Promotion of regional and international trade;
11. Fisheries statistics and database management; and

## 12. Promotion of strategic plan of fishing and recreational fisheries.

### **1.3 History of the Service**

Kenya Fisheries Service was established by Fisheries Management and Development Act No. 35 of 2016. Operationalization of the Service began on 23<sup>rd</sup> September, 2016 when the Act commenced. The technical fisheries staff that were serving under State Department for Fisheries, Aquaculture and Blue Economy (SDFA&BE) were all seconded to Kenya Fisheries Service. The Service continued to operate under the SDFA&BE until 2020 when the Service delinked.

The Service has a fully constituted Board of Directors, a substantive Chief Executive Officer (CEO) and has employed 150 Fisheries Officers and 198 Constable Fisheries Guards. The Service is responsible for conservation, management and development of fisheries and other aquatic resources to enhance the livelihood of communities dependent on fisheries, aquaculture and for connected purposes. The KeFS is legally mandated to perform the following functions as provided for by the Fisheries Management and Development Act, 2016:

1. Ensure the appropriate conservation, development of standards on management, sustainable use, development and protection of the fisheries and aquaculture resources;
2. Formulate and monitor the implementation of policies regarding the conservation, management and utilization of all fisheries and aquaculture resources;
3. Develop standards for the management of all fisheries and aquaculture activities and fishing related activities;
4. Develop guidelines for the preparation of fisheries management plans for the Kenya fishery waters;
5. Provide education to create public awareness and support for fisheries conservation, management, development and sustainable use;
6. Set and meet goals for fisheries conservation, management, development and sustainable use;

7. In consultation with the Kenya Marine and Fisheries Research Institute, approve and co-ordinate research activities;
8. Collect and analyse data in relation to resources and activities; identify manpower requirements and recruit manpower at all levels for the Service;
9. Liaise as appropriate with agencies and persons, including stakeholders, industry, government agencies, regional and international organizations and experts, whether local or foreign;
10. To act on behalf of the government, subject to the Treaty Making and Ratification Act, 2012 in relation to all domestic and international agreement relating to fishing, fishing related activities or any matter falling within the scope of this Act, to which Kenya is or may become a party;
11. Administer and co-ordinate international protocols, conventions and treaties regarding fisheries in consultation with the Cabinet Secretary pursuant to the Treaty Making and Ratification Act, 2013;
12. Subject to the Public Health Act and the Food, Drugs and Substance Act, control and regulate fish safety and quality;
13. Raise revenue through levies, fees, investments and other means in accordance with the Fisheries Management and Development Act, 2016 including solicitation by public appeal or otherwise, and accept and receive subscriptions, donations, devices and bequests, whether of movable or immovable property and whether absolute or unconditional for the general or purposes of the Service or subject to any trust;
14. Undertake the development of appropriate fisheries and aquaculture resources infrastructure, that relates to its mandate under this Act and the Constitution;
15. Facilitate investment in commercial fisheries, in collaboration with relevant agencies, persons or bodies, including Government departments;
16. Promote development and introduction of appropriate technologies in aquaculture production, processing and preservation in collaboration with relevant agencies, county governments and stakeholders;

17. Identify and promote construction of any works deemed necessary for the sustainable development and economic utilization of fisheries and aquaculture resources;
18. In collaboration with county government and the Fish Marketing Authority established under section 201, identify opportunities and promote all fisheries marketing;
19. Arrange and enter into joint ventures or any other forms of investment arrangement for purposes of performing any of its functions;
20. Co-ordinate fish quality assurance and operations of the marine and coastal fisheries, aquaculture and inland and riverine fisheries;
21. Coordinate and or undertake monitoring, control and surveillance of all activities; and
22. Perform such other duties and functions consistent with the provisions of the FMD Act 2016.

#### **1.4 Methodology of Developing the Strategic Plan**

Strategic planning is a key tool of results-based management that provides direction towards a defined and shared vision with strategies on how to achieve organization's goals. It provides a road map for implementation of an organization's desired outcomes. The development of the Strategic Plan began with initiation of the process by the Board of Directors and the Director General. The Board then agreed on the scope of the development of the strategic plan in June 2023. Terms of Reference (TOR) were then developed by the top management and a Technical Committee was formed.

The technical committee interpreted, reviewed and adopted the TOR issued by the Board on review and development of the organization's strategic plan. Based on the TORs the committee developed action plan for the review and development of the strategic plan for consideration and approval by the Board. The committee developed a strategic framework for review and development of the strategic plan.

A zero draft was developed as guided by the revised Guidelines for preparation of 5<sup>th</sup> generation strategic plans, 2023 - 2027. The Draft Strategic Plan was then presented to entire KeFS Staff and the Kenya Fisheries Board of Directors. The reviewed draft was then presented to the State Department for Blue Economy and Fisheries, Council of Governors in charge of Blue Economy and Fisheries, Kenya Marine Fisheries and Research Institute, Kenya Marketing Authority, Kenya Fish Levy Trust, Kenya Fishing Industries Corporation for review and inputs. At the same time the plan was uploaded on KeFS website and an advert made to the stakeholders and the public to give their views. The views from all stakeholders were scrutinized and incorporated in the Draft Strategic Plan. The plan was then submitted to the State Department for Economic Planning for review and feedback to inform finalization of the Plan. The Strategic Plan was then published for implementation.

DRAFT

## CHAPTER TWO: STRATEGIC DIRECTION

---

### 2.0 Overview

The Chapter provides the guiding principles that shape the KeFS' decisions, operations and actions. This is achieved by providing the mandate of the Service, Vision, Mission, Core values, Strategic goals and Quality Policy Statement.

#### 2.1 Mandate

The mandate of the Kenya Fisheries Service as outlined in the Fisheries Management and Development Act, No. 35 of 2016 is to conserve, manage and develop Kenya's fisheries and aquaculture resources.

#### 2.2 Vision Statement

Sustainable fisheries and aquaculture resources for enhanced livelihoods.

#### 2.3 Mission Statement

To facilitate sustainable development of fisheries and aquaculture resources for accelerated socio-economic growth in Kenya

#### 2.4 Strategic Goals

1. Strengthen Policy, legal and institutional framework for management and development of fisheries and aquaculture resources;
  2. Develop, manage and optimize utilization of fisheries and aquaculture resources;
  3. Reduce fish post-harvest loses and enhance fish quality, safety and trade;
  4. Mitigate climate change impacts in fisheries;
  5. Develop human resource capacity, infrastructure and diversify financial resources;
- and

6. Enhance Research and Innovation in Fisheries and Aquaculture.

## 2.5 Core Values

The Kenya Fisheries Service is committed to providing quality services to all and is guided by the following core values:

1. **Professionalism:** Uphold high level of responsibility, ethical behaviour, competence and productivity;
2. **Integrity:** Steadfast transparency, honesty and accountability in service delivery;
3. **Fidelity to law:** Commitment to respecting and applying the rule of law in all undertakings;
4. **Equity and Equality:** Commitment to offer equal opportunities, fairness and justice in provision of Services;
5. **Sustainable Development:** Development with the present and future in mind;
6. **Creativity and Innovation:** Embrace continuous improvement and change; and
7. **Meritocracy:** The service will consider merit in making choices affecting staff and clients.

## 2.6 Quality Policy Statement

Kenya Fisheries Service is committed in providing high standards services in conservation, management of fisheries and aquaculture resources while ensuring fish and fishery products safety.

## CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSES

---

### 3.0 Overview

This chapter outlines the various factors that have a direct and indirect impact on the effective implementation of this Strategic Plan. It provides an in-depth analysis of the issues and key partners whom the Service need to incorporate to support the efficient operationalization of the Plan between 2023 and 2027.

### 3.1 Situational Analysis

#### 3.1.1 External Environment

Changes in the external environmental factors have decisive influence on demands for services and this will significantly influence KeFS' ability to discharge its mandate. These are Macro-environment and Micro-environment as discussed below.

##### 3.1.1.1 Macro-environment

In discharge of its mandate, the Service is not immune to various factors that have a huge impact on its performance. These factors are political, economic, social, technological, legal and environmental. Presently, there is political goodwill for the sustainable development of fisheries and aquaculture, which has created an enabling environment for the Service to discharge its mandate. However, there exists Trans-boundary conflicts, which derail the necessary joint efforts for sustainable exploitation of the aquatic resources in terms of conservation, preservation, decision-making and access to Trans-boundary resources. Changes in political leadership for the Regional, National and County Governments may disrupt established working relationships for shared responsibilities.

Global economic dynamics affect the rate of funding that the Country receives from development partners and other financial resources from Government. High prevalence

of Illegal Unreported and Unregulated fishing denies Kenya the much-needed revenue to the tune of 10 billion Kenya shillings annually. These affect the implementation of this Strategic Plan.

Kenya has a population of about fifty-three million people with the majority being the youth and women; this provides a huge workforce that can be involved in the utilization of aquatic resources for overall economic development. Furthermore, there exists opportunities for many communities in Kenya that are not traditional fish consumers to be targeted for outreach programs on fish consumption. The literacy level in Kenya is high and therefore make it easier for dissemination of fisheries and aquaculture information for growth.

Kenya is a pace setter in the technological advancement and this facilitates faster adoption of various innovations in the fisheries industry. These include technological innovations in mobile phones and applications for data gathering and dissemination, communication and implementation of regulatory roles such as Vessel Monitoring System (VMS), Electronic Monitoring System (EMS). However, these technological advancements are prone to attacks and abuse and can aid cybercrimes and compromise overall security and data integrity.

Climate change has negatively impacted aquatic ecosystems and rendered many vulnerable. Overexploitation of the Country's natural resources has led to continuous destructions of fisheries resources and even depletion in some cases. KeFS continues to collaborate with other Government agencies and development partners to ensure compliance to Fisheries and Environmental laws.

There exists facilitative legal framework for sustainable development of aquatic resources. The sector is guided by The Constitution of Kenya 2010, Fisheries Management and Development Act of 2016, Kenya Fisheries Policy 2023, BETA and various regulations that effectively guide in fisheries management. Furthermore, Kenya

is a signatory to various regional and international laws, conventions and protocols that create platforms for information sharing, capacity building and access to financial opportunities that further support the implementation of this Strategic Plan.

### **3.1.1.2 Micro-environment**

The Service is affected by various immediate dynamics that influence its performance and decision-making. These issues are within the control of the Service and if necessary, measures are put in place can be managed. These include Fish Value Chain Actors (Producers, Input Suppliers, Processors, Marketers and Exporters), Labour market, Post-Harvest Loses, Unreliable Suppliers, Misinformation, Management and Leadership among others.

The growth and development of aquatic resources requires continuous engagement of various stakeholders who provide diverse goods and services. The Service is mandated to provide oversight and regulation of the goods and services from various value chain actors to ensure sustained growth of the sector.

The Service is equipped with skilled and qualified human capital to carry out its functions. There is need for continuous capacity building to ensure various emerging issues in the sector are addressed for continuous development of fisheries and aquaculture resources.

Aquatic products are highly perishable and therefore there is need to ensure elaborate mechanisms are in place to reduce loses and add value for higher returns and longer shelf life. There is need to advance various innovations that are easy to adopt to ensure maximum utilization of the aquatic resources.

There exists a gap on fisheries literacy, which has led to peddling of inaccurate information on fisheries and aquaculture. This Strategic Plan will ensure there is an open information sharing platform, continuous capacity building, sensitization and training of various stakeholders to close the information gaps.

### 3.1.2 Summary of Opportunities and Threats

There are various opportunities in the industry that KeFS need to take advantage of as it discharges its mandate. However, the Service is aware of various threats that may challenge effective implementation of this Strategic Plan. Table 3.1 is a summary of opportunities and threats identified and discussed as shown below.

*Table 3. 1: Summary of Opportunities and Threats*

Environmental factor	Opportunities	Threats
Political	Strong political and stakeholder good-will	Political uncertainties Uncertainty in the regional integration programs
	Better coordination between the National and county Governments.	Insecurity and piracy in the national waters
Economic	A changed national, regional and global economic environment that is aligned to KeFS key pillars. Readily available market for fisheries and aquaculture products	Global economic melt down Illegal unreported and unregulated fishing. Introduction of non-tariff trade barriers.
Social	Availability of high-profile pool of experts within the fisheries fraternity Free movement of people and goods	Conflict of interest among stakeholders
	Strong functional national, regional and global networks of fisheries organizations	Outbreaks of global pandemics e.g., Covid-19 and Ebola
	Population growth	Increased fishing pressure Competing resource use
Technological	Advancement in the use of Information, Communication Technology (ICT)	Low adoption of technologies Technologies not cost efficient Lay off due to adoption of technologies
Legal	Enabling legal framework	Noncompliance of the law Conflicting/ overlapping mandates

Ecological	Underexploited Kenya EEZ and Lake Turkana fishery Balanced ecosystem	Overexploitation of fisheries resources Climate change and weather variability
------------	---	---

### **3.1.3 Internal Environment**

The Service was established by FMDA, which gave it a robust mandate to conserve, manage and develop all fisheries and aquaculture resources. This has placed KeFS in a good position to ensure aquatic resources get the needed attention for exploitation to bring overall growth for economic empowerment of the citizenry.

#### **3.1.3.1 Governance and Administrative Structures**

The Service has a fully established Board of Directors and a substantive Chief Executive officer and an approved organization structure. It has policy guideline documents including developed human resource guidelines and manuals that offer competitive career growth and development to attract the best pool of talent for the service. A total of one hundred and fifty (150) fisheries officers and one hundred and ninety-eight (198) constable fisheries guards have been recruited while the Service has established ten (10) regional offices across the country. In addition to the regional offices the Service has also established specialized aquaculture farms that deal with various fish species.

Despite this, the Service has serious staffing gaps in some critical positions that affects service delivery; pending and inadequate regulations; weak Monitoring Control and Surveillance capacity; and low funding.

#### **3.1.3.2 Internal Business Processes**

The Service has developed programs and systems for service delivery. These include: policies, guidelines and procedures (Manual Standards Operating Procedures) for fish safety, aquaculture and Monitoring, Control and Surveillance; National Guidelines for Fisheries Co-management, deployment of officers in the regions to bring services closer to the people; and digitalization of KeFS processes and services. The Service however

lack adequate financial resources from the Government and development partners, necessary for institutional and infrastructural development.

### 3.1.3.3 Resources and Capabilities

The service has competent human resource who have been trained and with the required skill sets to carry out their duties and responsibilities. However, there is need for more staffing placement and replacements on attrition, and continuous improvement and training to enable the human resource to be in tandem with other emerging issues for effective and efficient service delivery.

The Service has offices and Centres in Lake Victoria region, Marine and Coastal region, Kiganjo Trout Centre, Sagana National Aquaculture Centre and Kabonyo Fish Breeding Centre which facilitate effective and efficient service delivery. However, there is need for more office and transport infrastructure at the Headquarter, eight regions and associated Counties and Sub Counties to improve on service delivery.

### 3.1.4 Summary of Strengths and Weaknesses.

Kenya Fisheries Service addresses some of these challenges through activities implemented by various departments. The summary of Strengths and Weaknesses is shown in Table 3.2.

*Table 3.1: Summary of Strengths and Weaknesses*

Factor	Strengths	Weaknesses
Governance and administrative structures	<ul style="list-style-type: none"> <li><input type="checkbox"/> Approved organization structure</li> <li><input type="checkbox"/> Robust human resource guidelines and manuals</li> <li><input type="checkbox"/> Functional Regional Offices</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Inadequate human resource</li> <li><input type="checkbox"/> Pending key regulations</li> </ul>
Internal Business processes	<ul style="list-style-type: none"> <li><input type="checkbox"/> Digitalization of KeFS services for effective and efficient service delivery</li> </ul>	Lack of required financial resources.

Resources and Capabilities	<input type="checkbox"/> Trained and skilled personnel	<input type="checkbox"/> Inadequate resources for recruitment of optimal staffing and continuous improvement <input type="checkbox"/> Lack of office spaces to house officers in various Regions
----------------------------	--	---

### 3.1.5 Analysis of Past Performance

The Strategic Plan 2018 - 2022 was the first Plan since the Service was established in 2016. Below are the key achievements from the plan.

#### 3.1.5.1 Key Achievement

1. Operationalized the following KeFS Regional Offices: Lake Turkana Region Office, Central and South Rift Region Office, Eastern Regional Office, Lake Turkana & Marsabit Regional Office, Lake Victoria Regional Office, Isebania & Busia Border Point (OSBP), Western Regional Office, Kiganjo and Sagana Centres, Marine and Coastal Regional Office;
2. Secondment and Recruitment of technical officers to the Kenya Fisheries Service;
3. Initiated development and finalization of various Fisheries Management Regulations including Inland Fisheries, Recreational, Fisheries General, Beach Management Units, Fish Safety, Marine Fisheries Regulations and Aquaculture;
4. Domestication of the Lake Victoria Fisheries Organization (LVFO) Cage Culture Guidelines and International Plan of Action against IUU Fishing;
5. Developed a Residue Monitoring Plan (RMP) for farmed fish which was approved by the European Union (EU) and thereby opening up export trade for farmed fish and fishery products in the EU;
6. Developed the lake Turkana Management plan, Marine Aquarium Fishery Management Plan, Small Purse Seine Fishery Management Plan, Lobster Fishery Management Plan, Shimoni - Vanga joint Co-management plan, Pate Island joint Co-management plan, and Kuruwitu Beach Management Unit (BMU) management plan;

7. Conducted frame surveys for Lake Victoria and Kenya's Near shore and Marine Fishery;
8. Developed and transferred improved local strain of tilapia, catfish and trout to certified hatcheries for mass production of quality seed and farmers;
9. Constructed of 110 Recirculation Aquaculture Systems (RAS) in various learning institutions to demonstrate and train on infrastructure for the intensive Aquaculture;
10. Audited licensed fish processing establishments;
11. Restocked 30 community dams with 15,000,000 tilapia fingerlings and 2 cold water rivers with 20,000 trout fingerlings;
12. Trained 30 Fish Inspectors, 31 Beach Inspectors, 178 Constable Fisheries Guards in paramilitary course and 870 Deep-sea Fishing Crew;
13. Constructed National Trout Resource Centre and Trout Market outlet in Kiganjo Trout Farm; and
14. Licensed eight (8) semi-industrial and seven (7) industrial fishing vessels under the National Fleet Development Plan.

### **3.1.5.2 Challenges**

1. Inadequate budgetary provision for planned activities to implement the full mandate of the Service as enshrined in Fisheries Management and Development Act of 2016;
2. Growing prevalence of Illegal Unreported and Unregulated (IUU) Fishing in Kenya's capture resources;
3. Resource use conflicts especially on transboundary fisheries resources;
4. Climate change and its impacts;
5. Conflict on devolved and National functions and overlapping mandates;
6. High cost of aquaculture inputs; and
7. Fish kills in cage culture in Lake Victoria and Uncoordinated fish farming cage placements in Lake Victoria by both commercial and domestic fish farmers.

### **3.1.5.3 Lessons Learnt**

The Service has learnt vital lessons during this period. This marked the inaugural Strategic Plan for the Service and has led to various lessons including:

1. There is great need for National Treasury support to the Service to enable discharge of all duties for the overall growth of the nation;
2. Seek Alternative sources of funding are very crucial to meeting the mandate of the Service;
3. The Service urgently needs to fast track recruitment of officers to fill up the staffing gaps;
4. Consultation, collaboration and co-operation among Ministries, Departments, Agencies and County Governments (MDACs) and other stakeholders is crucial in management, development and implementation of the laid down policies, strategies, programs and projects; and
5. Public participation and awareness creation enhances ownership of the KeFS programs.

## **3.2 Stakeholder Analysis**

Stakeholders mapping is an inventory of the broad stakeholder categories that have a complementary role or synergy in the development and implementation of the Kenya Fisheries Service Strategic Plan, taking into consideration the various ways they may influence its implementation. Acceptance of the Strategic Plan by the stakeholders is a pre-requisite for attracting sufficient business to fulfil KeFS' mandate. In this regard, KeFS has included and demonstrated how it will balance the varied interests and expectations of stakeholders by inclusion of shared activities and assignments in the Strategic Plan. Similarly, KeFS has interests and expectations which it hopes will be met by the stakeholders. Therefore, the success of the Strategic Plan will ultimately depend on the right approach and satisfaction of stakeholders.

There is a wide spectrum of stakeholders which KeFS can work with in the field of fisheries and aquaculture. These stakeholders include the private sector, regional-based

organizations, Civil Society Organizations (CSOs), capacity building institutions, Community-based organizations (CBOs), production sectors, governance institutions, networks and development partners. Each of these stakeholders has a role to play in KeFS Strategy and will be incorporated for the sustainability of projects and programs.

The approach and inclusion of the stakeholders in the programs of KeFS will be pursued depending on individual expertise and compatibility with KeFS agenda. It is hoped that with the operationalization of collaborative approaches, KeFS will be in a position to engage like-minded stakeholders in the delivery of its agenda. These collaborations e.g., affiliations, Memoranda of Understanding, synergy, networking, information sharing and best practices are essential for buttressing KeFS and catapulting it to the next level. Table 3.3 below includes KeFS key stakeholders and their expected functions. Also included is the KeFS interests as well as the respective stakeholders needs.

*Table 3.2: Stakeholder Analysis*

S/No	Stakeholder	Role	Expectation of the stakeholder	Expectation of KeFS
1	Ministry of Mining, Blue Economy and Maritime Affairs	<input type="checkbox"/> Provide technical and financial support, provide strategic direction <input type="checkbox"/> Provision of policy guidelines	<input type="checkbox"/> Technical expertise <input type="checkbox"/> Alignment of KeFS mandate in the policy guidelines	<input type="checkbox"/> Timely communication and dissemination of relevant information <input type="checkbox"/> Partner and collaborate in program implementation <input type="checkbox"/> Facilitation of M&E exercise and Feedback
2	Kenya Fish Marketing Authority	<input type="checkbox"/> Market fish and fishery products from Kenya	<input type="checkbox"/> Collaboration on fish marketing data and statistics	<input type="checkbox"/> Collaborate in the implementation of national fish marketing strategy
3	Kenya Marine and Fisheries Research Institute	<input type="checkbox"/> To undertake Research in aquatic sciences	<input type="checkbox"/> Sharing of research findings	<input type="checkbox"/> Collaborate on fisheries research
4	County Governments	<input type="checkbox"/> Collaboration and partnership in	<input type="checkbox"/> Timely communication and	<input type="checkbox"/> Technical expertise

		<p>research, program development, implementation and</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> provision of efficient services, policy, guidelines</li> <li><input type="checkbox"/> Provision of technical expertise in capacity building and provision of enabling infrastructure</li> </ul>	<p>dissemination of relevant information</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Partner and collaborate in program implementation</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Collaborations and Funding</li> <li><input type="checkbox"/> Policy and legal backing of KeFS activities</li> <li><input type="checkbox"/> Facilitate</li> <li><input type="checkbox"/> Community and stakeholder engagement</li> </ul>
6	The National Treasury	<ul style="list-style-type: none"> <li><input type="checkbox"/> Provide funding</li> <li><input type="checkbox"/> Formulation of financial policies</li> <li><input type="checkbox"/> Policy direction on public procurement</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Compliance with financial laws, policies and regulations</li> <li><input type="checkbox"/> Prudent utilization of allocated resources.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Increased funding</li> <li><input type="checkbox"/> Policy direction on financial matters.</li> <li><input type="checkbox"/> Flawless procurement of goods and services</li> </ul>
7	Ministry of Education	<ul style="list-style-type: none"> <li><input type="checkbox"/> Formulation of relevant policies and guidelines</li> <li><input type="checkbox"/> Development of fisheries training curricula, technical and vocational education training</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Effective discharging KEFS mandate</li> <li><input type="checkbox"/> Prudent utilization of resources</li> <li><input type="checkbox"/> Timely provision of relevant information on fisheries education and training</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Collaboration in development of fisheries training curricula, science transfer, and provision of internship and industrial attachments</li> <li><input type="checkbox"/> Enabling policies and legislations to enforce KeFS mandate in fisheries education</li> </ul>
8	Ministry of Foreign Affairs	<ul style="list-style-type: none"> <li><input type="checkbox"/> Accreditation of international conference delegates</li> <li><input type="checkbox"/> Provision of n diplomatic privileges and immunities to partners/dignitaries of KeFS</li> <li><input type="checkbox"/> Facilitate the ratification of conventions, fisheries treaties; authorization of regional and</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Timely communication and dissemination of relevant information and documents.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Timely accreditation of conference delegates</li> <li><input type="checkbox"/> Timely provision of privileges and immunities to partners/dignitaries of KeFS of KeFS.</li> <li><input type="checkbox"/> Strategic plans</li> <li><input type="checkbox"/> Timely ratifications of Conventions when presented by KeFS</li> <li><input type="checkbox"/> Strategic plan concurrence on international agreements.</li> </ul>

		international agreements		
9	Ministry of Water, Sanitation and Irrigation	<ul style="list-style-type: none"> <li><input type="checkbox"/> Formulation and implementation of relevant policies</li> <li><input type="checkbox"/> Collaboration in the areas of water resources</li> <li><input type="checkbox"/> Conservation and development in the context of KeFS programs and activities</li> <li><input type="checkbox"/> Provision of technical expertise in water and sanitation matters.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Timely communication and dissemination of relevant information</li> <li><input type="checkbox"/> Partner and collaboration in program implementation</li> <li><input type="checkbox"/> Adhere to laid down guidelines on water resources use for fisheries and aquaculture.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Alignment of relevant KeFS mandates within the policies</li> <li><input type="checkbox"/> Active participation and collaboration in KeFS projects and program</li> <li><input type="checkbox"/> Acquire technical expertise in water and sanitation matters</li> </ul>
10	The State Law Office	<ul style="list-style-type: none"> <li><input type="checkbox"/> Approval and interpretation of legal instruments</li> <li><input type="checkbox"/> Provision of policy guidelines in relevant fields, e.g., initiation of bills and sessional papers</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Timely communication and dissemination of relevant information</li> <li><input type="checkbox"/> Partner and collaborate in program implementation</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Speedy approval and ratifications of conventions, Protocols and other relevant instruments</li> <li><input type="checkbox"/> technical expertise in relevant matters</li> </ul>
11	Parliament and County Assemblies	<ul style="list-style-type: none"> <li><input type="checkbox"/> Support of KeFS programs</li> <li><input type="checkbox"/> Approval of budget and legislation</li> <li><input type="checkbox"/> Approval of legislative frameworks</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Proper utilization of resources</li> <li><input type="checkbox"/> Compliance with the Constitution, relevant policies, laws and regulations</li> <li><input type="checkbox"/> Partner and collaborate in program implementation</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Enhancement of relevant policies and legal instruments</li> <li><input type="checkbox"/> Ratification of Conventions and Protocols</li> <li><input type="checkbox"/> Provide oversight</li> </ul>
12	Council of Governors	<ul style="list-style-type: none"> <li><input type="checkbox"/> Collaboration and partnership in program implementation and stakeholder mobilization</li> <li><input type="checkbox"/> Technical and financial support</li> <li><input type="checkbox"/> Support of KeFS' programs and projects</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Collaboration and partnership with County governments</li> <li><input type="checkbox"/> Community Participation and ownership of KeFS activities</li> <li><input type="checkbox"/> Infrastructural development (e.g. fish markets, receptors)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Timely communication and dissemination of relevant information</li> <li><input type="checkbox"/> Partner and collaborate in program Implementation</li> </ul>

		<ul style="list-style-type: none"> <li><input type="checkbox"/> Linkage with the County Governments</li> </ul>		
13	Development Partners	<ul style="list-style-type: none"> <li><input type="checkbox"/> Financial and technical support</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Funding</li> <li><input type="checkbox"/> Enhancement of relevant policies and legal instruments</li> <li><input type="checkbox"/> Ratification of Conventions and Protocols</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Compliance with the Constitution, relevant policies, laws and regulations</li> <li><input type="checkbox"/> Timely reporting</li> <li><input type="checkbox"/> Partner and collaborate in program implementation</li> </ul>
14	The Public	<ul style="list-style-type: none"> <li><input type="checkbox"/> Participate and support KeFS activities</li> <li><input type="checkbox"/> Participate in policy formulation</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Prudent utilization of allocated resources</li> <li><input type="checkbox"/> Timely feedback</li> <li><input type="checkbox"/> Transparency and accountability</li> <li><input type="checkbox"/> Timely communication and dissemination of relevant information</li> <li><input type="checkbox"/> Resolution of public complaints</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Active participation</li> <li><input type="checkbox"/> Ownership of policies and uptake of KeFS Services</li> </ul>
15	Suppliers of goods and services	<ul style="list-style-type: none"> <li><input type="checkbox"/> Supply of goods and services</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Quality goods and services</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Timely communication of relevant information</li> <li><input type="checkbox"/> Timely payment</li> </ul>
16	Civil Society Community and Faith Based Organizations	<ul style="list-style-type: none"> <li><input type="checkbox"/> Advocacy</li> <li><input type="checkbox"/> Collaboration and partnerships in program implementation and stakeholder mobilization</li> <li><input type="checkbox"/> Technical support</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Creating awareness</li> <li><input type="checkbox"/> Collaborations and Partnerships</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Timely communication and dissemination of relevant information</li> <li><input type="checkbox"/> Partner and collaborate in program implementation</li> <li><input type="checkbox"/> Good governance, accountability and transparency in provision of services</li> <li><input type="checkbox"/> Compliance with contractual obligations</li> </ul>
17	Universities	<ul style="list-style-type: none"> <li><input type="checkbox"/> Provision of expertise to support KeFS Programs</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Technical expertise</li> <li><input type="checkbox"/> Support in program implementation</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Timely communication and</li> </ul>

		<input type="checkbox"/> Collaboration and partnerships in program implementation and stakeholder mobilization	and stakeholder mobilization	dissemination of relevant information <input type="checkbox"/> Partner and collaborate in program implementation <input type="checkbox"/> Facilitate establishment of fisheries associations and fisheries community organizations
18	Local and international research organizations and associations	<input type="checkbox"/> Collaboration and synergy in research and capacity building	<input type="checkbox"/> Partnerships and support in research and capacity building <input type="checkbox"/> Information sharing <input type="checkbox"/> Collaboration in sustainable fisheries management	<input type="checkbox"/> Timely communication and dissemination of relevant information <input type="checkbox"/> Partner and collaborate in program and projects implementation
19	Youth	<input type="checkbox"/> Uptake of Internship attachment opportunities <input type="checkbox"/> Participate in KeFS activities	<input type="checkbox"/> Quality goods and services	<input type="checkbox"/> Timely communication and dissemination of relevant information <input type="checkbox"/> Partner and collaborate in program implementation <input type="checkbox"/> Provide capacity building and mentorship opportunities
20	Foreign missions in Kenya and Kenyan Missions abroad	<input type="checkbox"/> Collaborate and partner in program and projects implementation	<input type="checkbox"/> Creating awareness <input type="checkbox"/> Collaborations and Partnerships	<input type="checkbox"/> Timely communication and dissemination of relevant information <input type="checkbox"/> Partner and collaborate in program implementation
21	Local communities, groups and individuals	<input type="checkbox"/> Collaborate and partner in program and project implementation	<input type="checkbox"/> Support activities KeFS <input type="checkbox"/> Disseminate information	<input type="checkbox"/> Timely communication and dissemination of relevant information <input type="checkbox"/> Partner and collaborate in

				program implementation
22	Kenya Bureau of Standards	<input type="checkbox"/> Standardization and accreditation	<input type="checkbox"/> Training and Certification in ISO	<input type="checkbox"/> Conformity and compliance to the Standards
23	Media	<input type="checkbox"/> Awareness creation, advocacy and dissemination of information	<input type="checkbox"/> Creation of awareness of KeFS products and services and wide dissemination of information	<input type="checkbox"/> Timely communication and dissemination of relevant information <input type="checkbox"/> Partner and collaborate in program and projects implementation
24	Private Sector	<input type="checkbox"/> Provision of supplementary services <input type="checkbox"/> Provide funding	<input type="checkbox"/> Collaborate and partner in program and projects implementation <input type="checkbox"/> Funding of KeFS Programs and Projects	<input type="checkbox"/> Timely communication and dissemination of relevant information <input type="checkbox"/> Partner and collaborate in program and project implementation
25	Ministry of Defense	<input type="checkbox"/> Provide strategic guidance on protection and surveillance on Kenya's territorial Waters <input type="checkbox"/> Provision of technical expertise	<input type="checkbox"/> Active participation and collaboration in protection strategies Liaison services <input type="checkbox"/> Coordination for participation in monitoring and surveillance	<input type="checkbox"/> Timely communication and dissemination of relevant information <input type="checkbox"/> Partner and collaborate in projects and program implementation
26	Salaries and Remuneration Commission	<input type="checkbox"/> Set and regularly review the remuneration and benefits of all state officers	<input type="checkbox"/> Harmonize and rationalize salaries and benefits in line with SRC	<input type="checkbox"/> Timely communication and dissemination of relevant information
27	Ministry of Interior and National Administration	<input type="checkbox"/> Coordinate national government programs and projects Internal security	<input type="checkbox"/> Support the implementation of programs and projects	<input type="checkbox"/> Partner and collaborate in implementation of projects and programs
28	Ministry of Investments, Trade and Industry	<input type="checkbox"/> Provision of incentives through Subsidies, tax reduction etc. <input type="checkbox"/> Promote local and international fish trade through	<input type="checkbox"/> Collaborate in fish and fish products marketing both locally and internationally <input type="checkbox"/> Promote and support	<input type="checkbox"/> Partner and collaborate in implementation of programs

		establishment of export processing zones	development of industries	
29	Ministry of Health	<input type="checkbox"/> Set health standards for fish consumption <input type="checkbox"/> Standards and quality assurance <input type="checkbox"/> HIV/AIDS sensitization	<input type="checkbox"/> Ensure Fish quality and safety	<input type="checkbox"/> Timely communication and dissemination of relevant information <input type="checkbox"/> Partner and collaborate in projects and program implementation
30	Ministry of Lands, Public Works, Housing and Urban Development	<input type="checkbox"/> Provision of housing <input type="checkbox"/> Promotion of urban development <input type="checkbox"/> Physical planning for land use <input type="checkbox"/> Land transactions <input type="checkbox"/> Survey and mapping <input type="checkbox"/> Spatial planning <input type="checkbox"/> Land and property <input type="checkbox"/> Valuation services administration <input type="checkbox"/> Administration of public land <input type="checkbox"/> Land information <input type="checkbox"/> Systems Maintenance of public land bank	<input type="checkbox"/> Collaboration in development and maintenance of fisheries infrastructure <input type="checkbox"/> Fisheries spatial planning <input type="checkbox"/> Registration of fisheries public land <input type="checkbox"/> Repossession of fisheries public land	<input type="checkbox"/> Partner and collaborate in fisheries public land matters including spatial planning
32	Ministry of East African Community (EAC), the ASALS and Regional Development	<input type="checkbox"/> Coordination in development and implementation of EAC regional programs, projects, treaties and directives	<input type="checkbox"/> Facilitate development of fisheries trans boundary policies, guidelines and standards	<input type="checkbox"/> Technical support and collaboration <input type="checkbox"/> Timely communications
33	Ministry of Labour and Social Protection	<input type="checkbox"/> Develop, implement and review labour market policies, legislations and programs for employment and sustainable job creation <input type="checkbox"/> Promote productivity awareness,	<input type="checkbox"/> Promotion of decent employment in fisheries subsector <input type="checkbox"/> Ensure safe and conducive work environment for the KeFS' workers <input type="checkbox"/> Organize workshops and seminars	<input type="checkbox"/> Collaborate in promotion of decent employment, safe and conducive work environment in the fisheries subsector

		<p>improvement and Measurements.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Promotion of occupational health and safety at workplace</li> </ul>		
34	Ministry of Environment, Climate Change and Forestry	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure conservation and sustainable development</li> <li><input type="checkbox"/> Develop policies on protection of natural environment and restoration of degraded environment</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Support in the control of aquatic pollution, aquatic weed control and watershed management</li> <li><input type="checkbox"/> Environmental impact assessments and strategic environmental assessments</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Collaboration and compliance to environmental requirements and standards.</li> </ul>
35	Ministry of Tourism, Wildlife and Heritage	<ul style="list-style-type: none"> <li><input type="checkbox"/> Conservation and protection policies</li> <li><input type="checkbox"/> Protection of wildlife, biodiversity and marine parks wildlife conservation, training and research</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Collaboration and protection of aquatic biodiversity</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Collaboration in protection of biodiversity, marine parks, MPAs and FPAs</li> </ul>
36	Ministry of Energy and Petroleum	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop energy and its related policies and regulations.</li> <li><input type="checkbox"/> Conservation of energy</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Supplying energy to fisheries infrastructural facilities</li> <li><input type="checkbox"/> Consult KeFS' in their plans to establish hydropower plants</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Timely communications and collaboration during power installations in fisheries facilities</li> </ul>
37	Internal Fisheries Organizations	<ul style="list-style-type: none"> <li><input type="checkbox"/> Represent diverse stakeholder interests</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Collaborate in fisheries management and conservation</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Address the interests in management and conservation of fisheries</li> </ul>

## **CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS**

---

### **4.0 Overview**

This chapter articulates the strategic issues the Service will address to achieve the strategic goals of the plan period. The strategic issues are related to the Service Vision and Mission. The Strategic Plan over the medium term 2023 - 2027 identifies six strategic issues. The goals have indicated Key Result Area (KRA) that guide the Strategic Plan implementation as shown in Table 4.1.

#### **4.1 Strategic Issues**

1. Inadequate legal, regulatory and institutional framework;
2. Conservation, management and optimize sustainable utilization of fisheries and aquaculture resources;
3. High post-harvest loses, fish safety, quality and value addition;
4. Climate change;
5. Inadequate financial, infrastructure and human resources; and
6. Low uptake of technology and research in fisheries and aquaculture.

#### **4.2 Strategic Goals**

1. Strengthen Policy, legal and institutional framework for management and development of fisheries and aquaculture resources;
2. Develop, manage and optimize utilization of fisheries and aquaculture resources;
3. Reduce fish post-harvest loses and enhance fish quality, safety and trade;
4. Mitigate climate change impacts in fisheries;
5. Develop human resource capacity, infrastructure and diversify financial resources; and
6. Enhance Research and Innovation in Fisheries and Aquaculture.

Table 4. 1: Strategic Issue, Goal and Key Result Areas (KRAs)

Strategic Issues	Strategic Goals	Key Result Areas (KRAs)
Inadequate legal, regulatory and institutional framework	Strengthen Policy, legal and institutional framework for management and development of fisheries and aquaculture resources	Review and Develop Fisheries and Aquaculture policies, legislation and the Service Institutional Framework
Conservation, management and optimize sustainable utilization of fisheries and aquaculture resources	Develop, manage and optimize utilization of fisheries and aquaculture resources	Conservation, management and optimization of fisheries and aquaculture resources
High post-harvest loses, fish safety, quality and value addition	Reduce fish post-harvest loses and enhance fish quality, safety and trade	Minimization of Post-harvest loses and enhancement of fish quality, safety and trade
Climate change	Mitigate climate change impacts in fisheries	Climate change adaptation and mitigation
Inadequate financial, infrastructure and human resources	Develop human resource capacity, infrastructure and diversify financial resources	Human resource capacity building and resource mobilization
Low uptake of technology and research in fisheries and aquaculture	Enhance Research and Innovation in fisheries and aquaculture	Research and innovation capacity enhancement

## CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

---

### 5.0 Overview

This Chapter presents the strategic objectives, strategies, expected outcomes to be implemented over the Plan period.

#### 5.1 Strategic Objectives

**Strategic Objective 1:** To strengthen Policy, legal and institutional framework for management and development of fisheries and aquaculture resources.

**Strategy 1:** Develop the relevant instruments and tools.

**Activities:**

1. Finalize and review the three (3) year national Aquaculture Development Plan as provided by the Fisheries Management and Development Act, 2016;
2. Finalize and Gazette Regulations for Aquaculture; Marine and Inland Fisheries;
3. Develop Standard Operating Procedures for Fisheries Law Enforcement and Prosecution and implement Port State Measures Agreement;
4. Develop a policy and strategy on emerging fisheries;
5. Develop National Plans of Action for Sharks; Sea Turtles; Sea Bird; and IUU;
6. Develop Priority Fishery Management Plan for Octopus; Sea Cucumbers; and North Kenya Banks;
7. Develop Management Plans for inland water fisheries including Lakes Naivasha; Baringo; and Tana River Dams and implement Lake Turkana management Plan;
8. Develop Dam and Riverine Fisheries Development Strategy;
9. Develop Guidelines for Recreational Fisheries; Gazettement, Management and protection of Nurseries and Breeding Grounds;
10. Develop Aqua zones Bio-Security Protocols; and
11. Develop Standards for Quarantine Facilities.

**Strategy 2:** Review the relevant instruments and tools.

**Activities:**

1. Review Aquaculture Policy 2011;
2. Review Cage Culture guidelines;
3. Finalize the Review of regulations for BMU; and Fish Safety and Quality Assurance 2007;
4. Review Standard Operating Procedures (SOPs) for Fish Safety and Quality Assurance 2012;
5. Review Prawn Fisheries Management Plan;
6. Review the Kenya Tuna Fisheries Development and Management Strategy 2014; and
7. Review and Implement Residue Monitoring Plan and Fish Environment Monitoring Plan 2018.

**Strategic Objective 2:** To develop, manage and optimize utilization of fisheries and aquaculture resources.

**Strategy 1:** Develop and implement fisheries resource governance tools to strengthen Fisheries Resources Governance.

**Activities:**

1. Develop effective fisheries management regimes;
2. Develop fisheries resources conflict resolution framework for transboundary and territorial fisheries resources;
3. Develop blue pages for fisheries and aquaculture;
4. Equip and Strengthen Monitoring, Control and Surveillance;
5. Controls of fishing effort and manage Illegal, Unreported and Unregulated fisheries;
6. Equip Kenya capacity to exploit its EEZ and territorial waters;
7. Exploit underutilized fisheries resources; and
8. Conserve, protect and restore overexploited fisheries resources.

**Strategy 2:** Foster collaborations for fisheries resource management.

**Activities:**

1. Promote participatory approach to fisheries resource management;
2. Strengthen collaboration and cooperation mechanisms at national, regional and international level; and
3. Resolve mandates overlaps of different institutions/government in fisheries management

**Strategy 3:** Build capacity for knowledge and information management and exchange.

**Activities:**

1. Establish and maintain a Fisheries Information Management System;
2. Establish a data sharing mechanism;
3. Regular publication and dissemination of fisheries information;
4. Capacity building for data collection, collation and management;
5. Upgrade and sustain Vessels Monitoring System;
6. Develop and implement Electronic Monitoring System ; and
7. Digitalization of the certification system.

**Strategy 4:** Promote information exchange.

**Activities:**

1. Organize forums for information dissemination and sharing; and
2. Develop annual information materials, bulletins and briefs.

**Strategy 5:** Foster knowledge management.

**Activities:**

1. Collect and collate themed knowledge on fisheries and aquaculture;
2. Archive knowledge and data in different platforms;
3. Compile and synthesize client-solicited knowledge and data on fisheries and aquaculture; and

4. Translate knowledge accrued from research to the language of the end-user.

**Strategy 6:** Increase fish production in aquaculture systems.

**Activities:**

1. Develop and sustain national aquaculture gene bank, germplasm and standards for quarantine facilities;
2. Develop fish disease surveillance and control mechanism;
3. Support selective fish breeding program for improved productivity;
4. Authenticate and certify hatcheries and aquaculture establishments for fish seed and feed production;
5. Identify and develop new culture species/strains;
6. Revise the Aquaculture potential zones and aquaculture productivity base;
7. Promote use of efficient and appropriate production Technologies, Innovations and Management Practices (TIMPs);
8. Capacity building of fish farmers, technical officers in National and County Governments and other stakeholders on aquaculture technologies and innovations;
9. Deliberate efforts to promote mariculture development; and
10. Promote Public Private Partnerships and investment in aquaculture enterprise development.

**Strategic Objective 3:** To reduce fish post-harvest losses and enhance fish quality, safety and trade.

**Strategy 1:** Enhance fish quality, safety and trade.

**Activities:**

1. Fish quality assurance and certification;
2. Develop protocols and standards; and
3. Develop capacity for fish quality, safety and trade.

**Strategy 2:** Develop infrastructure for ensuring safety and quality of fish and fishery products.

**Activities:**

1. Develop and operationalize a national fish quarantine facility for fish and fish products;
2. ISO 17025 accreditation of fish quality control laboratories in Nairobi, Mombasa and Kisumu;
3. Promote fish handling, value addition and preservation technologies;
4. Develop cold-chain facilities along the fish landing sites;
5. Have in place preservation technologies; and
6. Engage alternative use for different fish and fishery products

**Strategy 3:** Implement plans and enforcement of regulations.

**Activities:**

1. Enforce fish safety and quality requirements along the value chain; and
2. Implement Residue Monitoring Plan and Fish Environment Monitoring Plan.

**Strategic Objective 4:** Mitigate climate change impacts in fisheries.

**Strategy 1:** Adaptation and mitigation of climate change impacts on fisheries and aquaculture

**Activities:**

1. Promote climate smart fisheries and aquaculture; and
2. Capacity build fishers and fish farmers to strengthen their resilience to climate change.

**Strategic Objective 5:** To develop human resource capacity, infrastructure and diversify financial resources.

**Strategy 1:** Accessibility of financial and insurance support

**Activities:**

1. Formulate policy to establish a fisheries fund;
2. Promote access to affordable tailor-made financial and insurance products and services to support value chain actors;
3. Promote the formation of fish farmer/fisherfolk clusters to enhance access to financial services; and
4. Promote business development services (entrepreneurship) in aquaculture and fisheries.

**Strategy 2:** Enhance financial resource mobilization

**Activities**

1. Develop and implement resource mobilization and funding strategy;
2. Organize forums with relevant government agencies to source for funding; and
3. Develop and implement a consultancy framework.

**Strategy 3:** Initiate Public Private Partnerships and Networks

**Activities**

1. Identify and engage potential partners;
2. Develop funding proposals for funding from partners; and
3. Organize forums for negotiation on possible funding areas.

**Strategy 4:** Develop and improve human resources and enablers.

**Activities:**

1. Review the organizational structure;
2. Procure essential operational tools, transport facilities, office space and equipment;

3. Strengthen ICT in Service delivery;
4. Develop and implement human resource plan;
5. Enhance staffing capacity for KeFS; and
6. Develop and implement resource skills enhancement plan.

**Strategy 5:** Enlist and promote youth involvement in KeFS Agenda.

**Activities:**

1. Develop and implement strategies for youth involvement in KeFS programs;
2. Initiate a stipend-based internship program for youth engaged in KeFS activities; and
3. Incubate and promote development of fish related micro, small and medium enterprises.

**Strategy 6:** Develop skills of stakeholders.

**Activities:**

2. Initiate need-based training programs in fisheries and aquaculture;
3. Collaborate with stakeholders and development partners to mobilize resources for training in fisheries and aquaculture; and
4. Train fisheries and aquaculture stakeholders on basic business administration and budgeting skills.

**Strategy 7:** Develop capacities and fisheries facilities.

**Activities:**

1. Develop domestic deep-sea fishing fleet;
2. Develop fishing ports in Lamu, Kilifi and Shimoni;
3. Establish Centres of Excellence in fisheries and aquaculture skills-based training.
4. Develop sea-going capacity (navigation, cruising, engineering, safety etc.);
5. Maintain Lake Kanyaboli as a gene bank for inland water fishes;
6. Conserve and enhance fish stocks in territorial water bodies;
7. Gazette fish landing stations; and
8. Gazette fish breeding areas and critical habitats

**Strategy 8:** Develop infrastructure for aquaculture systems.

**Activities:**

1. Develop infrastructure at the national aquaculture centres; and
2. Develop International Nile Perch Centre at Kabonyo.

**Strategy 9:** Enhance the visibility of KeFS.

**Activities:**

1. Develop and implement KeFS Corporate Communication Policy;
2. Sensitize staff on the new corporate identity; and
3. Develop communication and branding materials.

**Strategy 10:** Enhance awareness.

**Activities:**

1. Participate in public exhibitions and open days;
2. Participate in local and national fisheries-related debates;
3. Conduct advocacy and publicity; and
4. Develop and implement Corporate Social responsibility (CSR) Policy for KeFS.

**Strategy 11:** Improve the process and systems for efficient utilization of KeFS resources.

**Activities:**

1. Initiate the process towards ISO certification;
2. Automate processes at KeFS; and
3. Digitization of government services.

**Strategy 12:** Promote transparency and accountability in projects and programmes.

**Activities:**

1. Develop tools for Monitoring and Evaluation;
2. Undertake monitoring and evaluation on all projects and programmes; and

3. Presentation of KeFS audited accounts report to the Board of Directors, National Treasury and Office of the Auditor General;

**Strategy 13:** Initiate and facilitate interactions with organizations and institutions for mutual benefits.

**Activities:**

1. Initiate collaborative contacts with development partners and other organizations for resources support for KeFS's projects and programmes; and
2. Establish inter-organizational networks.

**Strategy 14:** Promote collaboration and partnership.

**Activities:**

1. Formalize partnerships through Memoranda of Understanding (MoU) and collaboration agreements;
2. Promote and regulate joint ventures in the sustainable utilization of resources in the Kenyan EEZ;
3. Promote collaborations between KeFS, National Environment Management Authority (NEMA) and County Governments on aquatic pollution and sustainable development of fisheries and aquaculture; and
4. Strengthen inter-regional and international collaborations and networks.

**Strategic Objective 6:** To enhance Research and Innovation in Fisheries and Aquaculture.

**Strategy 1:** Enhance research and dissemination.

**Activities:**

1. Approve and co-ordinate fisheries research;
2. Establish Fisheries Research and Development Fund;
3. Identify research gaps in fisheries, aquaculture and fish safety, quality and trade;
4. Promote collaborative research on emerging issues in fisheries and aquaculture; and

5. Implement and disseminate research products and innovations to stakeholders.

**Strategic 2:** Nurture start-ups and innovations

**Activities**

1. Initiate and nurture start-ups and innovations in fisheries and aquaculture; and
2. Collaborate with stakeholders and development partners to mobilize resources for start-ups and innovations in fisheries and aquaculture.

*Table 5. 1: Outcomes Annual Projections*

<b>KRA 1: Review and Develop Fisheries and Aquaculture policies, legislation and the Service Institutional Framework</b>							
<b>Strategic Objective</b>	<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Projections</b>				
			<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
SO1.1: To strengthen Policy, legal and institutional framework for management and development of fisheries and aquaculture resources	Policies, regulations and National Plans of Actions for Fisheries in place	Number of Policies and regulations completed and gazetted	3	5	4	-	-
<b>KRA 2: Conservation and management of fisheries and aquaculture resources</b>							
SO2.1: To develop, manage and optimize utilization of fisheries and aquaculture resources	Fisheries resource governance tools developed, strengthened and implemented.	Number of fisheries resource governance tools developed.	2	2	1	1	-
	Kenyan fisheries resources conserved, and sustainably utilized.	Number of Sustainable utilization of fisheries resources Plans developed and implemented	1	2	1	1	2
	Fisheries information	Percentage score on	40	60	80	100	-

	and monitoring system (FIMS) established	fisheries information and monitoring system					
	Increased aquaculture production	Quantity annual aquaculture production from 21,000MT to 100,000MT	30,00 OMT	45,00 OMT	60,00 OMT	80,00 OMT	100,000MT

**KRA 3: Minimization of Post-harvest losses and enhancement of fish quality, safety and trade**

SO3.1: To reduce fish post-harvest losses and enhance fish quality, safety and trade.	Fish quality, safety and trade protocols developed	The MSOP and Protocols in place;	1	1	1	1	1
		Number of Certificates of Compliance issued	10	20	30	40	50
	Reduced fish post-harvest losses	Percentage reduction in fish post-harvest losses	30	50	70	90	100

**KRA 4: Climate change adaptation and mitigation**

SO4.1: To mitigate climate change impacts in fisheries	Strengthened resilience to climate change effects among fishers and fish farmers	Number of Adoption of climate smart fisheries and aquaculture innovations	3	2	2	2	2
--	--	---	---	---	---	---	---

<b>KRA 5: Human resource capacity building and resource mobilization</b>								
SO5.1: To develop human resource capacity, infrastructure and diversify financial resources	Enhanced accessibility to financial and insurance support	Number of fishers and fish farmers accessing financial resources and credits	1,000	3,000	5,000	7,500	10,000	
	Adequate human resources and enablers in place	Number of competent staffs in the service	480	600	950	1,100	1,350	
	KeFS staff, stakeholders and infrastructure enhanced	Percentage increase of competence and visibility of KeFS	50	60	70	80	100	
<b>KRA 6: Research and innovation capacity enhancement</b>								
SO6.1: To enhance Research and Innovation	Key decisions made informed by the fisheries research findings	Number of innovations fisheries and research approvals	10	20	30	40	50	

## 5.2 Strategic Choices

Table 5. 2: Strategic Objectives and Strategies

Key Result Area	Strategic Objective(s)	Strategies
KRA 1: Review and Develop Fisheries and Aquaculture policies, legislation and the Service Institutional Framework	<b>Objective 1:</b> To strengthen Policy, legal and institutional framework for management and development of fisheries and aquaculture resources	<b>S1:</b> Develop the relevant instruments and tools <b>S2:</b> Review the relevant instruments and tools
KRA 2: Conservation, management and optimization of fisheries and aquaculture resources	<b>Objective 2:</b> To develop, manage and optimize utilization of fisheries and aquaculture resources	<b>S1:</b> Develop and implement fisheries resource governance tools to strengthen Fisheries Resources Governance

		<p><b>S2:</b> Foster collaborations for fisheries resource management</p> <p><b>S3:</b> Build capacity for knowledge and information management and exchange</p> <p><b>S4:</b> Promote information exchange</p> <p><b>S5:</b> Foster knowledge management</p> <p><b>S6:</b> Increase fish production in aquaculture systems</p>
KRA 3: Minimization of Post-harvest loses and enhancement of fish quality, safety and trade	<b>Objective 3:</b> To reduce fish post-harvest loses and enhance fish quality, safety and trade.	<p><b>S1:</b> Enhance fish quality, safety and trade</p> <p><b>S2:</b> Develop infrastructure for ensuring safety and quality of fish and fishery products</p> <p><b>S3:</b> Implement plans and enforcement of regulations</p>
KRA 4: Climate change adaptation and mitigation	<b>Objective 4:</b> To mitigate climate change impacts in fisheries	<b>S1:</b> Adaptation and mitigation of climate change impacts on fisheries and
KRA 5: Human resource capacity building and resource mobilization	<b>Objective 5:</b> To develop human resource capacity, infrastructure and diversify financial resources	<p><b>S1:</b> Accessibility of financial and insurance support</p> <p><b>S2:</b> Enhance financial resource mobilization</p> <p><b>S3:</b> Initiate Public Private Partnerships and Networks</p> <p><b>S4:</b> Develop human resources and enablers</p> <p><b>S5:</b> Enlist and promote youth involvement in KeFS Agenda</p> <p><b>S6:</b> Develop skills of stakeholders</p> <p><b>S7:</b> Develop capacities and fisheries facilities</p> <p><b>S8:</b> Develop infrastructure for aquaculture systems</p> <p><b>S9:</b> Enhance the visibility of KeFS</p> <p><b>S10:</b> Enhance awareness</p> <p><b>S11:</b> Improve the process capacities for efficient utilization of KeFS resources</p> <p><b>S12:</b> Promote transparency and accountability in projects and programmes</p>

		<p><b>S13:</b> Initiate and facilitate interactions with organizations and institutions for mutual benefits</p> <p><b>S14:</b> Promote collaboration and partnership</p>
KRA 6: Research and innovation capacity enhancement	<p><b>Objective 6:</b> To enhance Research and Innovation in Fisheries and Aquaculture</p>	<p><b>S1:</b> Enhance research and dissemination</p> <p><b>S2:</b> Nurture start-ups and innovations</p>

DRAFT

## CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

---

### 6.0 Overview

This chapter describes the Implementation plan and Frameworks (Coordination and Risk Management) that KeFS will use to achieve Strategic goals.

#### 6.1 Implementation Plan

The success of the outlined activities and strategies lie in the capacity of KeFS to implement the same. Critical success factor of the strategic plan will remain fidelity to the spirit and moral of the planning process, which has largely been teamwork. Implementation Plan entails coming up with an Action Plan, Costed Annual workplans and Performance Contracting.

##### 6.1.1 Action Plan

The action plan constitutes the implementation Matrix which will be operationalized through rolling annual work plans in which the relevant sub activities and their respective milestones are specified. The Implementation Matric will constitute the laid Strategic issues, Strategic Goals, Key Result Areas, Outcomes, Strategic objectives expressed in the form of Key activities, Expected Outputs, Output indicators, Targets, Budgets and responsibility. An elaborate implementation matrix for this Plan is presented in Table 6.1.

Table 6. 1: Implementation Matrix

Key Activities	Expected Output	Output Indicators	Target for 5 years	Targets					Budgets (KShs. Mn)					Responsibility	
				Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Inadequate legal, regulatory and institutional framework															
Strategic Goal: Strengthen Policy, legal and institutional framework for management and development of fisheries and aquaculture resources															
KRA: Review and Develop Fisheries and Aquaculture policies, legislation and the Service Institutional Framework															
Outcome: Policies, regulations and National Plans of Actions for Fisheries in place															
Strategic Objective: To strengthen Policy, legal and institutional framework for management and development of fisheries and aquaculture resources															
Initiate and develop Policies, regulations and National Plans of Actions for Fisheries	Policies, and Regulations	Number of Policies and regulations completed and gazetted	12	3	5	4	-	-	10	9	11	15	20	KeFS	SDB&F
Strategic Issue: Conservation, management and optimize sustainable utilization of fisheries and aquaculture resources															
Strategic Goal: Develop, manage and optimize utilization of fisheries and aquaculture resources															
KRA: Conservation, management and optimization of fisheries and aquaculture resources															
Outcome: Fisheries and aquaculture Resources Conserved, Managed and utilization optimized															
Strategic Objective: To develop, manage and optimize utilization of fisheries and aquaculture resources															

Develop and implement fisheries resource governance tools	Tools for fisheries governance	Number of fisheries resource governance tools developed	6	2	2	1	1	-	33	134	153	1781	193	KeFS	SDB&F
Conserve, and sustainably utilize Kenyan fisheries resources	Fisheries and aquaculture resources plans for implementation	Number of Sustainable utilization of fisheries resources Plans developed and implemented	7	1	2	1	1	2							
Establish fisheries information and monitoring system	Information and monitoring system	Percentage score on fisheries information and monitoring system	100	40	60	80	100	-							
Increase aquaculture production	Fish production	Quantity annual aquaculture		30,000 MT	45,000 MT	60,000 MT	80,000 MT	100,000 MT							

		production																
Strategic Issue: High post-harvest losses, fish safety, quality and value addition																		
Strategic Goal: Reduce fish post-harvest losses and enhance fish quality, safety and trade																		
KRA: Minimization of Post-harvest losses and enhancement of fish quality, safety and trade																		
Outcome: Reduced fish post-harvest losses																		
Strategic Objective: To reduce fish post-harvest losses and enhance fish quality, safety and trade																		
Develop Fish quality, safety and trade protocols	MSOP, Protocols	Number of MSOP, Protocols, Certificates of Compliance issued	5	1	1	1	1	1	2	73	78	85	17	KeFS	SDB&F			
	Certificates of Compliance	Number of Certificates of Compliance issued		10	20	30	40	50										
Reduce fish post-harvest losses	Reduced post-harvest losses	Percentage reduction in fish post-harvest losses	100	30	50	70	90	100										
Strategic Issue: Climate change																		
Strategic Goal: Mitigate climate change impacts in fisheries																		

KRA: Climate change adaptation and mitigation														
Outcome: Strengthened resilience to climate change effects among fishers and fish farmers														
Strategic Objective: To mitigate climate change impacts in fisheries														
Strengthen resilience to climate change effects among fishers and fish farmers	Innovations for climate smart fisheries and aquaculture adopted	Number of Adoption of climate smart fisheries and aquaculture innovations	11	3	2	2	2	2	15	54	60	65	70	KeFS
Strategic Issue: Inadequate financial, infrastructure and human resources														
Strategic Goal: Develop human resource capacity, infrastructure and diversify financial resources														
KRA: Human resource capacity building and resource mobilization														
Outcome: Enhanced human resource capacity, infrastructure and diversify financial resources														
Strategic Objective: To develop human resource capacity, infrastructure and diversify financial resources														
Enhance accessibility to financial and insurance support	Fishers and fish farmers accessing financial resources and credit	Number of fishers and fish farmers accessing financial resources and credits	26,500	1,000	3,000	5,000	7,500	10,000	60	160	165	170	150	KeFS
Put in place adequate human	Competent staff in the Service	Number of competent staffs	4,480	480	600	950	1,100	1,350						

resources and enablers		in the Service														
Enhance KeFS staff, stakeholders and infrastructure	Increase competence staff and visibility of KeFS	Percentage increase of competence and visibility of KeFS	100	50	60	70	80	100								
Strategic Issue: Low uptake of technology and research in fisheries and aquaculture																
Strategic Goal: Enhance Research and Innovation in fisheries and aquaculture																
KRA: Research and innovation capacity enhancement																
Outcome: Key decisions made informed by the fisheries research findings																
Strategic Objective: To enhance Research and Innovation																
Develop innovations and approve research for fisheries and aquacultures	Innovations and research approvals	Number of innovations fisheries and research approvals	150	10	20	30	40	50	12	39	56	63	68	KeFS	KMFRI	

### **6.1.2 Annual Workplan and Budget**

The Service will be developing a costed work plan geared towards achieving the yearly targets in every financial year. The workplans will be derived from the Action Plan Implementation Matrix (Table 6.1). A costed annual workplan for the first year of implementation 2023 - 2024 is presented in **Annex I**.

### **6.1.3 Performance Contracting.**

The Annual work plans will be linked to the annual Performance targets under the Government Performance Contracting Framework.

## **6.2 Coordination Framework**

The Service activities and programs are key in the implementation of the Strategic plan between 2023 and 2027. The key enablers for the Strategic Plan implementation include institutional framework, Staff establishment, Skills set & comprehensive development, Leadership and System and procedures as indicated below.

### **6.2.1 Institutional Framework**

Kenya Fisheries Service is a body corporate established by the Fisheries Management and Development Act No. 35 of 2016. The Service is responsible with to conservation, management and development of Kenya's fisheries resources in accordance with the Act. The Act vests the service with the following key regulatory functions:

1. Fisheries conservation, management and development
2. Regulation of fish import, export and trade and marketing of fish and fish products;
3. Regulation of fish quality and safety;
4. Promote Aquaculture development;
5. Repository and generation of fisheries Information, data and records;

6. Licensing and registration of fisheries related activities;
7. Regulate and support foreign fishing vessels and charter arrangements; and
8. Fisheries resources monitoring, control and surveillance.

The Fisheries Management and Development Act establishes Board of Directors for the Kenya Fisheries Service who provide policy and oversight role. The day-to-day operations are delegated to the Director General. Currently KeFS is organized into six (6) Directorates the execute the Key functions as follows:

1. Capture Fisheries;
2. Aquaculture;
3. Fish Quality, Safety and Trade;
4. Corporation Secretary and Legal Service
5. Corporate Services; and
6. Kenya Fishing School.

The Service has ten regional offices and three independent Departments which report directly to the Director General namely: -

1. Strategy and Planning;
2. Supply Chain Management; and
3. Internal Audit.

To improve on quality of services and ensure faster decision making, there is need to review the current organizational structure such that there will be:

- Shorter chain of command;
- Improved unity of command;
- Specialization in service delivery; and
- Ease of communication across different Directorates and departments.

The Service operates with direct guidance from various legal and regulatory instruments and both internal and external policies, plans and guidelines. While the Service has a

supportive legal and institutional framework, there is need to develop, finalize and review various supporting policies, plans and guidelines. These instruments and tools are identified in strategic objective for development or review in the Plan period.

## **6.2.2 Staff Establishment, Skills Set and Competence Development**

### **1. Staff Establishment**

The Kenya Fisheries Service has carried out a comprehensive human resource capacity assessment to establish the critical mass of employees that will match the delivery of the strategies in this Strategic Plan. KeFS staffing level currently stands at 48% (463 officers) out of which 446 are technical officers and 17 are shared services/support personnel. This is against an authorized establishment of 957 officers of which 663 are technical and 294 are shared services/support.

The staff shortage, if sustained, will definitely derail the momentum of the Kenya Fisheries Service on improving its quality of service. During the Strategic Plan period, KeFS will improve its staffing levels through:

1. Expanding the staff establishment as indicated in the proposed organizational structure (**Annex II**);
2. Improving the terms and conditions of Service in order to attract and retain competitively qualified staff;
3. Create an enabling working environment as stipulated in KeFS Human Resource Manual; and
4. Align KeFS functions to tasks and performance with supportive capacity building measures.

The table 6.2 below shows the authorized staff establishment, optimal staffing levels, staff already working in the Service and variance.

Table 6. 2: Staff Establishment.

<b>Cadre</b>	<b>Authorized Establishment</b>	<b>Optimal Staffing Levels</b>	<b>In-post</b>	<b>Variance</b>
Director General	1	1	1	0
Fisheries Officers.	204	290	192	98
Assistant Fisheries Officers.	90	108	0	108
Fisheries Assistant	89	102	4	98
Enforcement Officers	235	342	194	148
Laboratory Analysts	13	20	20	0
Laboratory Technologists	36	24	24	0
Laboratory Technician	33	12	15	-3
Human Resource Officers and Assistants	6	11	2	9
Accountants	17	16	0	16
Administration Officers	3	4	0	4
Clerical Officers	21	29	2	27
Corporate Communications Officer	4	8	0	8
Drivers	48	57	0	57
Finance Officers	3	4	0	4
Hospitality	15	18	0	18
Information Communication Officers	6	9	0	9
Auditors	3	5	0	5
Legal Officers	3	5	0	5
Office Administrators and Assistants	26	33	0	33
Office Assistants	19	29	0	29
Strategy and Planning Officers	3	6	0	6
Supply Chain Management Officers & Assistants	15	25	1	24
Records Officers	2	4	0	4
Personal Assistant	1	0	0	0
Chefs and Cooks	27	30	1	29
Coxswains	8	13	3	10
Librarian Assistant/Senior	2	3	0	3
Patrol Vessel Personnel	25	24	7	17
	<b>958</b>	<b>1,232</b>	<b>466</b>	<b>766</b>

**Skills Set and Competence Development**

Professionalism demands for continuous training and retraining of staff to stand out in their areas of operation. KeFS will endeavour to upgrade the skills of its staff to be able to keep pace with the standards of the dynamic world and also equip them to execute the various activities needed to achieve the set strategic goals. Table 6.3 shows the staff skills set, skill gaps and competence development needed for staff professionalism demands.

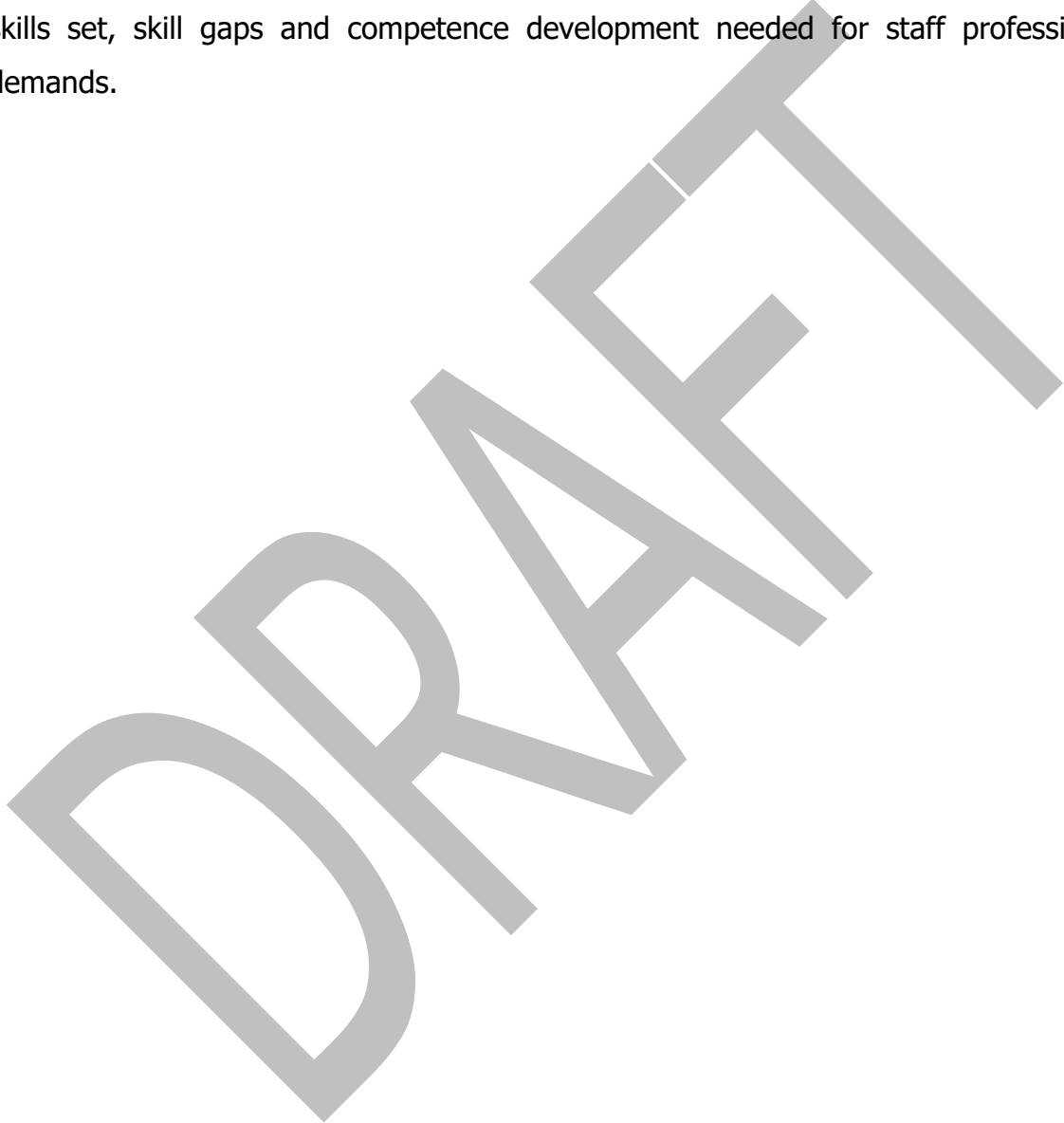


Table 6. 3: Skills Set and Competence Development

Cadre	Skills Set	Skills Gap	Competence Development
Director General	<ol style="list-style-type: none"> <li>1. Master’s Degree in Fisheries, Natural Resource Management, Environmental, Management/Science, Physical Sciences, Chemistry, Fisheries Studies, Microbiology, Biological Sciences, Bio Chemistry, Zoology, Aquatic Science, Food Science and Technology or in a related field from a recognized University;</li> <li>2. Bachelor’s degree in Fisheries, Natural Resource Management, Environmental, Management/Science, Physical Sciences, Chemistry, Fisheries Studies, Microbiology, Biological Sciences, Bio Chemistry, Zoology, Aquatic Science, Food Science and Technology from a recognized University;</li> <li>3. Leadership course lasting not less than four (4) weeks from a recognized institution; and</li> <li>4. Proficiency in computer applications.</li> </ol>		Interactive Leadership and Goal setting programs
Fisheries Officers	<ol style="list-style-type: none"> <li>1. Master’s degree Biological Sciences, Natural Resource Management, Aquatic Sciences, Biochemistry, Food Science and Technology, Environmental Science, Physical Sciences or equivalent qualification from a recognized institution;</li> <li>2. Bachelor’s degree in Fisheries, Zoology, Aquatic Sciences, Natural Resource, Management, Biochemistry, Food Science and Technology,</li> </ol>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Fish Safety and Quality Inspections.</li> <li><input type="checkbox"/> Data Analysis</li> <li><input type="checkbox"/> Pond design and construction</li> <li><input type="checkbox"/> Aquaponics Technology</li> <li><input type="checkbox"/> Formulation of fish feeds</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Data Analysis programs</li> <li><input type="checkbox"/> Aquaculture training programs</li> <li><input type="checkbox"/> Senior management courses</li> <li><input type="checkbox"/> Master’s programs</li> <li><input type="checkbox"/> Observer program for fisheries officers</li> </ul>

	<p>Environmental Science, Chemistry or equivalent qualification from a recognized institution;</p> <p>3. Diploma in Fisheries Management, Natural Resource Management or equivalent qualification from a recognized institution;</p> <p>4. Certificate in any of the following fields: Fisheries Management, Natural Resource Management or equivalent qualification from a recognized institution;</p> <p>5. Supervisory Skills course lasting not less than two (2) weeks from a recognized institution;</p> <p>6. Management Course lasting not less than four (4) weeks from a recognized institution;</p> <p>7. Leadership Course lasting not less than four (4) weeks from a recognized institution; and</p> <p>8. Certificate in computer applications from a recognized institution.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Fish breeding</li> <li><input type="checkbox"/> Senior Management skills</li> <li><input type="checkbox"/> Master's degree Biological Sciences, Natural Resource Management, Aquatic</li> <li><input type="checkbox"/> Instructor training for the officers to lecture in the Fishing Schools.</li> <li><input checked="" type="checkbox"/> Fisheries surveillance and compliance</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Pedagogy</li> </ul>
Enforcement Officers	<p>1. Master's Degree in any of the following fields: law, criminal justice, criminology, sociology, Police Science, Security Management and Police Work or equivalent qualification from a recognized institution;</p> <p>2. Bachelor's degree in any of the following fields: Legal Studies, Paralegal Studies or equivalent qualification from a recognized institution;</p> <p>3. Diploma in any of the following fields: - Legal Studies, Paralegal Studies or equivalent qualification from a recognized institution;</p> <p>4. Certificate in any of the following courses: Prosecution, Law Enforcement, Investigation, Intelligence Analysis, Signal, Vital Installation</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Paramilitary Skills</li> <li><input type="checkbox"/> Legal, prosecution, Fisheries law enforcement, investigation, Intelligence analysis, signal and vital Installation skills.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Paramilitary programme</li> <li><input type="checkbox"/> Diplomas and Certificates Legal Studies, Paralegal Studies, Prosecution, Law Enforcement, Investigation, Intelligence Analysis, Signal, Vital Installation Facility</li> </ul>

	<p>Facility or equivalent qualification from a recognized institution;</p> <ol style="list-style-type: none"> <li>5. Kenya Certificate of Secondary Education mean grade D+ or equivalent qualification from a recognized institution;</li> <li>6. Undergone any of the following courses: Basic Police Training Course; Kenya Forest Service Guard training course, Kenya Wildlife Service Rangers course, Kenya Defense Forces training course or equivalent qualification from a recognized institution;</li> <li>7. Management Course lasting not less than four (4) weeks from a recognized institution;</li> <li>8. Leadership Course lasting not less than four (4) weeks from a recognized institution; and</li> <li>9. Certificate in computer applications from a recognized institution.</li> </ol>		
Fish Laboratory Personnel	<ol style="list-style-type: none"> <li>1. Master's degree in any of the following fields: Biological Sciences, Molecular Biology, Microbiology, Bacteriology, Virology, Mycology, Biochemistry, Analytical/Applied Chemistry, Organic Chemistry, Environmental Chemistry, Forensic Science, Public Health, Laboratory Science, Biomedical Sciences, Biotechnology, Applied Biology, Microbiology, Food Science and Technology, Laboratory Technology, Medical Laboratory Technology or equivalent qualifications from a recognized institution;</li> <li>2. Bachelor's degree in any of the following fields: Laboratory Science, Biomedical Sciences, Biotechnology, Applied Biology, Biochemistry, Analytical/Applied Chemistry, Microbiology,</li> </ol>		

	<p>Food Science and Technology, Laboratory Technology, Medical Laboratory Technology or equivalent qualifications from a recognized institution;</p> <p>3. Certificate in any of the following fields: Applied Sciences (Chemistry, Analytical Chemistry, Industrial Chemistry, Biology), Laboratory Science, Food Science and Technology, Medical Laboratory Technology or equivalent qualifications from a recognized institution;</p> <p>4. Management Course lasting not less than four (4) weeks from a recognized institution;</p> <p>5. Leadership Course lasting not less than four (4) weeks from a recognized institution; and</p> <p>6. Certificate in computer applications from a recognized institution.</p>		
Human Resource Officers and Administration	<p>1. Master's Degree in any of the following disciplines: Human Resource Management/Development, Public/Business Administration or equivalent qualification from a recognized Institution;</p> <p>2. Bachelor's degree in any of the following disciplines: Business Administration, Business Management or equivalent qualification from a recognized institution;</p> <p>3. Diploma in Human Resource Management, Human Resource Development, Industrial Relations, Labour Relations or any other relevant and equivalent qualification from a recognized institution;</p>	<p><input type="checkbox"/> Senior Management skills</p> <p><input type="checkbox"/> Human Resource Analytics</p> <p><input type="checkbox"/> Report writing</p> <p><input type="checkbox"/> GOK/KeFS Human Resource, Performance and Personnel Emolument Budgeting systems operation</p>	<p><input type="checkbox"/> Management Course lasting not less than four (4) weeks</p> <p><input type="checkbox"/> Human Resource Analytics training programs</p> <p><input type="checkbox"/> Reporting writing short courses</p> <p><input type="checkbox"/> Practical training program for Staff Performance Appraisal System, Unified Human Resource Integrated</p>

	<ol style="list-style-type: none"> <li>4. Part I of the Certified Public Secretaries Examination;</li> <li>5. Management Course lasting not less than four (4) weeks from a recognized institution;</li> <li>6. Leadership Course lasting not less than four (4) weeks from a recognized institution; and</li> <li>7. Certificate in computer applications from a recognized institution.</li> </ol>		System and Personnel Emolument Budgeting systems (Treasury)
Clerical Officers	<ol style="list-style-type: none"> <li>1. Certificate in any of the following disciplines: Human Resource Management, Business Administration, Kenya Accounts Technician Certificate, Kenya Administration and Management Examination or any other approved equivalent qualification from a recognized institution;</li> <li>2. Kenya Certificate of Secondary Education mean grade C- (Minus) or equivalent qualification from a recognized institution; and</li> <li>3. Certificate in computer application skills from a recognized institution.</li> </ol>	<input type="checkbox"/> Intermediate Word processing and spreadsheet skills <input type="checkbox"/> Supervisory skills	Supervisory skills course (2 weeks) and Computer applications advancement courses
Corporate Communications Officer	<ol style="list-style-type: none"> <li>1. Master's degree in any of the following disciplines: Communication, Studies, International Relations, Public Relations, Mass Communication or equivalent qualification from a recognized institution;</li> <li>2. Bachelor's degree in any of the following disciplines: Journalism, Mass Communication, Public Relations, International Relations or equivalent qualification from a recognized institution;</li> <li>3. Diploma in any of the following disciplines: Mass Communication, Public Relations,</li> </ol>	<input type="checkbox"/> Report writing <input type="checkbox"/> Public speaking and presentation skills	

	<p>International Relations or equivalent qualification from a recognized institution;</p> <p>4. Certificate in Supervisory Skills Course lasting for not less than two (2) weeks from a recognized institution;</p> <p>5. Management Course lasting not less than four (4) weeks from a recognized institution;</p> <p>6. Leadership Course lasting not less than four (4) weeks from a recognized institution; and</p> <p>7. Certificate in computer applications from a recognized institution.</p>		
Drivers	<p>1. Kenya Certificate of Secondary Education mean grade D (plain) or equivalent qualification;</p> <p>2. Valid driving license free from any current endorsements and valid or for any of the classes of vehicles which the officer is required to drive and Passed Occupational Trade Test for Drivers Grade III from Kenya or Institute of Highway and Building Technology or Ministry of Roads and Public Works; and</p> <p>3. Certificate in computer application skills from a recognized institution.</p>	<input type="checkbox"/> First Aid Skills <input type="checkbox"/> Customer Care <input type="checkbox"/> Defensive driving <input type="checkbox"/> Occupational Trade Tests for Drivers	
Finance Account Personnel	<p>&amp;</p> <p>1. Master's degree in any of the following disciplines: Commerce (Finance Option) Finance, Economics, Business Administration (Finance Option) or equivalent qualification from a recognized institution;</p> <p>2. Bachelor's degree in any of the following disciplines: Commerce (Accounting/Finance option), Finance, Economics, Business Administration, Business Management or</p>	<input type="checkbox"/> Senior Management Courses <input type="checkbox"/> Master's Degrees in Finance/Accounts related courses <input type="checkbox"/> Advanced spreadsheet and word processing <input type="checkbox"/> Report writing	

	<p>equivalent qualification from a recognized institution;</p> <p>3. Part III of the Certified Public Accountants Examination or equivalent qualification from a recognized institution; 40 Management Course lasting not less than four (4) weeks from a recognized institution;</p> <p>4. Leadership Course lasting not less than four (4) weeks from a recognize institution; and</p> <p>5. Certificate in computer applications from a recognized institution.</p>	<p><input type="checkbox"/> GOK Finance and Budgeting systems operations</p> <p><input type="checkbox"/> Computerized Accounting packages</p>	
Hospitality	<p>1. Master's degree in any of the following disciplines: Hotel and Catering Management; Hotel and Hospitality Management; Hospitality and Tourism Management or equivalent qualification from a recognized institution;</p> <p>2. Bachelor's degree in any of the following disciplines; Hotel and Catering Management, Hotel and Hospitality Management, Hospitality and Tourism Management or equivalent qualification from a recognized institution;</p> <p>3. Kenya Certificate in any of the following fields; Catering and Hotel Management, Food and Beverage Production and Service, Hospitality Management or equivalent qualification from a recognized institution;</p> <p>4. Certificate of Secondary Education mean grade D (Plain) or its equivalent qualification;</p> <p>5. Management Course lasting not less than four (4) weeks from a recognized institution;</p>	<p><input type="checkbox"/> Management Courses</p> <p><input type="checkbox"/> Supervisory Skills Courses</p>	

	<ol style="list-style-type: none"> <li>6. Supervisory Skills Course lasting for not less than two (2) weeks from a recognize institution; and</li> <li>7. Certificate in computer applications from a recognized institution.</li> </ol>		
Information Communication Officers	<ol style="list-style-type: none"> <li>1. Master's degree in any of the following disciplines: Computer Science, Information Communication Technology, Business Information Technology or equivalent qualification from a recognized institution;</li> <li>2. Bachelor's degree in any of the following disciplines: Computer Science, ICT, Business Information Technology or equivalent qualification from a recognized institution;</li> <li>3. Relevant ICT certifications such as Cisco Certified Network Professional (CCNP), Microsoft Certified Solutions Expert (MCSE), Certified Information Systems Auditor (CISA), Certified Information Systems Security Professional (CISSP) Prince 2 or equivalent qualification from a recognized institution;</li> <li>4. Management Course lasting not less than four (4) weeks from a recognized institution; and</li> <li>5. Leadership Course lasting not less than four (4) weeks from a recognized institution.</li> </ol>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Management Courses</li> <li><input type="checkbox"/> Cybersecurity management skills</li> </ul>	
Auditors	<ol style="list-style-type: none"> <li>1. Master's degree in any of the following disciplines: Commerce (Accounting/Finance option), Economics, Mathematics, Statistics, Auditing, Business Administration (Accounting/Finance option) or equivalent qualification from a recognized institution;</li> </ol>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Management Courses</li> <li><input type="checkbox"/> Data Analysis</li> <li><input type="checkbox"/> Advanced spreadsheet and word processing</li> <li><input type="checkbox"/> Report writing</li> </ul>	

	<ol style="list-style-type: none"> <li>2. Bachelor's degree in any of the following disciplines: Commerce (Accounting / Finance option), Economics, Mathematics, Statistics, Business Administration (Accounting/Finance option) or equivalent qualification from a recognized institution;</li> <li>3. Proficiency in computerized accounting packages; and</li> <li>4. Management Course lasting not less than four (4) weeks from a recognized institution.</li> </ol>		
Legal Officers	<ol style="list-style-type: none"> <li>1. Master of Laws degree from a recognized institution;</li> <li>2. Bachelor of Laws (LLB) Degree from a recognized institution;</li> <li>3. Post Graduate Diploma in Law from Kenya School of Law;</li> <li>4. Been admitted as an Advocate of the High Court of Kenya with a valid Practicing Certificate;</li> <li>5. Current legal practicing certificate;</li> <li>6. Management Course lasting not less than four (4) weeks from a recognized institution;</li> <li>7. Leadership Course lasting not less than four (4) weeks from a recognized institution; and</li> <li>8. Certificate in computer applications from a recognized institution.</li> </ol>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Management Courses</li> <li><input type="checkbox"/> Data Analysis</li> <li><input type="checkbox"/> Advanced spreadsheet and word processing</li> <li><input type="checkbox"/> Report writing</li> </ul>	
Office Administrators and Assistants	<ol style="list-style-type: none"> <li>1. Bachelor's degree in any of the following disciplines: Secretarial Studies, Business and Office Management or equivalent qualification from a recognized institution;</li> <li>2. Diploma in Secretarial Studies from a recognized institution;</li> </ol>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Customer care skills</li> <li><input type="checkbox"/> Minute and Report writing</li> <li><input type="checkbox"/> Advanced word processing and</li> </ul>	

	<p>3. Certificate in Secretarial Management Course from a recognized Institution;</p> <p>4. Business Education Single and Group Certificates from the Kenya;</p> <p>5. National Examinations Council in the following subjects:</p> <ul style="list-style-type: none"> <li>a. Typewriting II (minimum 40 words per minute)/Computerized Document Processing II;</li> <li>b. Business English I/Communications I;</li> <li>c. Office Practice I; and</li> <li>d. Commerce I;</li> </ul> <p>OR</p> <p>Craft Certificate in Secretarial Studies from the Kenya National Examinations Council:</p> <p>6. Management Course lasting not less than four (4) weeks from a recognized institution;</p> <p>7. Certificate in Public Relations and Customer Care from a recognized institution; and</p> <p>8. Certificate in computer applications from a recognized institution.</p>	<p>Computer navigation skills</p>	
<p>Strategy Planning Officers and</p>	<p>1. Master's degree in any of the following disciplines: Economics (Policy Management, Multilateral Trading Systems, Econometrics, Public Finance, Development, Environment, Health, Agriculture, International Trade and Finance, Cooperation and Human Development, Transport, Labour, Industrial), Statistics, Project Planning and Management, Philosophy in Economics, Public Policy,</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Management and leadership skills</li> <li><input type="checkbox"/> Advanced spreadsheets and word processing</li> <li><input type="checkbox"/> Report writing</li> </ul>	

	<p>Economics of Development, Rural Economics or equivalent qualification from a recognized institution;</p> <ol style="list-style-type: none"> <li>2. Bachelor's degree in any of the following disciplines: Economics, Statistics, Economics and Mathematics, Economics and Finance, Economics and Statistics or equivalent qualification from a recognized institution;</li> <li>3. Management Course lasting not less than four (4) weeks from a recognized institution;</li> <li>4. Leadership Course lasting not less than four (4) weeks from a recognized institution; and</li> <li>5. Certificate in computer applications from a recognized institution.</li> </ol>		
Supply Chain Management Personnel	<ol style="list-style-type: none"> <li>1. Master's degree in any of the following disciplines: Procurement and Supply Chain Management, Purchasing and Supplies Management, Supply Chain Management, Procurement and Contract Management, Logistics and Supply Chain Management, Procurement and Logistics Management or equivalent qualification from a recognized institution;</li> <li>2. Bachelor's degree in any of the following disciplines: Procurement and Supply Chain Management, Purchasing and Supplies Management, Supply Chain Management, Procurement and Contract Management, Logistics and Supply Chain Management, Procurement and Logistics Management or equivalent qualification from a recognized institution;</li> </ol>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Supervisory skills</li> <li><input type="checkbox"/> Senior Management skills</li> <li><input type="checkbox"/> Report writing</li> <li><input type="checkbox"/> Advanced spreadsheets and word processing</li> </ul>	

	<ol style="list-style-type: none"> <li>3. Diploma in any of the following disciplines: Purchasing and Supplies or Chartered Institute of Purchasing and Supplies Final or equivalent qualification from a recognized institution;</li> <li>4. Certificate in Supervisory Skills Course lasting for not less than two (2) weeks from a recognized institution;</li> <li>5. Management Course lasting not less than four (4) weeks from a recognized institution;</li> <li>6. Leadership Course lasting not less than four (4) weeks from a recognized institution; and</li> <li>7. Certificate in computer applications from a recognized institution</li> </ol>		
Records Officers	<ol style="list-style-type: none"> <li>1. Master's degree in Information Science, Records Management and Information Technology, Archives and Records Management or equivalent qualification from a recognized institution;</li> <li>2. Bachelor's degree in any of the following disciplines: Information Science, Records Management and Information Technology, Archives and Records Management or equivalent qualification from a recognized institution;</li> <li>3. Management Course lasting not less than four (4) weeks from a recognized institution; and</li> <li>4. Certificate in computer applications from a recognized institution.</li> </ol>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Senior Management skills</li> <li><input type="checkbox"/> Record management information system operation skills</li> </ul>	
Chefs and Cooks	<ol style="list-style-type: none"> <li>1. Certificate in any of the following fields: Catering and Hotel Management, Food and Beverage Production and Service, Hospitality Management or equivalent qualification from a</li> </ol>		

	<p>recognized institution, and Management Course lasting not less than four (4) weeks from a recognized institution;</p> <ol style="list-style-type: none"> <li>Kenya Certificate of Secondary Education mean grade D (Plain) or its equivalent qualification; and</li> <li>Certificate in computer applications from a recognized institution.</li> </ol>		
Waiters	<ol style="list-style-type: none"> <li>Diploma in any of the following disciplines: Catering and Hotel Management, Food and Beverage Production and Service, Hospitality Management or equivalent qualification from a recognized institution;</li> <li>Certificate in any of the following disciplines: Catering and Hotel Management, Food and Beverage Production and Service, Hospitality Management or equivalent qualification from a recognized institution;</li> <li>Kenya Certificate of Secondary Education mean grade 'D' or equivalent qualification from a recognized institution; and</li> <li>Certificate in computer applications from a recognized institution.</li> </ol>	Customer care skills	
Office Assistants	<ol style="list-style-type: none"> <li>Kenya Certificate of Secondary Education Mean Grade D (Plain) or its equivalent;</li> <li>Certificate in Skills Improvement Course from a recognized institution; and</li> <li>Certificate in computer application skills from a recognized institution.</li> </ol>	<input type="checkbox"/> Customer care skills <input type="checkbox"/> Supervisory skills	
Patrol Vessel Personnel	<ol style="list-style-type: none"> <li>Master's Degree in any of the following fields: Marine, Mechanical/ Electrical Engineering or</li> </ol>	<input type="checkbox"/> Seamanship	

	<p>equivalent qualification from a recognized institution;</p> <ol style="list-style-type: none"> <li>2. Bachelor of Science degree in any of the following fields: Marine, Mechanical/Electrical Engineering or equivalent qualification from a recognized institution;</li> <li>3. Bachelor's degree in any of the following disciplines: Social Sciences, Public Administration, Business Management or equivalent qualification from a recognized institution;</li> <li>4. Diploma in any of the following fields: Marine, Mechanical/ Electrical Engineering or equivalent qualification from a recognized institution;</li> <li>5. Diploma in Clinical Medicine from a recognized institution;</li> <li>6. Diploma in any of the following fields: Catering and Hotel Management; Food and Beverage Production and Service; Hospitality Management or equivalent qualifications from a recognized institution;</li> <li>7. Management Course lasting not less than four (4) weeks from a recognized institution;</li> <li>8. Leadership Course lasting not less than four (4) weeks from a recognized institution; and</li> <li>9. Certificate in computer applications from a recognized institution.</li> </ol>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Senior Management and leadership skills</li> <li><input type="checkbox"/> Report writing</li> <li><input type="checkbox"/> Computing skills</li> </ul>	
--	---	--	--

### 6.2.3 Leadership

Under the guidance of the Board of Directors and supervision of the Chief Executive Officer, the Service will ensure proper execution of this Strategic Plan. This will be achieved through formation of responsible strategic theme teams with clear and defined term of references. The strategic theme teams will be aligned to specific strategic issues to lead and coordinate the execution of the strategic activities. The following are the Strategic theme teams:

*Table 6. 4: Strategic theme teams and relative terms of reference*

S/No.	Team	Terms of Reference
1.	Legal, regulatory and institutional framework	<ul style="list-style-type: none"> <li><input type="checkbox"/> Coordinate the development and review of all relevant legal instruments, guidelines, policies and plans both internal and external</li> <li><input type="checkbox"/> Ensure adherence to the various legal and regulatory instruments.</li> </ul>
2.	Fisheries and aquaculture resource utilization management	<ul style="list-style-type: none"> <li><input type="checkbox"/> Coordinate Development and implementation of fisheries resource governance tools</li> <li><input type="checkbox"/> Foster collaborations for fisheries resource management</li> </ul>
3.	Fish Safety and Quality	<ul style="list-style-type: none"> <li><input type="checkbox"/> Coordinate Fish safety and quality assurance activities</li> <li><input type="checkbox"/> Provide input to development of protocols and standards and monitoring plans</li> <li><input type="checkbox"/> Spearhead capacity building to ensure fish safety and quality</li> </ul>
4.	Climate change Management	<ul style="list-style-type: none"> <li><input type="checkbox"/> Champion Promotion of climate smart fisheries and aquaculture</li> <li><input type="checkbox"/> Coordinate Capacity building for fishers and fish farmers to strengthen their resilience to climate change</li> </ul>
5.	Resource Mobilization	<ul style="list-style-type: none"> <li><input type="checkbox"/> Champion business development services (entrepreneurship) in aquaculture and fisheries</li> <li><input type="checkbox"/> Promote access to affordable tailor-made financial and insurance products and services to support value chain actors</li> <li><input type="checkbox"/> Initiate Public-Private Partnerships and Networks</li> <li><input type="checkbox"/> Lead the Development human resource capital</li> </ul>

- |  |   |
|--|---|
| <p><b>6.</b> Fisheries<br/>Technology and<br/>Research</p> | <p><input type="checkbox"/> Enhance research and dissemination<br/><input type="checkbox"/> Nurture start-ups and innovations</p> |
|--|---|

#### **6.2.4 Systems and Procedures**

The Service recognizes that well thought out Systems, processes and procedures are the building blocks for efficient and effective Service delivery. The Service will endeavour and ensure that the following issues are well addressed:

1. Automation and digitalization of some processes including licensing, financial management, dissemination of information to stakeholders and scheduling of inspections. This will considerably reduce the service time and also the cost-of-service delivery;
2. Continuous improvement and implementation of the KeFS Citizen's service delivery charter;
3. Equip the staff with the necessary skills and knowledge of the existing processes as well as facilitate them with right working tools;
4. Review performance management and align it to reward management so as to boost productivity within the existing systems;
5. Alleviation of unnecessary procedures and or steps in service delivery processes that have minimal value;
6. Improve access to information for all the key stakeholders including the Service employees. This will help fasten decision making processes; and
7. Development and implementation of standard operating procedures for the routine services especially that which affect the quality standards and service time. This will include areas such as; procurement processes, human resource processes, processing of Licenses, conducting inspections and enforcement of fisheries laws.

### **6.3 Risk Management Framework**

The Kenya Fisheries Service is vulnerable to a myriad of risks that may threaten the effective implementation of its desired strategies. Table 6.5 presents a Risk

management framework indicating the risks and how KeFS intends to mitigate against them.

*Table 6. 5: Risk management framework*

<b>S/ No.</b>	<b>Risks</b>	<b>Risk Likelihood (L/M/H)</b>	<b>Severity (L/M/H)</b>	<b>Overall Risk Level (L/M/H)</b>	<b>Mitigation Measure(s)</b>
				<b>Risk</b>	
1.	Inadequate funding for the KeFS programmes	High	High	High	Identification and nurturing necessary collaborative networks to support KeFS' programmes
2.	Transboundary resources conflicts	Medium	Medium	Medium	In transboundary resources areas KeFS will embrace dialogue and/or invoke international treaties/conventions as avenues for resolution.
5.	Retrogressive cultural practices which are still dear to some communities	Low	Low	Low	In areas where such practices are still prevailing KeFS will embrace dialogue and educate such communities how to use their cultures productively and not use them as barriers to social and economic empowerment
6.	Inadequate Human capital	Low	High	Medium	Strategic development of Human capital
7.	Non-tariff barriers on fish and fishery products	Medium	Low	Low	Development of MOU's and protocols with trade partners
8.	Massive death of fish in cages	Medium	High	Medium	Effective use of GAP Insure fish stocks
9.	Pollution of fisheries and aquaculture resources	Low	Medium	Low	Adherence to the environmental

10.	Climatic Change	High	High	High	Use of climate smart aquaculture technologies
11.	Maritime insecurity	Medium	High	Medium	Multi agency collaborations on maritime security and surveillance

DRAFT

## CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

### 7.0 Overview

This chapter highlights financial resource requirements for implementing the Strategic Plan 2023 – 2027. Resource gaps, resource mobilization strategies and Resource Management are strategies are elaborated.

### 7.1 Financial Requirements

The financial resources required by Kenya Fisheries Service is estimated at KShs. **7.416 billion** to implement the KRAs highlighted in this plan. A summary of the resource requirements for the Financial Years 2023/2024 - 2027/2028 is provided in Table 7.1.

*Table 7. 1: Financial Requirements for implementing the Strategic Plan*

Cost items	Projected Resource Requirements (Kshs. Mn)					
	2023 / 2024	2024 / 2025	2025 / 2026	2026 / 2027	2027 / 2028	Total
Review and Develop Fisheries and Aquaculture policies, legislation and the Service Institutional Framework	10	9	11	15	20	<b>65</b>
Conservation, management and optimize of fisheries and aquaculture resources	33	134	153	178	193	<b>6901</b>
Minimization of Post-harvest loses and enhancement of fish quality, safety and trade	27	73	78	85	177	<b>440</b>
Climate change adaptation and mitigation	15	54	60	65	70	<b>264</b>
Human resource capacity building and resource mobilization	60	160	165	170	150	<b>705</b>
Research and innovation capacity enhancement	12	39	56	63	68	<b>238</b>

Other budgeted items (e.g., Administrative Costs, Personal Emolument, operation costs)	445	770	794	826	880	<b>923</b>
<b>Total</b>	<b>602</b>	<b>1,239</b>	<b>1,317</b>	<b>1,402</b>	<b>1,558</b>	<b>3,326</b>

## Resources Gaps

The resource gap to implement the Strategic Plan is **KShs. 1.3 billion**. The variance between Resource requirements in Table 7.1 is against estimated resource allocations as per the Medium-Term Expenditure Framework (MTEF) budget estimate provides resource gaps as shown in Table 7.2.

*Table 7. 2: Resource Gaps*

Financial Year	Estimated Financial Requirements (KShs. Mn)	Estimated allocations (KShs. Mn)	Variance (KShs. Mn)
2023/2024	878	602	<b>276</b>
2024/2025	1,397	1,239	<b>158</b>
2025/2026	1,652	1,317	<b>336</b>
2026/2027	1,879	1,402	<b>478</b>
2027/2028	1,610	1,558	<b>52</b>
<b>Total</b>	<b>7,416</b>	<b>6,118</b>	<b>1,300</b>

## 7.2 Resource Mobilization Strategies

The Service Strategic Plan main budget funding is projected to be the Government of Kenya through the exchequer. Funds mobilization to cover the resources deficit will be raises from Appropriation in Aid, Public Private Partnerships, Development Partners and programs and projects.

## 7.3 Resource Management

The following measures will be put in place to ensure financial fidelity and efficient utilization of resources:

1. Ensure adherence to approved budget and use of the electronic Financial Management System;

2. Pooling of common user resource through centralizing common services;
3. Ensure that all payments to the Service are digitized to increase revenue and Appropriation in Aid collection;
4. Oversight quality procurement for all Service goods and services; and
5. Leverage on ICT towards improving administrative efficiency to reduce costs and release resource to other areas of priority (e.g., use of e-mails, WhatsApp and virtual meetings).

DRAFT

## CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING

---

### 8.0 Overview

The objective of Monitoring and Evaluation is to measure progress towards achievement of the Plan. The Monitoring and Evaluation Framework puts in place the tools which will be used in measuring the progress made and the time intervals at which Monitoring and Evaluation reports will be presented and discussed. The Monitoring and Evaluation Framework further indicates the intervals within the strategic plan when achievements of specific objectives will be measured and strategies evaluated throughout the lifespan of the Strategic Plan. This chapter entails: Monitoring Framework, Performance Standards, Evaluation Framework and Reporting Framework & Feedback Mechanism.

### 8.1 Monitoring Framework

The Kenya Fisheries Service will institutionalize monitoring of projects and programs in order to gather information that will inform the reporting system, strategy review and achievement analysis. Further, monitoring will provide a basis for effecting corrective measures with regard to implementation and use of resources.

### 8.2 Performance Standards

The implementation of this Plan will employ the use of internationally accepted standards to ensure relevance, efficiency, effectiveness, success and sustainability. Key performance indicators will evaluate the sustainable increase of fish production, progressive assurance of fish quality, protection of critical fish habitats and environmental protection for overall economic growth. The Plan will also ensure strengthening of the Service to be at par with internationally recognized fisheries and aquaculture regulatory bodies to ensure fisheries products in Kenya continue to access global markets. This will be achieved by continuous data collection and analyses for review on the Strategic Plan implementation.

### 8.3 Evaluation Framework

Participatory evaluation will be conducted during and at the end of the implementation phases of the Plan. This will facilitate systematic analysis of the information and data collected during the monitoring phase especially assessing the short-term (outcomes) and long-term (impacts) results of the thematic areas. In this regard, timely feedback will be necessary to facilitate efficiency and effectiveness of KeFS in the implementation of projects and programs.

*Table 8. 1: Outcome Performance Matrix*

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
Review and Develop Fisheries and Aquaculture policies, legislation and the Service Institutional Framework	Policies, regulations and National Plans of Actions for Fisheries in place	Number of Policies and regulations completed and gazetted	3	2023	12	12
Conservation, management and optimization of fisheries and aquaculture resources	Fisheries resource governance tools developed, strengthened and implemented	Number of fisheries resource governance tools developed.	2	2023	5	6
Minimization of Post-harvest loses and enhancement of fish quality, safety and trade	Reduced fish post-harvest loses	Percentage reduction in fish post-harvest loses	30	2023	70	100
Climate change	Strengthened resilience to	Adoption of climate	30	2023	70	100

adaptation and mitigation	climate change effects among fishers and fish farmers	smart fisheries and aquaculture				
Research and innovation capacity enhancement	Key decisions made informed by the fisheries research findings	Number of published fisheries research findings	10	2023	30	50
Human resource capacity building and resource mobilization	Adequate human resources and enablers in place	Number of competent staffs in the service	480	2024	950	1,350

### 8.3.1 Mid-Term Evaluation

The Plan will provide for a mid-term evaluation in the year 2025 which will seek to evaluate the progress made in the achievement and implementation of the Plan. This review will seek to understand the reason for under-achievement with the view of addressing the factors for the deviation and consider a reset of the targets; as well as the over-achievements if any to evaluate if there was a case of under-targeting. The Service will ensure close consultation with the State Department of Planning to ensure precise reporting.

### 8.3.2 End-Term Evaluation

At the end of the Plan period in 2027; there will be an evaluation to take stock of the various milestones achieved and lessons learnt in the implementation of the Plan. This will give a platform for the development of the next Plan for the Service.

## 8.4 Reporting Framework and Feedback Mechanism

It is important to note that monitoring is a continuous process. This will be reflected in the various reports that are regularly prepared by the respective directorates and the regional offices. Such reports include weekly, monthly, quarterly and annual

reports. After Monitoring and Evaluation have been done, reports will be prepared which contain levels of achievements of set targets. The findings will be discussed by the KeFS Board of Directors before dissemination through workshops, newsletters, bulletins, bi-annual reports and posting them in the KeFS website. Progress Reports will be prepared and coordinated at Directorate levels and eventually be consolidated into KeFS' report as indicated Table 8.2, 8.3 and 8.4. below

DRAFT



Table 8. 4:Evaluation Reporting Template

Key Result Area	Outcome	Outcome indicator	Baseline		Mid-Term Evaluation		End of Plan Period Evaluation		Corrective Intervention
			Value	Year	Target	Achievement	Target	Achievement	

DRAFT

*Annex 1:Kenya Fisheries Annual workplan for 2023/24 financial year*



**KENYA FISHERIES SERVICE**

**STATE DEPARTMENT FOR BLUE ECONOMY AND FISHERIES**

**MINISTRY OF MINING, BLUE ECONOMY AND MARITIME AFFAIRS**

**ANNUAL WORKPLAN**

**2023/ 2024 FINANCIAL YEAR**

**Programme Objective: To Sustainably manage and develop fisheries and aquaculture resources for accelerated socio-economic growth in Kenya**

S/No	Projected output	Activities	Budget estimates		Target in FY 2023/24	Means of Verification	Timelines											
			GoK	Donor			Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>Programme Name: Fisheries Development and Management</b>																		
<b>Programme Outcome: To conserve, manage and develop Kenya's fisheries and aquaculture resources.</b>																		
<b>Delivery Unit: Director General</b>																		
1	Kenya Fisheries Service Board Meetings Conducted	Hold 4 full board meetings and 12 committee meetings and board training, and visit Lake Turkana	11,500,000															
2	Information on fisheries and aquaculture disseminated	Hold 2 campaigns for world oceans day and world fisheries day.	1,000,000															
3	Regional and International Fisheries Meetings Coordinated	Participate in the Regional and International Fisheries management organization fora	2,131,128		19	Board meetings minutes												



<b>7</b>	Budget Approval	Parliamentary retreats on budget for FY and BPS	2,000,000		4	Budget performance reports													
<b>8</b>	Revised Budget	Preparation of supplementary budget	-		1	Sensitization report on Budget implementation													
<b>9</b>	FY2024/2025 budget	Presentation of budget to parliament	1,000,000		1	Approved budget													
<b>10</b>	Authority to Incur Expenditures (AIEs) on monthly basis issued	Issue Authority to Incur Expenditures (AIEs) on monthly basis	-		1	Revised estimates													
<b>12</b>	Preparational of quarterly financial reports	Prepare quarterly financial reports	500,000		1	Budget 2024/25													
<b>13</b>	Reviewed audit report	Prepare annual audit report by OAG	580,000		6	Authority to Incur Expenditures (AIEs)													
<b>14</b>	Hold 4 budget committee meetings	KeFS budget meetings Conducted	500,000		4	KeFS meetings minutes													
<b>15</b>	Stakeholders' validation of KeFS finance manual developed	Validation of finance Manual by KeFS stakeholders	2,000,000		1	Finance Manual document													
	<b>Sub total</b>		<b>16,580,000</b>	-															
<b>Sub-delivery unit: ICT</b>																			

1	Updated support software's	Updating and installing of Antivirus, MS Widows, MS Office, in all stations	450,000		12	Approved requisitions & specifications, LPO and Corporate internet security license													
2	Maintained and repaired ICT equipment and systems in all stations.	Undertake preventative maintenance and repair of ICT equipment and systems in all stations	1,000,000		80	Approved requisitions & specifications, LPO and Corporate internet security license													
3	Updated KeFS Website	Maintain and update KeFS Website	500,000		12	Enhanced KeFS Visibility													
4	Development of ICT Policy, Development of ICT Strategic Plan (2024-2028)	Develop and implement Kenya Fisheries Service ICT, Policy and Strategic Plan	1,000,000																
<b>Sub total</b>			<b>2,950,000</b>	-															
<b>Sub-delivery unit: Human Resource and administration</b>																			
1	Effective and Efficient staff remuneration process	Payment of salaries and Allowances	415,000,000		12	Monthly Payrolls													
2	12 HRAC meetings	Hold KeFS HRAC meetings held	150,000		12	HRAC meeting minutes													

3	KeFS staff-related policies developed	Mental health management, Health and Safety guidelines, Discipline manual	1,000,000		2	HR Policy Documents developed and awareness reports													
4	Road safety awareness	Road safety sensitization meetings	500,000		1	Sensitization minutes/ reports													
5	Optimal Staffing Levels	Man power planning, recruitment and placement	500,000		139	Recruitment reports, No. recruited and placed													
6	Effective and Efficient Compliment Control, staff establishment and career guidelines review coordinated	Staff register update and cleansing review of the staff establishment and Coordinate review career guidelines	1,000,000		1	Reliable and updated staff register, Reviewed Staff Establishment and Career guidelines documents													
7	Human Resource development	Conduct trainings	10,000,000			Report													
8	Effective Staff Performance Management and appraisal	Digitize Performance targeting and appraisal	500,000			Digitized Staff Performance Appraisal system													
9	Developed staff capacity and skills acquisition	Conduct training needs analysis, training impact assessment	1,000,000			Training needs analysis report, Training impact assessment report and No.													

						of staff trained													
	<b>Sub total</b>		<b>429,650,000</b>																
<b>Delivery unit: Corporate Services</b>																			
<b>Sub-delivery unit: procurement unit</b>																			
<b>1</b>	Approved Procurement plan	Consolidation of procurement plan	-	-	1	Planned procurements													
<b>2</b>	Supplier register	Registration of suppliers	-	-	1	Registered suppliers													
<b>3</b>	Procurement of goods and services	Request for quotations and tender opening	-	-	1	Goods and services procured and delivered													
<b>4</b>	Inventory register	Taking inventory of items in offices	200,000	-	1	Updated Inventory registers													
<b>5</b>	Asset register	Updating asset register	1,000,000	-	1	Updated Asset register													
<b>6</b>	S3 cards	Store Stock taking	-	-	1	Updated S3 cards													
<b>7</b>	Disposal planning	Consolidation of obsolete, idle and unserviceable items	500,000	-	1	Approved Disposal plan													
<b>8</b>	Assets disposal	Disposal of idle	500,000	-	1	Disposal report													

9	Market survey	Carrying out market surveys	-	-	1	Current Market surveys													
10	Inspection of goods and services	Appointment of inspection committee and Carrying out inspections of goods and services procured	-	-	1	Inspection certificates													
11	Statutory reports	Submitting required reports	-	-	1	Timely submission of AGPO and Local content reports													
<b>Sub total</b>			<b>2,200,000</b>																
<b>Total</b>			<b>512,372,903</b>	-															
<b>Delivery Unit: Office of the Aquaculture Director</b>																			
1	National aquaculture policy	Review of the national aquaculture policy 2011	1,000,000	10,000,000	1	National Aquaculture Policy reviewed													
2	Aquaculture data	Data collation from hatcheries, pond and cages	3,000,000	-	1	Fish farming data collated.													
3	Aquaculture regulations	Finalization of the Aquaculture regulations	200,000	-	1	Aquaculture regulations gazetted													
<b>Sub total</b>			<b>4,200,000</b>	<b>10,000,000</b>															
<b>Sub-Delivery Unit: Genetics and Breeding</b>																			
1	Fish fairs	Hold 4 fish fairs.	4,000,000	-	1	4 fish fairs report													



4	Cage mapped and documented	Document all cage farms and undertake a control audit of cage farming	5,000,000	-	1	Cage culture database														
5	Cage culture farmers sensitized	Sensitization of the cage culture requirements	4,000,000	-	1	Workshop reports														
6	Aquaculture extension manuals	Development of aquaculture manuals	6,000,000	-	2	Number of aquaculture extension manuals developed														
<b>Sub total</b>			<b>33,000,000</b>	<b>6,000,000</b>																
<b>Total</b>			<b>60,700,000</b>	<b>19,000,000</b>																

**Delivery Unit: Fish Quality, Safety and Trade**

**Sub-Delivery Unit: Fish Quality Assurance and Inspection Department**

1	National Residue Monitoring for Aquaculture and Capture Fisheries Implemented	Collect and analyse 30 samples as indicate in the National Residue Monitoring Plan	5,000,000	1,500,000	30	Sample submission forms, Results of Analysis and National Monitoring Plan Implemented														
2	Compliance of imports of fish, fishery products and fish feeds to the minimum limits in both contaminants	Collect and analyze random 18 samples every quarter of imports of fish, fishery products and fish feed at the entry points	5,000,000	-	30	Sample submission forms, Results of Analysis														

	and antimicrobials																		
<b>3</b>	MSOP and Fish Business Operators Guidelines Reviewed	Hold 2 Stakeholders Consultations	5,000,000	2,000,000	2	Reviewed MSOP and Reviewed FBO guidelines													
<b>4</b>	Fish and Fish products Certified	Conduct national audit inspections of Fish Farms and fish processing establishment, Certification of fish and fishery products,	4,000,000	2,000,000	1	Inspection reports, Certificate of Compliance, Export and Import Permits Issued and Health Certificates Issued													
<b>5</b>	Status of the safety and quality of fish imports to Kenya established	Undertake an assessment of fish import establishments in countries that export to Kenya	6,000,000	2,500,000	2	Reports of compliance with international standards													



<b>2</b>	Establish an imports Establishment Compliance Register	Undertake an assessment of fish import establishments in countries that export to Kenya	500,000	-	1	Established Register, Reports													
<b>3</b>	Certification of Fish and Fishery products at entry points	Hold two training workshops for the Fish inspectors on Certification of fish and fish products	3,044,000	1,544,000	2	Export/ Import certificates													
<b>Sub total</b>			<b>14,044,000</b>	<b>5,754,000</b>															
<b>Sub-Delivery Unit: Laboratories Department</b>																			
<b>1</b>	Appropriate Fisheries resources infrastructure developed	Commission and operationalize laboratory infrastructure (SDBE&F - 20,000 & COMESA 2,000,000)	20,000,000	2,000,000	2	Reports													



2	Fisheries management plans developed, reviewed and implemented	Finalize Lake Turkana Fisheries Management plan, Develop Draft Lakes Naivasha and Baringo Fisheries Management Plan, Review Prawn Management Plan and Tuna Strategy	26,000,000	8,000,000	6	Reports													
		Facilitate gazettelement and dissemination of Lobster, Aquarium and Small Purse Seine net Fisheries management plans.	10,000,000	-	3	Lobster FMP, Aquarium FMP and Small Purse Seine FMP													
3	Capacity of resource users and technical staff for combating IUU fishing built: - Training of resource users on combatting IUU fishing	Capacities for Lakes Victoria, Turkana, Naivasha, Jipe, Tana River, Indian Ocean	30,000,000	2,000,000		Reports													
		Deployment of Patrol Vessels	6,000,000	-	2	Report on Patrol Vessels													
4	Access to fisheries resources and fishing efforts controlled: Licensing of fishers and registration of fishing vessels in:	Access rights for Lakes Victoria, Naivasha, Baringo, Turkana, Jipe, Tana river and Turkwel dams, and Indian Ocean	9,715,000	-	167,729	Licence reports													

5	Fisheries resource Co-management Guidelines and Manuals approved and disseminated	Development of Co-management area guidelines and Joint CMA plans	-	15,000,000	1	CMA Guidelines													
		Development of BMU: Training manuals and SoPs, train BMUs and BMUs Network, Establish BMUs MCS Unit, BMUs Registration				Reports													
<b>Sub total</b>			<b>91,715,000</b>	<b>25,000,000</b>															
<b>Delivery Unit: Fisheries Statistics Unit</b>																			
1	Fisheries statistical data collected analysed, validated and shared	Aggregate and analyse fisheries data and prepare annual statistical bulletins, Publish and disseminate Bulletins	3,000,000		1	Statistic bulletins, Quarterly reports, Functional data collection system													
2	Fisheries resources frame survey	Conduct frame surveys Lake Turkana, Baringo and Victoria	30,000,000		3	Frame survey reports													

3	Catch assessment Survey	Five (5) Catch Assessment Survey in Marine, L. Naivasha, Baringo, Turkana & L. Victoria Kenya Marine Fisheries and Socio-Economic Development (KMSFED) 5,000,000)	19,000,000	5,000,000	5	CAS Reports													
4	Routine Data collection, collation and management	Build capacity of data collectors at landing site at each county (KEMSFED 2,000,000)	8,000,000	2,000,000	500	Number of trained data collectors													
<b>Sub total</b>			<b>60,000,000</b>	<b>7,000,000</b>															
<b>Delivery Unit: Fisheries Compliance and Enforcement Directorate</b>																			
<b>Sub-Delivery Unit: Fisheries Compliance and Enforcement Department</b>																			
1	Fisheries Policy, Legal and Institutional framework strengthened Operationalization of the MCS Unit of the Service	Operationalize VMS (State Department for Blue Economy and Fisheries – SDBE&F) - 25,000,000)	25,000,000		4	Reports													
		Establishment of MCS sub units and Command Centres	33,000,000	-	11	Appointment letters, reports													
		Provision of uniforms to the disciplined officer's cadre	9,700,000	-	150														

		Technical skills development	10,000,000	-	150															
		Conduct Port state measures inspection at Ports	-	-	120															
		Participate in MCS Interagency Meetings	-	-	4															
		Participate in staff training on MCS operations	-	-	15															
		Equip MCS Command Centre with radio and information units	-	-																
		Conduct inshore, land and offshore Patrols	-	-	14															
		Participate in installation of Electronic Monitoring Equipment on Industrial Fishing vessels	-	1,000,000	4															
<b>2</b>	Strengthening National Fisheries Monitoring, Control and Surveillance	Training and deployment of Observers	-	5,000,000	10	Training reports														

		Training of technical and Constable Fisheries Guards patrols and handling of exhibits	8,718,097	-																
Fisheries Laws and Regulations enforced	MCS in Lake Victoria		1,000,000	-	4 patrols	MCS reports														
<b>Sub total</b>			<b>62,418,097</b>	<b>6,000,000</b>																
<b>Total</b>			<b>214,133,097</b>	<b>38,000,000</b>																
<b>Grand Total</b>			<b>878,250,000</b>	<b>78,754,000</b>																

DRAFT

Annex 2: Kenya Fisheries Service Proposed Organizational Structure

