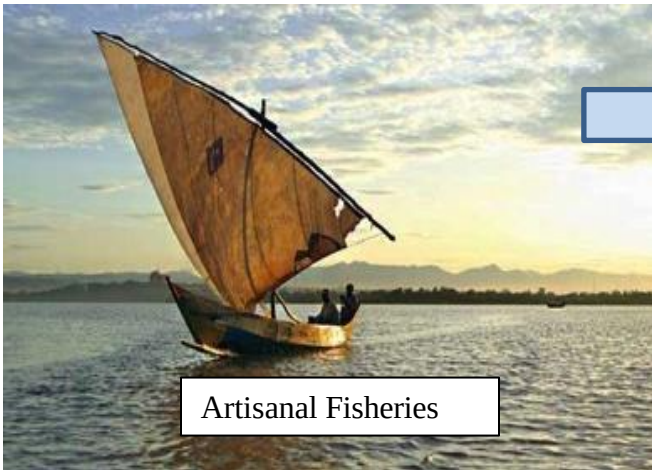




REPUBLIC OF KENYA

MINISTRY OF MINING, BLUE ECONOMY AND MARITIME AFFAIRS

STATE DEPARTMENT FOR THE BLUE ECONOMY AND FISHERIES STRATEGIC PLAN 2023 - 2027



Artisanal Fisheries



Semi- Industrial Fisheries



VISION, MISSION, AND CORE VALUES

Vision

To be a regional leader in governance and development of the blue economy and fisheries resources.

Mission

To facilitate sustainable management and development of the blue economy and fisheries resources for accelerated socio - economic development

Core values

- i. Integrity
- ii. Team Spirit
- iii. Fairness and equity
- iv. Professionalism
- v. Accountability
- vi. Efficiency
- vii. Sustainability

FOREWORD

The Government of Kenya is committed to reforms in public service in order to enhance efficiency in their operations. Consequently, the State Department for the Blue Economy and Fisheries in line with The Kenya Kwanza Plan, 2022-2027 on the Bottom - Up Economic Transformation Agenda (BETA) priorities developed its five-year Strategic Plan (SP), 2023-2027.

The Strategic Plan is also anchored on the Kenya Constitution, 2010; the Kenya Vision 2030; the Fourth Medium Term Plan (MTP IV) 2023-2027; and the Agricultural Sector Transformation and Growth Strategy, 2019-2029 among other policy documents.



The Plan, identifies a number of challenges including: uncoordinated development of the blue economy sector; negative impacts of climate change; declining fish stocks; limited domestic capacity for deep sea fishing; inadequate marketing infrastructure; low investment in the blue economy and fisheries sub-sector; poor road network to major fish markets; environmental degradation and invasive weeds in water bodies that affects fisheries activities; low fish value addition; inadequate blue economy and fisheries policies, legal and institutional frameworks; low aquaculture development; and limited access to affordable credit and insurance by the fisher folk.

The Plan, therefore, sets out a number of strategic objectives and strategies that seek to address the current situation in the context of: - promoting efficient and effective service delivery; exploring alternative financing options to spur development in blue economy and fisheries; development of internal human capacity; enhancing the sector's capacity; and promoting good governance in the management and development of blue economy and fisheries resources.

Further, the Plan outlines a proposed organization structure consisting of four functional Directorates to encourage specialization that is required to support sustainable management and development of fisheries, aquaculture and the blue economy in the country. The structure takes into consideration the devolved structure of government and acknowledges the role of County Governments.

The Ministry acknowledges that the Plan was developed through a participatory process involving relevant stakeholders which enhanced its quality and ownership. It is expected that this will further secure effective implementation of the Plan and hence achievement of the intended outcomes.

I have no doubt that with cooperation and support from other Government Ministries, Departments and Agencies; County Governments; Development Partners; and other key stakeholders, the State Department will propel the blue economy and fisheries sub- sector into greater heights and contribute immensely to the BETA

A handwritten signature in black ink, appearing to read 'Salim Mvurya', written over a horizontal line.

HON. SALIM MVURYA, EGH
CABINET SECRETARY FOR MINING, BLUE ECONOMY AND MARITIME AFFAIRS

PREFACE AND ACKNOWLEDGEMENT

This Strategic Plan has been prepared through a participatory and consultative process with inputs from the relevant stakeholders. The plan outlines the State Department's priorities for implementation for the period 2023 - 2027.



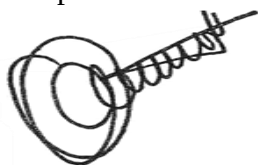
First, the Plan lays firm foundation for fulfilling the State Department's mandate of coordination and facilitation of the management and development of the blue economy and fisheries resources. In delivering this mandate, the State Department will not lose sight of environmental, economic and social considerations that are critical for sustainable development.

Second, the Plan focuses on four Key Result Areas namely: - policy, legal, regulatory and institutional reforms for the management and development of the blue economy, fisheries and aquaculture; investment in the blue economy, fisheries and aquaculture; capacity building for sustainable fisheries resource management and development; and compliance and enforcement of fisheries existing laws, regulations and standards.

Third, the Plan set priorities were guided by our commitments taking into consideration the internal and external working environment. It will, therefore, be necessary to evaluate and adjust our priorities annually to ensure continued provision of quality services to Kenyans. This will be achieved through monitoring and evaluation of the expected outputs/targets during the plan period. The State Department will also deepen the institutionalization of results-based management to enhance efficiency and effectiveness in service delivery.

As we implement the Strategic Plan, we will strongly rely on the support, goodwill, dedication and commitment of all our stakeholders to ensure that we succeed. I am confident that, the Plan will provide the State Department with the focus and clarity of purpose it requires to achieve the desired results for Kenyans.

Finally, I take this opportunity to thank the Cabinet Secretary for his leadership and support in the development of the Plan. I also acknowledge the Director of Planning, Mr. Joseph M. Katumo and Principal Economist, Ms. Rachael Musitia for their commitment and leadership in the entire process of preparing the plan. Special thanks also go to the entire staff of the State Department and the external stakeholders for their invaluable inputs that made the preparation of the plan a success.

A handwritten signature in black ink, appearing to read 'Betsy Muthoni Njagi'.

BETSY MUTHONI NJAGI
PRINCIPAL SECRETARY

TABLE OF CONTENTS

FOREWORD.....	ii
PREFACE AND ACKNOWLEDGEMENT	iii
TABLE OF CONTENTS	iv
LIST OF TABLES.....	vi
LIST OF FIGURES	vii
DEFINITION OF CONCEPTS AND TERMINOLOGIES	viii
ACRONYMS AND ABBREVIATIONS	xi
EXECUTIVE SUMMARY	xiii
CHAPTER ONE: INTRODUCTION	1
1.0 Overview	1
1.1 Strategy as an imperative for Organizational Success	1
1.2 The Context of Strategic Planning	1
1.2.1 United Nations 2030 Agenda for Sustainable Development Goals	1
1.2.2 African Union Agenda 2063.....	2
1.2.3 East Africa Community Vision 2050	3
1.2.4 The Constitution of Kenya.....	3
1.2.5 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda, 2022-2027 and Fourth Medium Term Plan.....	3
1.2.6 Sector Policies and Laws.....	5
1.3 Historical background of the State Department for the Blue Economy and Fisheries	7
1.4 Methodology of developing the Strategic Plan.....	9
CHAPTER TWO: STRATEGIC DIRECTION	10
2.0 Overview	10
2.1 Mandate.....	10
2.2 Vision Statement	10
2.3 Mission Statement.....	10
2.4 Strategic Goals	11
2.5 Core values.....	11
2.6 Quality Policy Statement.....	11
CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS	12
3.0 Overview	12
3.1 Situational Analysis	12
3.1.1 External Environment	12
3.1.2 Summary of Opportunities and Threats	14
3.1.3 Internal Environment.....	16
3.1.4 Summary of Strengths and Weaknesses.....	18
3.1.5 Analysis of Past Performance.....	18
3.2 Stakeholder Analysis.....	21
CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS	27
4.0 Overview.....	27
4.1 Strategic issues.....	27
4.2 Strategic Goals	27
4.3 Key Result Areas	27
CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES	29
5.0 Overview.....	29
5.1 Strategic Objectives	29
5.2 Strategic Choices.....	30
CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK	32
6.0 Overview.....	32
6.1 Implementation Plan	32
6.1.1 Action Plan.....	32

6.1.2	Annual Work Plan and Budget.....	41
6.1.3	Performance Contracting.....	41
6.2	Coordination Framework	41
6.2.1	Institutional Framework.....	41
6.2.2	Staff Establishment, Skills Set and Competence Development	43
6.2.3	Leadership.....	57
6.2.4	Systems and Procedures	59
6.3	Risk Management Framework.....	60
CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES		64
7.0	Overview.....	64
7.1	Financial Requirements.....	64
7.2	Resource Gaps.....	64
7.2	Resource Mobilization Strategies	65
7.3	Resource Management.....	65
CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK.....		66
8.0	Overview.....	66
8.1	Monitoring Framework.....	66
8.2	Performance Standards	68
8.3	Evaluation Framework.....	68
8.3.1	Mid-Term Evaluation	69
8.3.2	End-Term Evaluation	69
8.4	Reporting Framework and Feedback Mechanism	69

LIST OF TABLES

Table 1. 1: Sector Policies, Laws, International Treaties and Conventions	5
Table 3. 1: Summary of Opportunities and Threats	14
Table 3. 2: Summary of Strengths and Weaknesses	18
Table 3. 3: Stakeholder Analysis.....	21
Table 4. 1: Strategic Issues, Goals and Key Result Areas	28
Table 5. 1: Outcomes Annual Projections.....	29
Table 5. 2: Strategic Objectives and Strategies.....	30
Table 6. 1: Implementation Matrix	33
Table 6. 2 : Proposed Staff Establishment of the State Department	43
Table 6. 3: Skills Set and Competence Development	52
Table 6. 4: Strategic Theme Teams.....	58
Table 6. 5: Risk Management Framework	60
Table 7. 1: Financial Requirements for Implementing the Strategic Plan	64
Table 7. 2: Resource Gaps.....	65
Table 8. 1: Outcome Performance Matrix.....	68
Table 8. 2: Quarterly Progress Reporting Template	71
Table 8. 3: Annual Progress Reporting Template	71
Table 8. 4: Evaluation Reporting Template	71

LIST OF FIGURES

Figure 6.1: Proposed Organization Structure for the SDBEF	42
Figure 8. 1: State Department's Monitoring Structure	67
Figure 8. 2: The State Department's Monitoring and Evaluation Cycle	67

DEFINITION OF CONCEPTS AND TERMINOLOGIES

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

Blue Economy: The sustainable use and socio-economic development of aquatic resources which include oceans, seas, coasts, lakes, rivers, and underground waters.

Capacity building: Capacity building can be defined as developing empowerment or the autonomous process of developing and strengthening the skills, instincts, experiences, abilities, processes and finance/data/human resources, and businesses towards achieving the blue economy, whilst reducing dependency on external consultants, resources and systems.

Baseline: A description of the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparison made

Core Values: Ideals or norms governing the conduct of the State Department's staff.

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.

Fisheries: Is an activity of catching fish, from one or more stock of fish that can be treated as a unit for purposes of conservation and management that is identified on the basis of geographic, scientific, technical, recreational, socio or economic characteristics and or method of catch. It refers to activities involved in catching a species of fish or shell fish or a group of species that share the same habitat.

Key Activities: Actions taken or work performed, through which inputs are mobilized to produce outputs.

Key Results Areas: These are broad areas in which an organization is expected to deliver results

Top Leadership: Individuals or groups of people who carry the Vision of an organization and are responsible for achieving its mandate. Top leadership includes Cabinet Secretary and Principal Secretary in the State Department.

Legal Framework: A set of laws that establish an organization and sets out the organization's mandate, powers and functions.

Mission: A statement of purpose through which the State Department seeks to achieve its vision.

Opportunities: Positive external factors influencing State Department's operating environment.

Outcome Indicator: This is a specific, observable, and measurable characteristic or change that will represent achievement of the outcome.

Outcome: The intermediate results generated relative to the objective of the intervention. It describes the actual change in a situation as a result of an intervention output(s) as a result of a

programme or project.

Output: Products, services, or immediate results, tangible or intangible resulting directly from the implementation of activities or applying inputs.

Performance Indicator: A means for measuring progress/change that results from an intervention. It measures a change in a situation or condition and confirms progress towards achievement of a specific result. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.

Policy Framework: A document that provides guidance for institutional policy development, including approval, implementation, publication and review.

Policy: Course of action to be implemented by an organization.

Programme: A grouping of similar projects and/or services performed by a Ministry or National/ County Department to achieve a specific objective; the programmes must be mapped to strategic objectives.

Project: A project is a set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters.

Regulatory Framework: A set of rules and regulations that govern the operational procedures of an organization.

Strategic Goal: General qualitative statements on what the State Department is hoping to achieve in the long term. Each strategic goal is linked to a strategic issue. Goals are the foundations of a plan and need to be set at the start of the planning process.

Strategic Issues: These are problems or opportunities emanating from situational analysis that an organization has to manage in order to be able to fulfil its mandate and mission.

Strategic Objectives: These are outcomes or results that the State Department commits itself to achieve in order to achieve strategic goals (long term). Strategic objectives should be Specific Measurable, Achievable, Realistic and Time bound; they establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements.

Strategic Plan: This is a document that communicates an institution's vision, mission, goal and sets of actions needed to achieve the vision, mission and goal of the institution as well as time and resources required to undertake the actions.

Strategic Risks: The effect of uncertainty on strategic objectives.

Strategies: Broad abstractions which are descriptive of the means for achieving the strategic objectives.

Framework: A system of rules or concepts governing an area of interest.

Strengths: Positive internal factors influencing State Department's operating environment.

Target: A result to be achieved within a given time frame.

The Blue Economy: Blue economy refers to the sustainable use and economic development of both aquatic and marine spaces including oceans, seas, coasts, lakes, rivers, and underground water.

Threats: Negative external factors influencing an organization's operating environment.

Weaknesses: Negative internal factors influencing an organization's operating environment.

ACRONYMS AND ABBREVIATIONS

ABDP	-	Aquaculture Business Development Programme
AU	-	African Union
AWP	-	Annual Work-Plan
BETA	-	Bottom - Up Economic Transformation Agenda
BMUs	-	Beach Management Units
CIGs	-	Common Interest Groups
CPA	-	Certified Public Accountant
CPPMD	-	Central Planning and Project Monitoring Department
DBED	-	Director, Blue Economy Development
DFAD	-	Director, Fisheries and Aquaculture Development
DG	-	Director General
E- NIMES	-	Electronic National Integrated Monitoring and Evaluation System
EAC	-	East African Community
EEZ	-	Exclusive Economic Zone
E-PROMIS	-	Electronic Project Monitoring Information System
FAO	-	Food and Agriculture Organization
FIBES	-	Fisheries and Blue Economy Secretary
FLTF	-	Fish Levy Trust Fund
FMDA	-	Fisheries Management and Development Act, 2016
FY	-	Financial Year
GDP	-	Gross Domestic Product
HRM&D	-	Human Resource Management and Development
ICT	-	Information and Communication Technology
IFMIS	-	Integrated Financial Management Information System
IPPD	-	Integrated Personal Payroll Database
IUU	-	Illegal, Unreported and Unregulated
JASSCOM	-	Joint Agriculture Sector Steering Committee
KCSE	-	Kenya Certificate of Secondary Education
KeFS	-	Kenya Fisheries Service
KEMFSED	-	Kenya Marine Fisheries and Socio-Economic Development Project
KFAC	-	Kenya Fisheries Advisory Council
KFASTCE	-	Kabonyo Fisheries Aquaculture Service and Training Centre of Excellence
KFIC	-	Kenya Fishing Industries Corporation
KFMA	-	Kenya Fish Marketing Authority
KMFRI	-	Kenya Marine and Fisheries Research Institute
KRAs	-	Key Result Areas
Ksh.	-	Kenya Shillings
M&E	-	Monitoring and Evaluation
MCS	-	Monitoring, Control and Surveillance
MDAs	-	Ministries, Departments and Agencies
MED -	-	Monitoring and Evaluation Directorate
MTP IV	-	Fourth Medium Term Plan
MSMEs	-	Micro, Small and Medium Enterprises
NAMARET	-	National Mariculture Research and Training Centre
PC	-	Performance Contract
PPP	-	Public Private Partnership

PS	-	Principal Secretary
S/NO.	-	Serial Number
SCMS	-	Supply Chain Management Services
SDBEF	-	State Department for the Blue Economy and Fisheries
SDEP	-	State Department for Economic Planning
SDFABE	-	State Department for Fisheries, Aquaculture and the Blue Economy
SDFBE	-	State Department for Fisheries and the Blue Economy
SDGs	-	Sustainable Development Goals
SDMETC	-	State Department Monitoring and Evaluation Technical Committee
SDPDM	-	State Department for Performance and Delivery Management
SDPFMSC	-	State Department Public Finance Management Standing Committee
SP	-	Strategic Plan
SO	-	Strategic Objective
SPAS	-	Staff Performance Appraisal System
SPIC	-	Strategic Plan Implementation Committee
STTs	-	Strategic Theme Teams
TNT	-	The National Treasury
UN	-	United Nations
VDS	-	The Vision 2030 Delivery Secretariat

EXECUTIVE SUMMARY

The preparation of the Strategic Plan 2023-2027, was guided by the Kenya Vision 2030; the Constitution; the MTP IV 2023-2027; The Kenya Kwanza Plan, 2022-2023 on the Bottom - Up Economic Transformation Agenda; Sustainable Development Goals (SDGs); International and Regional Conventions/Agreements; Executive Order No.2 of November, 2023 on Organization of the Government of the Republic of Kenya; and other government blueprints towards economic growth and development. The Plan was also guided by lessons learnt, constraints and challenges experienced in the implementation of the Strategic Plan, 2018-2022.

The Plan is structured into eight chapters: - Chapter one, is on introduction and gives information on the strategy as imperative for the State Department's success; the context of strategic planning taking into consideration the global, regional and national priorities and development frameworks; the history of the State Department; and the methodology/process of developing the Strategic Plan, 2023-2027. Chapter two provides the strategic direction of the State Department including: - the mandate; vision and mission statements; strategic goals and core values; and policy statement. Chapter three is on situational and stakeholder's analysis, covering: - external environment, macro environment, and micro environment; strengths, weaknesses, opportunities and threats analysis; performance on the implementation of the previous Strategic Plan, 2018-2022; and stakeholders' analysis. Chapter four covers the state Department's strategic issue, goals and Key Result Areas (KRAs). The KRAs identified are namely: -

- i. Policy, legal, regulatory and institutional reforms for the management and development of the blue economy, fisheries and aquaculture;
- ii. Investment in the blue economy, fisheries and aquaculture;
- iii. Capacity building for sustainable blue economy and fisheries resource management and development; and
- iv. Compliance and enforcement of fisheries existing laws, regulations and standards.

Chapter five provides the State Department's strategic objectives and strategies to realize the objectives. Chapter six is on the implementation and coordination framework that entails: - Annual Work Plans (AWPs) and budgets; performance contracting; staff establishment, skills set and competence development; leadership; systems and procedures; and risk management framework. Chapter seven is on resource requirements and mobilization strategies. While Chapter eight is on monitoring, evaluation and reporting framework.

To implement the Strategic Plan, it is estimated Ksh. **63.975 billion** will be required. Towards this end, the proposed strategies for resource mobilization will entail: - lobbying the Government for additional funding; engaging the development partners, utilization of the Public Private Partnership (PPPs) arrangements; and exercising prudence in financial management.

The effective implementation of the Strategic Plan will depend on fundamental factors/issues cutting across as highlighted in chapters one to eight. The Strategic Plan will be implemented through State Department's AWP, Performance Contracts (PCs) and Staff Performance Appraisal System (SPAS) by mainstreaming day to day activities to the Directorates, Divisions, Sections, Units. Further, the plan will be implemented through Strategic Theme Teams (STTs)

on account of responsibility. The outputs emanating from the use of these tools and measures will serve as the indicators, and thereby be converted into quarterly, biannual and annual targets for the State Department.

To assess the implementation of the plan, the State Department will monitor and evaluate the implementation process (inputs, activities, outputs and outcomes) of the plan to ensure efficiency and effectiveness in service delivery. The Monitoring and Evaluation (M&E) findings will be disseminated to all implementers to facilitate informed decision making on the implementation of the plan. The M&E will be coordinated and spearheaded by the Central Planning and Project Monitoring Department (CPPMD). The Strategic Plan, 2023-2027 will undergo a mid-term review in 2025/2026 and end term evaluation at the end of the plan period (2027/2028).

CHAPTER ONE: INTRODUCTION

1.0 Overview

The chapter contains; the background information of the State Department for the Blue Economy and Fisheries (SDBEF), its mandate/functions as per the Executive Order No. 2 of November, 2023 on the Organization of the Government of the Republic of Kenya; the global, regional and national blue economy and fisheries development issues; and the State Department's role vis-à-vis the Kenya's development agenda among other regional and international frameworks. Further, the chapter contains the rationale for the development of the Strategic Plan (SP), 2023- 2027.

1.1 Strategy as an imperative for Organizational Success

The Strategic Plan, will be used as the guiding policy document by the State Department towards realizing its vision, mission and mandate during the plan period. Considering the working environment in the context of inadequate financial resources, the State Department will endeavor to focus on four KRAs identified in the plan through collaboration with all stakeholders in the blue economy and fisheries sector. This is with a view to ensuring synergy and complementarity in all activities. The core values identified as guiding principles in the implementation of the plan will be critical parameters to be observed by all staff in the State Department for efficient and effective service delivery as required by the Kenyan citizens. The Strategic Plan was also aligned with the government policy priorities as contained in the Kenya Vision 2030, ; the Agricultural Sector Transformation and Growth Strategy, 2019-2029; Kenya Fisheries Policy, 2023;MTP IV,20203-2027 and the Kenya Kwanza Plan,2022-2037 among other policy documents

1.2 The Context of Strategic Planning

The Strategic Plan has been developed in consideration of national development priorities, regional and international development frameworks including the following: -

1.2.1 United Nations 2030 Agenda for Sustainable Development Goals

Towards the realization of the Sustainable Development Goals (SDGs), the State Department will undertake the following activities during the plan period: -

- i. Goal 1: End Poverty in all its forms everywhere and Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture: This will be achieved through development of the necessary policy and legal frameworks; and development and implementation of pro-poor programmes/projects along the sector's value chains.
- ii. Goal 3: Ensure healthy lives and promote well-being for all at all ages. This will be achieved through promotion of healthy eating interventions of fish and fish products.
- iii. Goal 5: Achieve gender equality and empower all women and girls. This will be attained through providing policy direction and opportunities in the blue economy and fisheries on social inclusion of women, youth and people abled differently.
- iv. Goal 6: Ensure availability and sustainable management of water and sanitation for all. The State Department will focus on promoting water efficient usage systems in aquaculture and reduction of pollution in water bodies.

- v. Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all. The State Department will aim at achieving low reliance on fossil energy and shift into cleaner and cheaper (green) energy.
- vi. Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. This will be achieved through development of the necessary policies to provide a conducive environment for workers, investors and creation of decent jobs along the sector's value chains.
- vii. Goal 9: Industry, innovation and infrastructure. This will be achieved through modernization of fish landing sites, development of fishing ports and fish markets.
- viii. Goal 12: Ensure sustainable consumption and production patterns. This will be achieved through targeted interventions on reduction of post-harvest losses and increased access to fish. This is in addition to development of the necessary policies, laws, guidelines and standards towards ensuring sustainable consumption and production patterns.
- ix. Goal 13: Take urgent action to combat climate change and its impacts. This will be addressed through climate-smart technologies in fisheries, aquaculture and promotion of environment friendly technologies along the fish value chain.
- x. Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development. The focus will be on sustainable management of our Exclusive Economic Zone (EEZ) of the Indian Ocean and inland water resources through: - ecosystem approach to fisheries management; code of conduct for responsible fisheries; strengthening of blue economy and fisheries governance; enhanced capacity on research; and transfer of marine technologies and access to genetic resources and benefit sharing.
- xi. Goal 15: Life on land. This will be realized by promoting aquaculture development approaches that conserve and improve ecosystems and biodiversity, and reduce the carbon intensity of aqua-food production systems.
- xii. Goal 17: Strengthen means of implementation and revitalize the global partnership for sustainable development. This will be achieved through strengthening collaboration and partnerships at the national, regional and international levels on sustainable management and development of fisheries resources.

1.2.2 African Union Agenda 2063

The African Union (AU) Agenda 2063 was adopted by the 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. It specifically aims for a peaceful, integrated and prosperous continent by 2063 and is “an endogenous plan for transformation”. It seeks for exploitation of trans-boundary natural resources, including water, forests, fisheries, aquatic biotechnology and biodiversity. Towards realization of the Agenda 2063, the State Department will focus on: -

- i. Accelerating aquaculture development and biosecurity governance;
- ii. Enhancing market access for small scale and large-scale fishers to strengthen intra-regional fish trade;
- iii. Promoting sustainable development of small-scale fisheries for food and nutrition security, improved livelihoods; and
- iv. Enhancing collaboration and coherence in African fisheries and aquaculture for improved sustainable governance of the sector.

1.2.3 East Africa Community Vision 2050

The East African Community (EAC) Vision 2050 is an instrument that will drive the means to improve the quality of life of the people in the region through increased competitiveness, value added production, trade and investment. It is envisaged that the EAC Vision will catalyze transformation for growth and development and move the community to upper middle-income status.

By creating a conducive environment for investment, coupled with effective institutional capacities and effective resource management, the region will expand its production capacity and widen its exports, both by composition and value, hence a prosperous, competitive, secure and politically united region.

The identified pillars and enablers in the EAC Vision 2050 are: - infrastructure development; industrialization; agriculture, food security and rural economy; natural resource and environmental management; and tourism, trade and services development. Kenya has prioritized sustainable blue economy and fisheries as a potential source of employment, food and nutrition security, climate resilience and economic growth. In this regard, the State Department under the Executive Order No. 2 of November, 2023 will co-ordinate development of policy, legal, regulatory and institutional framework for the fisheries industry and the blue economy; and policy on development of fishing ports and associated infrastructure during the planned period. Consequently, the implementation of the Strategic Plan (2023-2027) will, therefore, create a platform for cross-sector learning through sharing of indigenous, technical knowledge and modern technologies to support key sectors in the blue economy development.

1.2.4 The Constitution of Kenya

During the plan period, the State Department among others will continue to: - undertake the relevant national functions as provided for in Schedule Four of the Constitution; uphold and implement Articles 10 and 232 on the National Values and Principles of Governance; and the Values and Principles of Public Service in undertaking its activities, projects and programmes. Further, the State Department will endeavor to implement Article 10 on the obligations in respect of the environment and in particular Article 69 (a) by ensuring sustainable exploitation, utilization, management and conservation of the environment and natural resources and ensuring the equitable sharing of the accruing benefits.

1.2.5 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda, 2022-2027 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. The vision aims to create a cohesive, equitable and just society based on democratic principles and issue-based politics grounded on the existing rich and diverse cultures and traditions. The Sessional Paper No. 10 of 2012 on Kenya Vision 2030 entrenches the development plan as a people driven process.

The Kenya Vision 2030 is anchored on three pillars namely; economic, social and political. In the economic pillar, the vision identifies the agricultural sector, which comprises the fisheries among others, as one of the key sectors to deliver the envisaged national economic growth rate of 7% annually. Further, the blue economy where the fisheries and aquaculture falls is one of the sub- sectors under Environment and Natural Resources Sector of the MTP IV, 2023-2027.

During the plan period, the State Department will continue to focus on the development and management of fisheries, aquaculture and the blue economy towards improved livelihoods of the Kenyan people. The importance of fisheries and aquaculture cannot be overemphasized for they provide livelihood to fishing communities in the country. They also contribute to food and nutrition security; provide raw materials for production of animal feeds, fish oil, fish skin products and bioactive molecules for the pharmaceutical industry. In addition, the sub-sector supports auxiliary industries such as net making, packaging material industries, boat building and repair, sports and recreation.

Further, the sub-sector contributes to the national Gross Domestic Product (GDP). The sub-sector contributed 0.5% to the GDP in 2018; 0.6% in 2019 and 2020; 0.7% in 2021; and 0.6 % in 2022 (Economic Survey, 2023). The contribution will be much higher by; conserving aquatic resources, enhancing value addition of fish, minimizing post- harvest losses, increasing market access and capacity building for exploration of the Exclusive Economic Zone (EEZ) and high seas.

In summary, the Blue Economy and fisheries sub - sector contributes to the economic pillar of the Kenya Vision 2030 in the following ways: -

- i. Contributes to national food and nutrition security and therefore social stability which is vital for sustainable development;
- ii. Creates employment in fish farming and capture fisheries especially in the rural areas, and thereby controlling rural urban migration with its attendant problems;
- iii. Supports industrialization through backward and forward linkages along the fish value chain. For example, by providing raw materials for animal feeds and pharmaceutical industries as well as micro-processing industries in the rural areas; and
- iv. Contributes to the country's GDP, wealth creation and foreign exchange earnings.

During the plan period, the State Department is committed to the implementation of the BETA through aquaculture transformation, digitization and support to Micro, Small and Medium Enterprises (MSMEs) aimed at: - job creation, food and nutrition security; income and revenue generation; and improvement of livelihoods of the Kenyan Citizenry. These will be realized through input support to fisheries and aquaculture like provision of affordable inputs, such as fish feeds and fingerlings. This is besides development/provision of necessary fisheries infrastructure, facilities and equipment; and development of both institutional and human resource capacities to increase fish productivity and production; support commercialization of Beach Management Units (BMUs) through marketing and financial inclusion; and steering digital transformation in the blue space. Further, the State Department will continue to implement programmes/projects that contribute to BETA. These include: - The Aquaculture Business Development Programme

(ABDP) that will support 23,400 households across fifteen¹ counties and aims at increasing incomes, food security and nutritional status of the rural poor households through fish farming; and Kenya Marine Fisheries and Socio-Economic Development (KEMFSED) Project being implemented in five coastal counties (Mombasa, Lamu, Kwale, Kilifi and Tana River). The aim of the project is to enhance economic benefits and coastal livelihoods from marine fisheries and coastal aquaculture while safeguarding associated ecosystems' integrity of the coastal region.

The State Department will integrate the value chain approach in BETA and MTP IV to enhance efficiency and promote competitiveness in the blue economy and fisheries value chains. The integration will focus on critical activities that strive to create value at various value chain nodes from production, aggregation, processing, transportation/distribution, trade and consumption to meet consumer needs. The value chain approach will strive to increase the value and quality of fish and fish products in the local, regional and international markets.

Analysis of various fisheries value chains have identified the challenges, key actors and interventions required to improve performance of engagements in the existing opportunities that increase value and also recover losses along the priority value chains. The interventions will include: - supply of quality inputs; better conservation and fishing techniques; efficient processing, improved handling infrastructure; and better consumption which are aligned to the markets demand.

Other critical interventions include: - PPPs; enforcing trust among players; enhancing flow of information; financing of the value chains and market linkages; and capacity building, monitoring and evaluation to assess the impact of the interventions.

1.2.6 Sector Policies and Laws

During the implementation of the plan, the State Department will mainstream the relevant blue economy and fisheries issues as provided in sector specific policies, laws and international treaties and conventions in: - development/review of policies, laws, plans and regulations; and undertaking her activities, projects and programmes as summarized in Table 1.1

Table 1. 1: Sector Policies, Laws, International Treaties and Conventions

S/N o.	Policies, Laws, International Treaties and Conventions	Relevant issues to mainstream in the Blue Economy and Fisheries Sector
1.	Kenya Fisheries Policy 2023	The overall purpose of this policy is to guide the sector to achieve sustainable management and development of fisheries and aquaculture
2.	Fisheries, Management and Development Act, 2016	Aims at conservation, management and development of fisheries resources
3.	Kenya Coast Guard Service Act, 2018	Protection of maritime resources including fisheries, deter Illegal, Unreported and Unregulated (IUU)
4.	Science, Technology and	Provides for coordination and regulation of the progress of

¹ Kakamega, Homabay, Busia, Migori, Kisumu, Kisii, Siaya, Kiambu, Machakos, Meru, Embu, Tharaka Nithi, Kirinyaga, Nyeri and Kajiado

S/N o.	Policies, Laws, International Treaties and Conventions	Relevant issues to mainstream in the Blue Economy and Fisheries Sector
	Innovation Act, 2013	science, technology and innovation in blue economy and fisheries research
5.	Climate Change Act, 2016	Promotes development, management, implementation and regulation of mechanisms to enhance climate change resilience and low carbon development for sustainable development of blue economy and fisheries
6.	Maritime Zones Act, CAP 371	Provides for establishment and delimitation of EEZ of Kenya and provide for exploration, exploitation, conservation and management of maritime zones
7.	The Merchant Shipping Act (Cap 389)	Provides for oil pollution control in aquatic resources
8.	East African Treaty	Harmonize fisheries conservation, management, and development initiatives for the sustainable utilization of living resources with the rest of EAC member states
9.	Lake Victoria Fisheries Organizations Convention, 1994	Establishment of the Lake Victoria Fisheries Organization for better management of the fisheries resources in L. Victoria
10.	United Nations Convention on the Law of the Sea	Provides for delineation of maritime zones, sustain marine environment, fisheries, monitoring and surveillance of territorial waters and generally regulate ocean affairs in accordance with the Convention.
11.	United Nations Fish Stock Agreement for Straddling Fish stocks and Highly Migratory Fish stocks, 1995	Promotes enhancement of long-term conservation and sustainable use of straddling fish stocks and highly migratory fish stocks
12.	Food and Agriculture Organization (FAO) Compliance Agreement, 1993	Promotes compliance with international conservation and management measures by fishing vessels on the high seas so as to deter any activity that undermines the effectiveness of international conservation and management measures
13.	FAO Code of Conduct for Responsible Fisheries, 1995	Promotes a long-term conservation and sustainable use of fisheries through the ecosystem approach and rights-based fisheries management,
14.	FAO Port State Measures Agreement 2009.	The Agreement aims to prevent, deter and eliminate Illegal Unreported Unregulated (IUU) Fishing by preventing vessels engaged in IUU from using ports and landing their catch. It provides for ensuring proper detection and investigation of IUU fishing; ensure reporting and notification of fishing activities in all EEZ and high sea to stop fish caught from IUU fishing reaching markets; establishment of designated fishing ports and inter-agencies entities for port inspection; and to participate in regional forums and activities to deter the IUU; and establish observer coverage of at least 5%

S/N o.	Policies, Laws, International Treaties and Conventions	Relevant issues to mainstream in the Blue Economy and Fisheries Sector
15.	Indian Ocean Tuna Commission Agreement	Promotes co-ordination on the regulation and management of the highly migratory and straddling tuna and tuna-like fish species in the Indian Ocean; domesticate and implement the obligatory resolutions on conservation and management measures
16.	FAO South West Indian Ocean Commission Resolution, 2004	Promotes participation in the scientific and compliance committees and working parties' activities, ratification of management protocols on minimum terms and conditions for access to the fishing resources in the region
17.	South West Indian Ocean Fisheries Agreement 2006	The agreement is aimed at ensuring the long-term conservation and sustainable use of the fishery resources in the South Indian Ocean.
18.	The World Trade Organization Agreement on Fisheries Subsidies 2022	The Agreement aims for ocean sustainability by prohibiting harmful fisheries subsidies, which are a key factor in the widespread depredation of the world's fish stocks and fisheries.
19.	UN Agreement on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction	The aim is to ensure the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction, for the present and in the long term, through effective implementation of the relevant provisions of the Convention and further international cooperation and coordination.
20.	Western Indian Ocean Marine Science Association	Promotes the educational, scientific and technological development of all aspects of marine sciences throughout the region of Western Indian Ocean with a view towards sustaining the use and conservation of its marine resources
21.	International Convention for Regulation of Whaling, 1946	Provides for the establishment of Whale Research Unit, training on by catch whaling and development of sustainable use of whales through whale watching activities
22.	The Common Market for Eastern and Southern Africa Fisheries Strategy	Promotes fish handling and safety to reduce post-harvest losses
23.	UN Decade of Ocean Science, 2021-2030	Support efforts to reverse the cycle of decline in ocean health

1.3 Historical background of the State Department for the Blue Economy and Fisheries

The State Department for the Blue Economy and Fisheries (SDBEF) was created vide the Executive Order No. 2 of November, 2023 under the Ministry of Mining, Blue Economy and Maritime Affairs. This replaced the former State Department for Fisheries, Aquaculture and the Blue Economy (SDFABE) that was created as a result of the re-organization of the Government Vide Executive Order No. 1 of June, 2018 (Revised) and May (Revised), 2020 under the then Ministry of Agriculture, Livestock, Fisheries and Irrigation and Ministry of Agriculture, Livestock,

Fisheries and Co-operatives respectively. The SDFABE had replaced the former State Department for Fisheries and the Blue Economy (SDFBE) that was created through Executive Order No 1 of May, 2016 under the Ministry of Agriculture, Livestock and Fisheries. There before, the State Department for Fisheries had been created under the Ministry of Agriculture, Livestock and Fisheries through Executive Order No. 1 of 2013 Vide Kenya Gazette Notice No. 4961 A of 18th April, 2013.

The State Department comprises of two technical directorates namely: - Directorate of Fisheries and Aquaculture Development; and Directorate of Blue Economy Development. This is besides the General Administration and Planning Department that provides support services to the technical directorates. It comprises of the Administration, Human Resource Management and Development (HRM&D), Finance, Accounts, Legal, Central Planning and Project Monitoring Department (CPPMD), Supply Chain Management Services (SCMS), Information and Communication Technology (ICT), Public Communication and Internal Audit.

There are four state corporations under the State Department namely: Kenya Marine and Fisheries Research Institute (KMFRI); The Kenya Fisheries Service (KeFS); Kenya Fish Marketing Authority (KFMA); and the Kenya Fishing Industries Corporation (KFIC). This is besides the Kenya Fisheries Advisory Council (KFAC) and Fish Levy Trust Fund (FLTF) as institutions established by the Fisheries Management and Development Act (FMDA) of 2016

The State Department's mandate/functions are to coordinate the development of policy, legal, regulatory and institutional frameworks for harnessing the country's blue economy and fisheries potential. The State Department's mandate/functions as per the Executive Order No. 2 of November, 2023 on organization of the Government of the Republic of Kenya are: -

- i. Co-ordination of the development of National Oceans and Blue Economy Strategy and Policy;
- ii. Fisheries and Aquaculture Policy;
- iii. Co-ordination of the development of policy, legal. regulatory and institutional framework for fisheries industry and the blue economy;
- iv. Drive sustainable transformation and diversification of the ocean's economy by promoting research and innovation;
- v. Increase local participation and investment in the blue economy through private sector engagement and partnerships;
- vi. Fisheries Marketing Policy;
- vii. Fishing Licensing;
- viii. Development of Fisheries;
- ix. Promote Fish Consumption;
- x. Fish Quality Assurance;
- xi. Enhancement of Technical Co-operation with Partner States;
- xii. Management and Licensing of local and foreign fishing trawlers in Kenya Waters;
- xiii. Overall Policy for Exploitation of Agro- Based Marine Resources;
- xiv. Policy on Development of Fishing Ports and Associated Infrastructure;
- xv. Capacity building for sustainable exploitation of Agro - Based Marine Resources;
- xvi. Protection of Aquatic Ecosystems;

- xvii. Promotion of Kenya as a Centre for Aquaculture; and
- xviii. Economic development-oriented fisheries research.

1.4 Methodology of developing the Strategic Plan

The State Department initiated the process of developing the Strategic Plan, 2023-2027 to succeed the Fisheries, Aquaculture and Blue Economy Strategic Plan, 2018 - 2022 whose period ended in June 2023. A technical committee was appointed by the Principal Secretary on 23rd February, 2023 under the leadership of the Director of CPPMD to spearhead the preparation of the State Department's Strategic Plan, 2023-2027. A first draft Strategic Plan, 2023-2027 was developed in April, 2023.

A second draft was prepared based on comments and inputs from the State Department's staff and the Principal Secretary in early May, 2023. The second draft was circulated to relevant Ministries, Departments and Agencies (MDAs) and other stakeholders for their inputs. Thereafter, a draft final Plan was prepared considering the observations, comments and inputs provided by the external stakeholders in May, 2023.

The remaining processes that included submitting the validated draft Plan to the State Department for Economic Planning (SDEP) for review and feedback to facilitate finalization and dissemination of the Plan were halted. This was because the SDEP issued revised guidelines for preparation of the Fifth-Generation Strategic Plans for the period 2023-2027 vide a letter Ref. No. TNTEP/SDEP/4/48 dated 3rd July 2023 that were earlier issued by the State Department for Economic Planning through a letter Ref. No. TNTN/SDP/4/86 dated 5th September 2022.

The State Department for Economic Planning through a letter Ref. No. TNTEP/SDEP/4/48 dated 3rd July 2023 issued revised guidelines for preparation of the Fifth-Generation Strategic Plans for the period 2023-2027. The Revised Guidelines introduced new approaches in strategic planning and thus generated new information and data gaps in the State Department's draft Strategic Plan, 2023-2027.

To achieve the aforementioned, an expanded technical committee with members from KMFRI, KeFS, KFMA, KFIC and FLTF attended a forum to provide inputs to the draft Plan in September 2023. This gave birth to a revised draft Plan that was subjected to both internal and external stakeholders for review in November, 2023. The comments/inputs received were incorporated into the final draft Plan, which was forwarded to the SDEP for review and feedback. Thereafter, the plan was finalized, published and disseminated for implementation in December, 2023.

CHAPTER TWO: STRATEGIC DIRECTION

2.0 Overview

This section provides the mandate, vision statement, mission statement, strategic goals, core values and quality policy statement of the State Department. It also articulates the long-term strategic intent which entails a description of the organization's strategic direction which communicates the long-term desired level of achievement in undertaking her mandate.

2.1 Mandate

The State Department's mandate/functions as per the Executive Order No. 2 of November, 2023 on Organization of the Government of the Republic of Kenya are: -

- i. Co-ordination of the development of National Oceans and Blue Economy Strategy and Policy;
- ii. Fisheries and Aquaculture Policy;
- iii. Co-ordination of the development of Policy, Legal. Regulatory and Institutional Framework for Fisheries Industry and the Blue Economy;
- iv. Drive sustainable transformation and diversification of the ocean's economy by promoting research and innovation;
- v. Increase local participation and investment in the blue economy through private sector engagement and partnerships;
- vi. Fisheries Marketing Policy;
- vii. Fishing Licensing;
- viii. Development of Fisheries;
- ix. Promote Fish Consumption;
- x. Fish Quality Assurance;
- xi. Enhancement of Technical Co-operation with Partner States;
- xii. Management and Licensing of local and foreign fishing trawlers in Kenya Waters;
- xiii. Overall Policy for Exploitation of Agro- Based Marine Resources;
- xiv. Policy on Development of Fishing Ports and Associated Infrastructure;
- xv. Capacity building for sustainable exploitation of Agro - Based Marine Resources;
- xvi. Protection of Aquatic Ecosystems;
- xvii. Promotion of Kenya as a Centre for Aquaculture; and
- xviii. Economic development-oriented fisheries research.

2.2 Vision Statement

To be a regional leader in governance and development of the blue economy and fisheries resources.

2.3 Mission Statement

To facilitate sustainable management and development of the blue economy and fisheries resources for accelerated socio- economic development.

2.4 Strategic Goals

- i. Adequate policies, legal, regulatory and institutional framework for the management and development of the blue economy, fisheries and aquaculture;
- ii. Enhanced investment in blue economy, fisheries and aquaculture development;
- iii. Enhanced sustainable fisheries resource management and development; and
- iv. Enhanced compliance and enforcement of existing fisheries policies, laws and regulations.

2.5 Core values

In order to fulfil the State Department's mandate and realize the vision and mission, the operations of the State Department will be guided by the following principles: -

- i. **Integrity:** The State Department will take measures to ensure that all staff comply with the Leadership and Integrity Act, 2012;
- ii. **Team Spirit:** The State Department will continuously promote teamwork among its staff and stakeholders;
- iii. **Fairness and equity:** The State Department will endeavor to provide equal opportunities for all persons, recognize achievement, uphold individual dignity and appreciate diversity;
- iv. **Professionalism:** The State Department will uphold the highest level of professionalism in all its affairs;
- v. **Accountability:** The State Department will be accountable to Kenyans in all its operations;
- vi. **Efficiency:** The State Department will strive to enhance efficiency in all its activities; and
- vii. **Sustainability:** The State Department will promote development and utilization of the blue economy and fisheries resources that meets the needs of the present and future generations.

2.6 Quality Policy Statement

The State Department is dedicated to upholding the highest standards of quality, integrity, and effectiveness in her pursuits related to advancing the responsible and sustainable development of the blue economy and fisheries resources. The State Department is committed to shaping a future where the aquatic ecosystems thrive, economies of the fisher folk and other stakeholder flourish along the fish value chain in the context of sustainable development.

CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS

3.0 Overview

This chapter analyses the developments in both the external and internal environments in order to appreciate the implications of such developments as manifested in opportunities and/or threats. The opportunities and/or threats are used to inform identification of appropriate strategic responses while the developments are informed by a comprehensive analysis of the various types of external and internal environments. The chapter also provides a review on implementation of the previous Strategic Plan, 2018 - 2022 including: -key achievements; challenges; and lessons learnt. Besides, the chapter provides stakeholders analysis towards the implementation of the plan.

3.1 Situational Analysis

3.1.1 External Environment

3.1.1.1 Macro-environment

The implementation of the State Department's Strategic Plan, 2023 - 2027 will be greatly dependent on the political, economic, social, technological, environmental and legal factors as follows: -

Political: - Kenya has largely experienced political stability over time which has created a conducive environment for both the public and private sector engagements. Besides, the State Department enjoys political good will from the County Governments. This is demonstrated through the Council of Governors Blue Economy Committee and the Joint Agriculture Sector Steering Committee (JASSCOM) established to discuss matters pertaining to the blue economy and fisheries among others at the national and county levels. Further, Kenya enjoys cordial relationship with her neighbors and the international community. The strong political stability has supported the development of the blue economy space through: - strengthened institutional capacities; infrastructure development; and enhanced private sector participation in the blue economy and fisheries sector among others.

Economic: - Kenya's economic performance is directly and indirectly affected by the global and regional economies. This in turn impacts both the backward and forward linkages in the fisheries sector. For example, the global economic growth in 2022 was estimated at 3.4 percent and is projected to fall to 2.3 per cent in 2023 (Kenya Institute for Public Policy Research Analysis, 2023). This was attributed to higher than expected worldwide inflation, tightening of monetary policy in advanced economies, severe tightening in global financial conditions and slow down growth than anticipated in China and Russia.

In Sub-Saharan Africa growth declined to 3.9 per cent in 2022 and is projected to slow down to 3.6 per cent in 2023 due to domestic price pressures and surging fuel prices across the region. Consequently, the slow economic growth at the global and regional levels negatively affected the country's economic performance as a result of increased agriculture inputs and fuel prices. However, Kenya's economy is projected to grow by 5.7 percent in 2023 from a slowed growth of 4.8 per cent in 2022. This is premised on the envisaged growth in the agriculture sector as the country experiences the short rains.

In the medium term, the economy is expected to stabilize and grow at 6.5 per cent by 2025. Kenya's medium-term growth outlook remains strong as the country is leveraging on macroeconomic and political stability. Besides, the growth will be reinforced by BETA and the envisioned recovery of the global and Sub-Saharan Africa economic activities. However, the outlook is subject to considerable risks, including: - the effects of a prolonged Russia's invasion of Ukraine resulting in increased commodity prices; tight global financing; and slow global economic recovery among others. The possible risk mitigation measures that the State Department will embrace includes: - diversification of fish and fish products exports and market destinations; enhancing domestic resource mobilization through PPPs; and enhance partnerships and collaboration with development partners in the blue economy and fisheries sector. This will resonate well with the government's plan to promote blue economy opportunities for positive economic transformation.

Social: - Kenya is experiencing high population growth rate and increasing youth unemployment. This has led to increasing fishing pressure in our fisheries waters which in effect has increased the level of IUU. The excessive fishing effort has resulted in unsustainable management and development of fisheries resources. The State Department will promote sustainable development of blue economy and fisheries resources in order to create employment and income generation opportunities in the country. This will be realized through capacity building of relevant stakeholders along the fish value chain with the necessary skills to exploit the potential in the sector.

Technological: - Technology has revolutionized the way people live, work and interact with each other. It has the potential to help address environmental issues on the one hand and on the other hand, it has contributed to environmental problems such as climate change, pollution and depletion of natural resources. Some of the ways technology poses challenges are through: - disposal of e-waste, carbon emissions, and over-utilization of fisheries resources among others. To address these challenges, the State Department will develop and implement sustainable technologies and practices that will minimize the negative impacts of technology while at the same time leverage on ICT use towards sustainable management and development of the blue economy and fisheries sector. The ICT will be applicable towards; fisheries data management, digitalization, market information system, monitoring control and surveillance. Further, use of ICT will also be applicable in onboarding youth, women and the vulnerable to participate actively in the blue economy and fisheries sector.

Environmental: - Kenya is endowed with diverse water resources including marine, lakes, rivers, dams and wetlands that support inland fisheries and aquaculture. The Kenya marine and coastal environment includes a 640 Kilometers coastline and the EEZ that extends up to 200 nautical miles. The coastal marine is rich in mangroves, coastal forests, estuaries, sandy beaches and dunes, coral reefs, and seagrass beds that support an array of marine and coastal fauna and flora species. These resources support activities such as tourism, marine transport, oil, gas and mineral exploration

However, Kenya's natural water sources are increasingly being polluted by agricultural chemicals, industrial and urban effluents which compromise the quality of water for fisheries and aquaculture development. The marine and coastal ecosystems are under threat with up to 40 percent being degraded. The impact of climate change has negatively impacted on the health, structure, and functioning of marine and coastal ecosystems. Kenya has progressive environmental policies including the Environmental Management and Coordination Act 1999, the Climate Change Act 2016 to combat environmental degradation and address the impacts of climate change. However,

implementation of these policies is characterized by limited technical and managerial capacity, incoherence in coordination and inadequate funding. During the plan period, the State Department will promote the sustainable management and development of the fisheries sector through development and implementation of policies, laws, regulation and projects/programmes that embrace environment consciousness and climate change.

Legal: - The legal framework governing the fisheries and aquaculture sector include: - The Constitution; FMDA, 2016; the Science and Technology Act (CAP 250) which established KMFRI, with the mandate for marine and fisheries research; and Maritimes Zones Act (CAP 371) of 1989. In addition, there are international and regional agreements, treaties, conventions and protocols to which Kenya is a signatory and guide the State Department in the management and development of the fisheries and aquaculture sub - sector. The United Nations Convention on the Law of the Sea, the EAC Protocol on Environment and Natural Resources Management, and the Port States Measures Agreement are key examples. All these, are in addition to the use of the relevant national policies, laws, standards, guidelines and regulations. The State Department will leverage on the existing regulatory frameworks at all levels and develop/review policy, legal and institutional frameworks, where relevant to support sustainable management and development of the blue economy and fisheries resources for improved Kenyan livelihoods.

3.1.1.2 Micro-environments

The State Department's micro-environment will evolve around: - human resources in terms of knowledge and skills capacities in addition to staffing levels; stakeholders who directly interact with the State Department like contractors, merchants and suppliers of goods and services; and the general public. In this regard, the State Department will recruit the required staff to fill the vacant posts and continue to train staff to acquire the necessary skills and knowledge where necessary to facilitate successful implementation of the plan. While on the other hand stakeholders will be engaged according to the relevant existing laws, rules and regulations. The state Department will also leverage on the use of ICT in all fields for improved service delivery.

3.1.2 Summary of Opportunities and Threats

Based on the analysis of the external environment, the following is a summary of emergent opportunities and/or threats as per Table 3.1.

Table 3. 1: Summary of Opportunities and Threats

Environmental factor	Opportunities	Threats
Political	i. Stable political environment conducive to attract investments in blue economy and fisheries sector ii. Prioritization of the blue economy and fisheries sector by the Government by establishment of the State Department for the Blue Economy and Fisheries	i. Change of regimes that may bring about change in policies and priorities. ii. Challenges in the political transition at the National and County levels iii. Conflict/misinterpretation of the

Environmental factor	Opportunities	Threats
	iii. Political support of the blue economy and fisheries sector by the County Government as demonstrated through the establishment of Council of Governors Blue Economy Committee and the JASSCOM	roles of the National Government and the County governments on matters relating to fisheries and aquaculture
Economic	i. Resilient economy amid considerable economic downturns. ii. Robust monetary and fiscal policies to mitigate economic risks/shocks iii. Robust private sector iv. High demand of fish and fish products v. Existence of fish and fish products market at national, regional and international levels	i. Tight global financing ii. Negative impacts of climate change iii. Slow global economic recovery. iv. High cost of fishing inputs (feed and seed) v. Increased poverty and unemployment resulting to IUU and overfishing vi. Conflicts/wars e.g Russia Vs Ukraine and Israel Vs Palestine that might cause increase in prices of inputs in the sector and thus affect the performance of the sector
Social	i. Availability of skilled labour ii. Equal investment opportunities for women, youth and people abled differently in the blue economy sector iii. High demand for fish and fish products due to changing eating lifestyle from red meat to white meat iv. Modernization of fish processing and preservation	i. Unsustainable utilization of blue economy and fisheries resources ii. Social conflict over diminishing fisheries resources iii. Environmental degradation and pollution of water resources and thus negatively affect fisheries resources.
Technological	i. Availability of fast and affordable internet ii. Availability of credit lines and other forms of financing, i.e. mobile financial transaction apps. iii. Available infrastructure for further ICT development iv. Readiness to adopt and utilize Artificial Intelligence. v. Improving market access through digitization vi. Facilitate ease data and information sharing on blue economy and	i. Increased cases of cybercrime ii. Loss of jobs due to increased automation of processes iii. Increased IUU fishing activities. iv. Result to over utilization of fisheries resources

Environmental factor	Opportunities	Threats
	fisheries	
Environmental	i. Availability of diverse inland and marine fishery resources. ii. Increased awareness amongst stakeholders on ecosystem approach to fisheries management and development.	i. Exploitative and natural-resource based economy degrades fishery resources ii. Pollution from anthropogenic sources iii. Negative impacts of climate change iv. Lack/inadequate enforcement of environmental treaties/conventions, laws and regulations.
Legal	i. There are existing legal frameworks to govern blue economy and fisheries sector e.g The Constitution and FMDA,2016 ii. International and regional treaties and conventions	i. Inadequate policies, legal and institutional framework for the management of the blue economy and fisheries resources ii. lack /inadequate enforcement of laws and regulations. iii. Conflicts and overlaps in existing laws and regulations

3.1.3 Internal Environment

Persistent changes in internal environment conditions can affect the production matrix of the State Department. The State Department has both strengths and weaknesses that affect the governance, internal business processes and resources and capabilities. This is elaborated as follows: -

3.1.3.1 Governance and Administrative Structures

The State Department was created vide Executive Order No.2 of November, 2023 on the Organization of the Republic of Kenya under the Ministry of Mining, Blue Economy and Maritime affairs. The State Department is headed by the Principal Secretary, who is responsible to the Cabinet Secretary. They are both responsible for providing policy direction on the blue economy and fisheries sector.

The State Department for Blue Economy and Fisheries comprises technical directorates namely: - Directorate of Fisheries and Aquaculture Development; and Directorate of the Blue Economy Development. There are also technical regional four (4) regional offices (Kisumu, Nakuru, Embu and Mombasa) which co - ordinate the State Department's activities and projects/programmes at the county levels. This is besides the General Administration and Planning Department that provides support services to the technical directorates for efficient and effective service delivery.

3.1.3.2 Internal Business Processes

The State Department in dealing with technical matters is guided by policies, laws and regulations at the national level and relevant regional and international fisheries treaties and conventions. On human resource management and development, the Government human resource policies, manuals regulations, guidelines, systems and tools issued by the government from time are applicable for efficient and effective service delivery. This is besides, guidance provided by the relevant government agencies when necessary. On financial management the State department is guided by the Public Finance and Management Act, 2012 and the Public Finance and Management Regulations, 2015. This is in addition to advice from the National Treasury and Economic Planning through other regulations, circulars and guidelines. While on matters of procurement the Public Procurement and Asset Disposal Act, 2015 and the Public Procurement and Asset Disposal Regulations, 2022 are used in addition to advisory services provided by the Public Procurement Oversight Authority where necessary.

3.1.3.3 Resources and Capabilities

The State Department's strengths towards the implementation of the plan include: - existence of staff with technical expertise and knowledge in fisheries sector and also by the support departments/divisions/sections and units; four (4) regional offices which coordinates and oversees the State Department's activities and projects/programmes at the county level; support of the top leadership; existence of policy and legal frameworks in the fisheries sector at the national, regional and international levels; availability of financial resources; and leverage on digital space. On the other hand, the State Department's weaknesses include: - insufficient technical staff and capacity gaps; aging workforce and challenge of succession management; inadequate operational facilities and equipment; weak data management systems; limited financial resources; lack/inadequate policy, legal and institutional framework for the blue economy management and development; and weak monitoring and evaluation systems for policies, projects and programmes.

Capabilities and resources are important in providing a sustainable competitive advantage to the State Department along the fish value chain activities such as capacity building for fishing, processing and marketing in order to achieve its mandate. Besides, the State Department will continue to co-operate and collaborate with all the stakeholders in development and implementation of: - policies, legal, and regulatory frameworks; and programmes and projects. Further, the State Department will endeavor to create a conducive environment for its staff through use of existing human policies and regulations for efficient and effective service delivery. While for service providers like suppliers of goods and services, the State Department will embrace transparency, accountability, prudent financial management and value for money as guided by Government financial and procurement laws and regulations.

3.1.4 Summary of Strengths and Weaknesses

Based on the analysis of the internal environment Table 3.2 provides a summary of emergent strengths and weaknesses.

Table 3. 2: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and administrative structures	i. Clear mandate as per the Executive Order No. 2 of 2023 ii. Existence of enabling policies, legal and institutional framework for the management of the blue economy and fisheries resources	i. Weak enforcement of laws and regulations in the blue economy and fisheries sector ii. Inadequate policies, legal and institutional framework for the management of the blue economy and fisheries resources
Internal business processes	i. Skilled and knowledgeable staff ii. Existence of enabling policies, legal and regulatory frameworks, systems and tools for human resource management and development, procurement and financial management	i. Inadequate financial and human capital ii. Limited facilities and equipment iii. Inadequate office space
Resources and capabilities	i. High potential of aquaculture development in the country ii. Investment opportunities in the marine fisheries especially in EEZ iii. Prioritization of the blue economy and fisheries sector as a new frontier towards economic growth and development iv. Existence of fish and fish products market at the national, regional and international levels	i. Inadequate fisheries data. ii. Slow adoption of aquaculture technologies. iii. High cost of fisheries inputs especially feeds and seed iv. Limited local capacities to venture into deep sea fishing v. Negative impacts of climate change vi. Dwindling inland capture fisheries especially in Lake Victoria vii. Trans boundary fisheries resource conflicts viii. Inter-tribal conflicts of utilization of common resources e.g in L. Turkana

3.1.5 Analysis of Past Performance

The State Department undertook an evaluation of the past performance based on the level and/or extent of achievement of the previous Strategic Plan, 2018 - 2022 objectives. In doing this the evaluation, focus was on KRAs, specific objectives, performance achievements, challenges and lessons learnt.

3.1.5.1 Key Achievements

Strategic Objective 1: To develop/ review policies, plans, strategies, guidelines, legal and institutional framework for fisheries, aquaculture and the blue economy management and development.

In review of the Strategic Plan 2018-2022, the state department implemented the FMDA, 2016 through establishment of the KeFS, KFMA and FLTF by appointing the Boards of Management/Trustee and provision of financial allocation for their operations. In addition, KFIC was established vide legal Notice No.214 of 23rd November, 2018. Further, the State Department revised the National Oceans and Fisheries Policy, 2008 to Kenya Fisheries Policy, 2023.

Strategic Objective 2: To enhance investment in the blue economy

During the plan period the State Department launched the ABDP and KEMFSED in April, 2019 and June, 2021 respectively. Under ABDP, 22,112 fish production units were rehabilitated and 11,066 new units constructed. Further, 11,489 level 1 fish farmers were supported with environmentally friendly and climate smart production materials (5,359 Pond liners and 6,130 Nets). While under KEMFSED 621 Common Interest Groups (CIGs) benefitted from grant provided by the Project.

Further, during the review period, 3,314 youth/learners were sensitized on blue economy in fifteen schools (primary and secondary) schools in Mombasa, Kilifi, Kwale, Tana river and Lamu Counties; 100 fishers from Kilifi and 86 fishers from Lamu County were trained on Standards of Training, Certification and Watch Keeping and sea safety at Bandari Maritime Academy. While 24 fishers drawn from Mombasa, Kwale and Tana River Counties were trained on Basic Technical Training in Fisheries Management at Bandari Maritime Academy; and 440 fishers from the counties of Mombasa, Kilifi, Tana River, Kwale and Lamu on deep sea fishing.

Other key achievements included: - Liwatoni Fishing Port was gazetted in February 2019 and is operational; procured and commissioned a Patrol Vessel (P.V. Doria) to enhance Monitoring, Control, Surveillance (MCS) in Kenya's EEZ; and completed construction of Sori and Lwanda K'Otieno landing sites in Migori and Siaya Counties respectively.

Strategic Objective 3: To enhance the capacities for development and management of fisheries, aquaculture and the blue economy.

During the period under review, the State Department, procured, commissioned and distributed three (3) fishing boats (Uvuvi 1,2 and 3) to Kwale, Kilifi and Lamu Counties respectively to support fishers/BMUs; developed draft Fisheries Management and Development Regulations and submitted to the Attorney General's Office; established a MCS multi- agency comprising of KeFS, Kenya Coast Guard and County Governments; and established and operationalized KFIC.

Key achievements to operationalize the institutions established by the FMDA, 2016 included: - operationalization of the KeFS, KFMA and FLTF through appointment of Board of Managements/Trustees, approval of their organization structures, human resource manuals and

guidelines; and allocation of funds for their operations; constitution of the Kenya Fisheries Advisory Council. Further, the State Department implemented the human resource succession management according to the Government Human Resource Policy Manual and Guidelines and recruited technical officers.

Strategic Objective 4: To fast track implementation of the Leadership and Integrity Act 2012.

The State Department created awareness on National Values and Principles of Governance, Values and Principles of Public Service and prevented corruption through implementation of State Department's Performance Contracts and other government laws and regulations

3.1.5.2 Challenges

The State Department faced a number of challenges that hindered the successful implementation of the previous Strategic Plan, they included: -

- i. Inadequate policy, legal and institutional framework to facilitate sustainable management and development of the blue economy resources;
- ii. Limited capacity to harness marine fisheries in Kenya's EEZ;
- iii. Inadequate fisheries infrastructure along the fish value chain segments (inadequate landing stations and poor landing sites; poor access roads infrastructures; market outlets; fishing port facilities; MCS infrastructure; cold chain facilities; weak communication infrastructure; limited electricity and water connection);
- iv. Climate change, biodiversity loss, environmental degradation and pollution of the aquatic resources;
- v. Low aquaculture development caused by high cost of inputs, limited awareness on the available innovative technologies and limited access to financing mechanisms;
- vi. Low investment in the blue economy, fisheries and aquaculture sub- sectors due to perceived high risks and limited information on the economic value of blue economy and fisheries resources;
- vii. Low uptake of fish value addition technologies and uncoordinated marketing systems for small scale fishers;
- viii. Inadequate funding, unexpected budget cuts and delays in exchequer releases negatively affected implementation of planned programmes and projects;
- ix. Negative impacts of Corona Virus Disease of 2019; and
- x. Weak linkages and conflicting interests between national and county Governments in management and conservation of fisheries resources.

3.1.5.3 Lessons Learnt

The lessons learnt from the implementation of the Strategic Plan, 2018- 2022 were: -

- i. There is need for continuous lobbying for increased funding to support implementation and periodic M&E of Strategic Plans;
- ii. Mid-term and terminal review of the Strategic Plan,2023-2024 and future Strategic Plans

- need to be undertaken by an independent/external evaluator;
- iii. Succession planning and skills transfer for effective implementation of Strategic Plans;
- iv. Use of digital platforms is necessary for service delivery and fast-tracking implementation of Strategic Plans;
- v. Successful implementation of Strategic Plans will require full support from top leadership in the State Department, enhanced support and collaboration with stakeholders;
- vi. Sensitization and capacity building of staff is key in implementation of the identified KRAs and realization of the plan objectives;
- vii. Partnerships and collaboration by stakeholders are necessary for successful implementation of the Strategic Plans; and
- viii. Opportunities and challenges in the previous Strategic Plans are critical in informing the development of successive Strategic Plans

3.2 Stakeholder Analysis

A stakeholder is an individual/group/entity with symbiotic relationship with the institution. The stakeholders' analysis assists in identifying the internal and external stakeholders the State Department collaborates or interacts with for the efficient and effective delivery of services. This will also facilitate stakeholders mapping in order to understand the functional relationship. Table 3.3. provides the key stakeholders, their role and their expectations as well as the expectation of the State Department.

Table 3. 3: Stakeholder Analysis

S/No .	Stakeholder	Role	Expectation of the stakeholder	Expectations of the organization
Internal stakeholder analysis				
1	Cabinet Secretary, Ministry of Mining, Blue Economy and Maritime Affairs	i. Facilitate inter-ministerial coordination of cross-functional initiatives and programmes. ii. Coordinate and supervise the technical monitoring and evaluation of Government policies, programs and projects in the ministry	i. High standards of professional ethics by the staff of the State Department ii. Accountability and transparency in provision of services by the State Department staff iii. Effectiveness, efficiency and economic use of resources by the State Department staff iv. Team work by the staff of the	i. Policy direction of the State Department ii. Presentation of draft policies and bills to the Cabinet and the relevant Committees of Parliament for consideration and approval iii. Presentation of the State Department's draft and revised budget estimates to the National Assembly Budget Committee iv. Submission of required reports and responses to the relevant committees of Parliament

S/No .	Stakeholder	Role	Expectation of the stakeholder	Expectations of the organization
			State Department v. Preparation and submission of required reports and documents by State Department's staff from time to time	v. Resources mobilization (Human and Capital) vi. Proper management of the State Department's capital and human resources
2	Principal Secretary, State Department for the Blue Economy and Fisheries	i. The Accounting Officer and Authorized Officer of the State Department. ii. Implementing government policies and the Strategic Plan for the State Department. iii. Facilitating the achievement of the goals and objectives of Government and Inter-Governmental programmes and projects	i. High standards of professional ethics by the staff of the State Department ii. Accountability and transparency in provision of services by the State Department staff iii. Efficient and effective use of resources by the State Department staff iv. Team work by the staff of the State Department	i. Policy direction and guidance of the State Department ii. Strategic direction and leadership in the implementation of the Government and State Department's policies, strategies, plans, programmes and projects iii. Facilitate resources mobilization (Human and Capital) iv. Proper management of the State Department's capital and human resources
3	Staff of the State Department	Ensure government policies are implemented and services are delivered effectively.	i. Conducive working environment ii. Fairness, justice and non-discrimination iv. Recognition and appreciation v. Meritocracy in promotions and training	i. High standards of professionalism and discipline ii. Integrity iii. Efficiency and effectiveness in service delivery iv. Teamwork and commitment to work v. Accountability and transparency in

S/No .	Stakeholder	Role	Expectation of the stakeholder	Expectations of the organization
			vi. Favorable terms and conditions of service	service delivery vi. Prudent utilization of resources
External stakeholder analysis				
4	Citizens	Seek public services in terms of goods and services	i. Participation in development/re view and implementation of policies, bills, regulations and programmes/projects ii. Efficient and effective service delivery iii. Transparency and accountability in service delivery	i. Responsive citizenry and provision of feedback ii. Compliance with relevant policies, laws and regulations iii. Active participation in State Departments activities where relevant
5	Parliament (National Assembly and Senate)	i. Representing the electorate, ii. Making laws iii. Authorizing Government to spend public money, iv. Scrutinizing activities of government ministries, departments and agencies, v. A forum for debate on national issues.	i. Accountability and transparency in provision of services by the State Department ii. Compliance with the Constitution, relevant policies, laws and regulations iii. Provision of reliable and timely information/reports required from time to time (responses on parliamentary questions, and submission of financial and	i. Provide oversight on the State Department's functions ii. Approve State Department's budgets by the National Assembly iii. Debating and passing of relevant policies and bills on time.

S/No .	Stakeholder	Role	Expectation of the stakeholder	Expectations of the organization
			non- financial reports)	
6	State Law office	Principal legal Advisor to the Government	i. Initiating bills and sessional papers ii. Preparation and submission of required reports and documents on legal matters relating to the State Department	i. High standards of professionalism and discipline ii. Integrity iii. Efficiency and effectiveness in service delivery iv. Teamwork and commitment to work v. Accountability and transparency in service delivery
7	Research Institutions and Universities	i. Conduct education and research. ii. Promote economic, social and cultural development of Kenya	i. Active participation in setting research agenda and curricula development ii. Implementation of research findings and sharing of information	Timely dissemination of research findings and sharing of information
8	County Governments	Oversee the management and development of all devolved functions.	i. Provide technical support and capacity building ii. Involvement on the development of policies, legal and institutional frameworks for the blue economy sector iii. Collaboration and co-operation when required by the County Governments on matters relating	i. Implementation and compliance with the blue economy policies and legal instruments ii. Support implementation of national fisheries projects/ programmes at county level iii. Development of infrastructure (fish markets, roads, receptors, etc.) iv. Collaboration and co-operation when required by the State Department on matters relating to the

S/No .	Stakeholder	Role	Expectation of the stakeholder	Expectations of the organization
			to the fisheries and aquaculture sub-sector	fisheries and aquaculture sub-sector
9	Development partners	Collaborate with the State Department to develop and implement programmes/projects and improve service delivery.	i. Prudent management of financial resources ii. Transparency and accountability iii. Timely provision of required information and reports	i. Financial and technical support ii. Timely disbursement of agreed funds
10	Private Sector	Collaborate with State department in undertaking PPPs on programmes/projects	i. Provision of a conducive environment for investment ii. Transparency and accountability iii. Participation in development/ review and implementation of policies, bills, regulations	i. Transparency and accountability ii. Participation in development/review and implementation of policies, bills, regulations and programmes/projects iii. PPP's in development of projects/programmes in the fisheries and aquaculture sector
11	Suppliers and merchants	Provide goods and services.	i. Maintenance of good working relations ii. Timely processing of payments for goods and services delivered	i. Timely delivery of goods and services ii. Professionalism and adherence to quality standards
12	Community Based Organizations; CIGs; BMUs; Aquaculture Association of Kenya; Wavuvi	Work with government/State Department to understand and respond to people's problems and needs on the ground.	i. Technical and logistical support ii. Efficiency in delivery of services iii. High standards	i. Active participation in development of policies, laws and regulations on the blue economy sector ii. Collaboration and cooperation in

S/No .	Stakeholder	Role	Expectation of the stakeholder	Expectations of the organization
	Association of Kenya and the general public		of professional ethics iv. Accountability and transparency in provision of services	managing and development of fisheries resources including provision of indigenous knowledge, and implementation of programmes and projects.
13	Ministries Departments, and Agencies (MDAs)	Implement various government policies and ensure efficient and effective service delivery.	Collaboration in Development and implementation of policies, laws and regulations, strategies, plans and programmes/projects relating to other MDAs when required.	Collaboration in development and implementation of policies, laws and regulations, strategies, plans and programmes/projects relating to the blue economy sector where relevant.
14	Media	Educate, inform and entertain the public	i. Receive timely information ii. Facilitate access to facts/information	Factual reporting on the State Department's affairs
15	Regional and International Organizations/ Bodies	Establishing binding measures for conservation and sustainable management of highly migratory or straddling fish species.	Support the Implementation of Regional and International Organizations initiatives when called upon.	Collaboration in development and implementation of policies, laws and regulations, strategies, plans and programmes/projects relating to the blue economy sector where relevant.

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0 Overview

This chapter outlines strategic issues, strategic goals as well as the key result areas which provide the State Department's aspirations over the medium term (2023-2027). The Plan has four KRAs which are in line with the vision and mission statement of the State Department.

4.1 Strategic issues

The State Department identified the following strategic issues based on situational and stakeholder analyses: -

- i Inadequate policies, legal, regulatory and institutional framework for the management and development of the blue economy and fisheries;
- ii Low investment in the blue economy and fisheries;
- iii Unsustainable fisheries resource management and development; and
- iv Inadequate compliance and enforcement of existing fisheries laws, regulations and standards.

4.2 Strategic Goals

The State Department's desired outcomes in addressing strategic issues are: -

- i Adequate policies, legal, regulatory and institutional framework for the management and development of the blue economy, fisheries and aquaculture;
- ii Enhanced investment in blue economy and fisheries;
- iii Enhanced sustainable blue economy and fisheries resource management and development; and
- iv Enhanced compliance and enforcement of existing fisheries laws, regulations and standards.

4.3 Key Result Areas

The State Department determined KRAs that are linked to the attainment of strategic goals are: -

- i Policy, legal, regulatory and institutional reforms for the management and development of the blue economy and fisheries;
- ii Investment in the blue economy, fisheries and Aquaculture;
- iii Capacity building for sustainable fisheries resource management and development; and
- iv Compliance and enforcement of fisheries existing laws, regulations and standards.

The State Department's summary of strategic issues, goals and KRAs are provided in Table 4.1

Table 4. 1: Strategic Issues, Goals and Key Result Areas

Strategic Issue	Goal	KRAs
Inadequate policies, legal, regulatory and institutional framework for the management and development of the blue economy, fisheries and aquaculture	Adequate policies, legal, regulatory and institutional framework for the management and development of the blue economy, fisheries and aquaculture	KRA 1: Policy, legal, regulatory and institutional reforms for the management and development of the blue economy, fisheries and aquaculture
Low investment in the blue economy and fisheries	Enhanced investment in blue economy and fisheries development	KRA 2: Investment in the blue economy and fisheries.
Unsustainable fisheries resource management and development	Enhanced sustainable fisheries resource management and development	KRA 3: Capacity building for sustainable blue economy and fisheries resource management and development
Inadequate compliance and enforcement of existing fisheries laws, regulations and standards	Enhanced compliance and enforcement of existing fisheries laws, regulations and standards	KRA 4: Compliance and enforcement of fisheries existing laws, regulations and standards.

CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

5.0 Overview

This chapter outlines the strategic objectives and strategic choices, which are based on strategic goals, KRAs and the State Department's aspirations over the medium term (2023-2027).

5.1 Strategic Objectives

The 5-year projections for the determined KRAs were the basis for formulating objectives. The projections are informed by realistic achievements under the prevailing circumstances on a year-to-year basis. The State Department identified four KRAs during the plan period as presented in Table 5.1.

Table 5. 1: Outcomes Annual Projections

Strategic Objective (SO)	Outcome	Outcome indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
KRA 1: Policy, legal, regulatory and institutional reforms for the management and development of the blue economy, fisheries and aquaculture							
SO1.1: To strengthen policy, legal and regulatory framework	Increased contribution of fisheries and aquaculture to GDP	Share of fisheries and aquaculture contribution to GDP	0.6	0.7	0.8	0.85	1
SO1.2: To build necessary capacity of the State Department	Improved service delivery	Percentage/Level of service delivery	100	100	100	100	100
KRA 2: Investment in the blue economy and fisheries							
SO2.1: To enhance development and investment in the blue economy and fisheries development and reduce fish post-harvest losses	Reduced fish post-harvest losses	Percentage change of fish post-harvest losses	16	14	13.3	12	10
SO2.2: To enhance regional and international	Enhanced fish and fishery	Value of fish and fish products exported	4.8	5.2	5.6	6.0	6.4

Strategic Objective (SO)	Outcome	Outcome indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
fish and fishery products market access	products market access.	(Billion Ksh.)					
SO2.3: To enhance fisher folk and fish farmers capacities	Increased fish production	Metric Tons (MT) of fish produced	175,000	190,000	200,000	250,000	300,000
KRA 3: Capacity building for sustainable blue economy and fisheries resource management and development							
SO3.1: To enhance sustainable blue economy and fisheries resource management and development	Increased per capita fish consumption	Amount of fish consumed per person per year (Kilograms/person /year)	4	4.5	6.5	8	10
KRA 4: Compliance and enforcement of fisheries existing laws, regulations and regulations							
SO4.1: To strengthen Monitoring, Control and Surveillance	Reduced IUU	Value of fish lost through IUU (Billion. Ksh.)	10	9	7	6	3.5
SO4.2: To enhance fish quality assurance and standards	Improve marketing of fish and fish products	Value of fish landed	36.5	38.3	38.7	39.7	40.1

5.2 Strategic Choices

The State Department made choices of the KRAs, strategic objectives and strategies that will deliver the 2023-2027 Strategic Plan as outlined in Table 5.2

Table 5. 2: Strategic Objectives and Strategies

KRA	Strategic Objective	Strategies
KRA 1: Policy, legal, regulatory and institutional reforms for the management and development of the blue economy, fisheries and aquaculture	SO1.1: To strengthen policy, legal and regulatory framework	Coordination development/review necessary policies, legislations and regulations
	SO1.2: To build necessary capacity of the State Department	Provision of necessary institutional and human capacities

KRA 2: Investment in the blue economy and fisheries	SO2.1: To enhance development and investment in the blue economy and fisheries development and reduce fish post-harvest losses	Develop necessary infrastructure/facilities for blue economy and fisheries management development
	SO2.2: To enhance regional and international fish and fishery products market access	Diversification and promotion of marketing of Kenya's fish and fishery products
	SO2.3: To enhance fisherfolk and fish farmers capacities	i. Building fisheries capacity ii. Implementation of development programmes /projects
KRA 3: Capacity building for sustainable fisheries resource management and development	SO3.1: To enhance sustainable fisheries resource management and development	i. Development of management tools ii. Promotion of fisheries and aquaculture research, innovation and adoption of appropriate technologies iii. Promote protection of aquatic ecosystems iv. Promotion of fish consumption
	SO4.1: To strengthen Monitoring, Control and Surveillance	Strengthening MCS institutional capacity
KRA 4: Compliance and enforcement of fisheries existing laws, regulations and standards	SO4.2: To enhance fish quality assurance and standards	Operationalize Fish Quality Control Laboratories

CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0 Overview

This Chapter highlights how the Strategic Plan will be implemented. Implementation will involve the operationalization of the implementation plan, action plan, annual work plans and budgeting and performance contracting. It also highlights the coordination framework, institutional framework, staff establishment, skills set and competence development, systems and procedures and risk management framework.

6.1 Implementation Plan

The implementation plan consists of an elaborate action plan, budgeting and performance contracting as follows:

6.1.1 Action Plan

The action plan presents the strategic issues, strategic goals, KRAs, outcomes, strategic objectives, strategies, key activities, expected outputs, output indicators, annual targets, annual budgets and responsibility for execution of the activities in a matrix as presented in Table 6.1.

Table 6. 1: Implementation Matrix

Strategy	Key activities	Expected Output	Output Indicators)	Targ ets for 5yrs	Target					Budget Estimates (Ksh. Million)					Responsibility	
					23/ 24	24/ 25	25/ 26	26/ 27	27/ 28	23/ 24	24/ 25	25/ 26	26/ 27	27/ 28	Lead	Support
Strategic Issue: Inadequate policies, legal, regulatory and institutional framework for the management and development of the blue economy, fisheries and aquaculture																
Strategic Goal: Adequate policies, legal, regulatory and institutional framework for the management and development of the blue economy, fisheries and aquaculture																
KRA 1: Policy, legal, regulatory and institutional reforms for the management and development of the blue economy and fisheries																
Outcome: Improved management and development of the blue economy, fisheries and aquaculture																
Strategic Objective 1.1: To strengthen policy, legal and regulatory framework																
To coordinate development/revi ew necessary policies, legislations and regulations	Develop Fisheries regulations	Developed Fisheries regulations	No. of regulations	5	5	0	0	0	0	5	0	0	0	0	FIBES	DBED & DFAD
	Review Fisheries Management and Developmen t Act, 2016	Reviewed Fisheries Manageme nt and Developme nt Act, 2016	Level of reviewed Fisheries Managemen t and Developme nt Act, 2016	100 %	70	30	0	0	0	5	3	0	0	0	FIBES	DBED & DFAD
	Develop Fish Marketing Policy	Developed Fish Marketing Policy	Level of developed Fish Marketing Policy	100 %	80	20	0	0	0	5	3	0	0	0	FIBES	DFAD
	Develop National Oceans and Blue Economy Policy	Developed National Oceans and Blue Economy Policy	Level of developed National Oceans and Blue Economy Policy	100 %	75	25	0	0	0	5	3	0	0	0	FIBES	DBED & DFAD
	Develop Fishing Ports	Developed Fishing	Level of developed	100 %	75	25	0	0	0	5	3	0	0	0	FIBES	DBED

Strategy	Key activities	Expected Output	Output Indicators)	Targets for 5yrs	Target					Budget Estimates (Ksh. Million)					Responsibility	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	Lead	Support
	and Associated Infrastructure Policy	Ports and Associated Infrastructure Policy	Fishing Ports and Associated Infrastructure Policy													
	Develop Policy for Exploitation of Agro – Based Marine Resources	Developed Policy for Exploitation of Agro – Based Marine Resources	Level of developed Policy for Exploitation of Agro – Based Marine Resources	100 %	40	30	30	0	0	10	5	5	0	0	FIBES	DBED
Strategic Objective 1.2: To build necessary capacity of the State Department																
To provide necessary institutional and human capacities	Construct Uvuvi House	Constructed Uvuvi House	Level of constructed Uvuvi House	100 %	25	50	25	0	0	205	500	275	0	0	KEMFED Project Coordinator	Head, SCMS
	Develop National Mariculture Research and Training Center (NAMARET)	Developed National Mariculture Research and Training Center (NAMARET)	Level of develop National Mariculture Research and Training Center (NAMARET)	100 %	50	30	20	0	0	367	345	115	0	0	KEMFED Project Coordinator	Head, SCMS
	Develop Kabonyo Fisheries and Aquaculture Service and Training	KFASTCE developed	Level of developed KFASTCE	100 %	5	30	25	30	10	400	700	700	700	500	FIBES	DFAD

Strategy	Key activities	Expected Output	Output Indicators)	Targets for 5yrs	Target					Budget Estimates (Ksh. Million)					Responsibility	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	Lead	Support
	Centre of Excellence (KFASTCE)															
Sub - Total										1,007	1,562	1,095	700	500		
Strategic Issue: Low investment in the blue economy, fisheries and aquaculture																
Strategic Goal: Enhanced investment in blue economy, fisheries and aquaculture development																
KRA 2: Investment in the blue economy, fisheries and Aquaculture																
Outcome: Increased investment in blue economy, fisheries and aquaculture																
Strategic Objective 2.1: To enhance development and investment in the blue economy, fisheries and aquaculture development and reduce fish post- harvest losses																
Develop necessary infrastructure/ facilities/ incentives for Blue economy, fisheries and aquaculture management and development	Develop Ultramodern Tuna Fish Hub at Liwatoni	Developed Ultramodern Tuna Fish Hub at Liwatoni	Level of developed Ultramodern Tuna Fish Hub at Liwatoni	100 %	50	50	0	0	0	900	1,100	0	0	0	FIBES	DBED
	Develop Lamu Fish Processing Plant	Developed Lamu Fish Processing Plant	Level of developed Lamu Fish Processing Plant	100 %	0	100	0	0	0	0	500	0	0	0	FIBES	DBED
	Construct seaweed drying sheds and storage	Constructed seaweed drying sheds and storage	No. of constructed seaweed drying sheds and storage	6	0	0	2	4	0	0	0	30	60	0	FIBES	DBED
	Develop and rehabilitate inland fish landing sites	Developed and rehabilitated inland fish landing sites	No. of fish landing sites	43	0	14	14	15	0	0	2,100	2,100	2,250	0	FIBES	DBED & DFAD

Strategy	Key activities	Expected Output	Output Indicators)	Targets for 5yrs	Target					Budget Estimates (Ksh. Million)					Responsibility	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	Lead	Support
	Develop/rehabilitate Marine fisheries infrastructure.	Developed/rehabilitated Marine fisheries infrastructure	No. of marine fisheries infrastructure	21	2	6	6	6	1	300	900	1,500	1,500	750	FIBES	DBED
Strategic Objective 2.2: To enhance regional and international fish and fishery products market access																
Diversify and promote marketing of Kenya's fish and fishery products	Establish new regional and international markets	Established new regional and international markets	No. of establish new regional and international markets	17	4	4	2	3	4	100	100	50	75	100	FIBES	DBED & DFAD
	Develop bilateral and multilateral public private engagements	Develop bilateral and multilateral public private engagements	No. of develop bilateral and multilateral public private engagements	55	3	7	10	15	20	45	105	150	225	300	FIBES	DBED & DFAD
Strategic Objective 2.3: To enhance fisherfolk and fish farmers capacities																
Build fisheries capacity	Train fishing crew	Trained fishing crew	Number (No.) of crew	5,000	1,000	1,000	1,000	1,000	1,000	362	362	362	362	362	FIBES	DBED & DFAD
	Develop Deep-Sea Industrial Fishing	Developed Deep-Sea Industrial Fishing	No. of acquired/reflagged national fishing and merchant vessels / boats	250	30	40	50	60	70	800	800	900	900	1,000	FIBES	DBED

Strategy	Key activities	Expected Output	Output Indicators)	Targets for 5yrs	Target					Budget Estimates (Ksh. Million)					Responsibility	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	Lead	Support
	Build youth capacity on Blue Economy	Youth capacity built on Blue Economy	No. of youth	4,500	1,000	1,000	1,000	1,000	1,000	1,000	1,300	1,350	950	1,000	FIBES	DBED & DFAD
Implementation of development programmes /projects	Fast track implementation of KEMFSED Project	Implemented KEMFSED	Level of implemented KEMFSED	100 %	45	55	0	0	0	2,231	707.3	0	0	0	Project Coordinator KEMFSED	DBED
	Fast track implementation of Aquaculture Business Development Programme (ABDP)	Implemented ABDP	Level of implemented ABDP	100 %	45	30	25	0	0	2,622	2,609	2,622	0	0	Programme Coordinator ABDP	DFAD
Sub -Total										8,360	10,583	9,064	6,322	3,512		
Strategic Issue: Unsustainable fisheries resource management and development																
Strategic Goal: Enhanced sustainable fisheries resource management and development																
KRA 3: Capacity building for sustainable fisheries resource management and development																
Outcome: Improved fisheries resource management and development																
Strategic Objective 1.1: To enhance sustainable fisheries resource management and development																
Develop management tools	Develop/review fisheries management plans	Developed/reviewed fisheries management plans	No. of developed/reviewed fisheries management plans	5	3	1	1	0	0	120	40	40	0	0	FIBES	DBED & DFAD
	Develop Spatial plans	Developed spatial	No. of spatial plans	7	1	2	2	2	0	200	400	420	450	0	FIBES	DBED & DFAD

Strategy	Key activities	Expected Output	Output Indicators)	Targets for 5yrs	Target					Budget Estimates (Ksh. Million)					Responsibility	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	Lead	Support
		plans														
Promote fisheries and aquaculture research, innovation and adoption of appropriate technologies	Conduct marine stock assessment surveys	Conducted marine stock assessment survey	No. of conducted marine stock assessment surveys	5	1	1	1	1	1	1,500	1,500	1,500	1,500	1,500	FIBES	DBED & Director General (DG)/KM FRI
	Conduct frame surveys	Conducted frame surveys	No. of conducted frame surveys	16	2	4	2	3	5	80	170	85	160	200	FIBES	DBED, DFAD, DG/KMF RI & DG/KeFS
	Promote climate smart aquaculture technologies	Promoted climate smart aquaculture technologies	No. of promoted climate smart aquaculture technologies	7	3	2	2	0	0	140	140	150	150	200	FIBES	DFAD
	Establish fisheries management information system	Established fisheries management information system	Level of established fisheries management information system	100 %	0	100	0	0	0	0	1,500	0	0	0	FIBES	DBED
Promote protection of aquatic ecosystems	Protect inland, coastal and marine fisheries ecosystems	Protected inland, coastal and marine fisheries ecosystems	No. of protected fisheries critical habitats	50	10	10	10	10	10	30	30	30	30	30	FIBES	DBED, DFAD, DG/KMF RI & DG/KeFS
	Support Common Interest	Support Common Interest	No. of supported CIGs	17,720	16,000	1,720	0	0	0	836	1,045	0	0	0	FIBES	Coordinator or KEMFSE

Strategy	Key activities	Expected Output	Output Indicators)	Targets for 5yrs	Target					Budget Estimates (Ksh. Million)					Responsibility	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	Lead	Support
	Groups (CIG) members	Groups (CIG) members														D
Promote fish consumption	Create awareness on eat more fish consumption	Created awareness on eat more fish consumption	Level of created awareness on eat more fish consumption	100 %	5	10	25	30	40	25	35	45	55	65	FIBES	DBED & DFAD
Sub -Total										2,931	4,860	2,270	2,345	1,995		
Strategic Issue: Inadequate compliance and enforcement of existing fisheries policies, laws and regulations																
Strategic Goal: Enhanced compliance and enforcement of existing fisheries policies, laws and regulations																
KRA 4: Compliance and enforcement of fisheries existing policies, laws and regulations																
Outcome: Improved management of fisheries resources																
Strategic Objective 1: To strengthen Monitoring, Control and Surveillance																
To strengthen MCS institutional capacity	Install and maintain Vessel Monitoring System (VMS) satellite radar imagery, oceanography and Automatic Identification System (AIS) at Mombasa MCS Center	Installed and maintained Vessel Monitoring System (VMS) satellite radar imagery, oceanography and Automatic Identification System (AIS) at Mombasa MCS Center	Level of operationalized MCS Centre in Mombasa	100 %	100	100	100	100	100	480	480	480	400	400	FIBES	DBED

Strategy	Key activities	Expected Output	Output Indicators)	Targets for 5yrs	Target					Budget Estimates (Ksh. Million)					Responsibility	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	Lead	Support
	Establish MCS command centers at lakes, Victoria, Turkana, Naivasha and Baringo	Established MCS command centers at lakes, Victoria, Turkana, Naivasha and Baringo	No. of establish MCS command centers at lakes, Victoria, Turkana, Naivasha and Baringo	4	1	1	1	1	0	250	250	150	150	0	FIBES	DFAD
Strategic Objective 2: To enhance fish quality assurance and standards																
Operationalize Fish Quality Control Laboratories	Equip and accreditation of laboratories to International Organization for Standardization (ISO)17025	Operationalized and accredited Fish Quality Control Laboratories to ISO17025	Level of laboratories operationalized and accredited to ISO17025	100 %	100	100	100	100	100	125	125	125	125	125	FIBES	DFAD
Sub - Total										855	855	755	675	525		
Overall Total										13,153	17,860	3,184	10,042	6,532		

6.1.2 Annual Work Plan and Budget

To implement the State Department's Strategic Plan, 2023-2027, Annual Work Plans (AWPs) will be extracted from the action plan and the implementation matrix (Table 6.1). Besides, activity-based costing will be adopted in the development of the annual budgets. Further, the AWP's will be cascaded to departmental and individual work plans.

6.1.3 Performance Contracting

The State Department's Performance Contracts (PCs) will be drawn from the costed AWP's during the plan period. The State Department will develop a PC for the Principal Secretary for each FY of the plan period as a key accountability tool to ensure efficient service delivery. The PC will then be cascaded to the Heads of Departments/Directorates/Divisions/Sections/Units and individual staff through the Staff Performance Appraisal System (SPAS).

6.2 Coordination Framework

The implementation of the Strategic Plan, 2023-2027 will be coordinated by the State Department's Strategic Plan Implementation Committee (SPIC) comprised of heads of directorates. The SPIC will be reporting to the PS, who is the accounting officer for the State Department. The CPPMD will provide the secretariat services to the SPIC. The heads of directorates will be responsible for delivery of the strategies, programmes/ projects and activities that fall within their functional areas. The programmes/projects and activities that will be implemented from time to time will be teased out in the AWP's for consideration and approval by the Principal Secretary (PS).

6.2.1 Institutional Framework

Organizational structures, policies, rules and regulations are key to the implementation of the strategic initiatives. Effective coordination of the implementation of the plan requires development and review of the existing structures, policies, rules and regulations during the plan period to ascertain their appropriateness and adequacy towards the support of carrying out the strategy. For effective and efficient delivery of the plan, the State Department's required organization structure will comprise of:- Aquaculture Development Directorate with Marine and Freshwater Aquaculture Divisions; Directorate of Fisheries Development and Marketing with Marine Fisheries Resource Management, Inland Fisheries Management Division, and Value Addition and Market Development Divisions; Blue Economy Investments and Business Development Directorate with Blue Economy Investments, and Blue Economy Business Development Divisions; and Blue Economy Resources and Management Directorate with Blue Economy Resources Management and Blue Economy Information Management Divisions. The support divisions will include HRM&D, Administration, CPPMD, Finance, Accounts, SCMS, Public Communication, Internal Audit, Legal, and ICT. Figure 6.1 provides the proposed organizational structure.

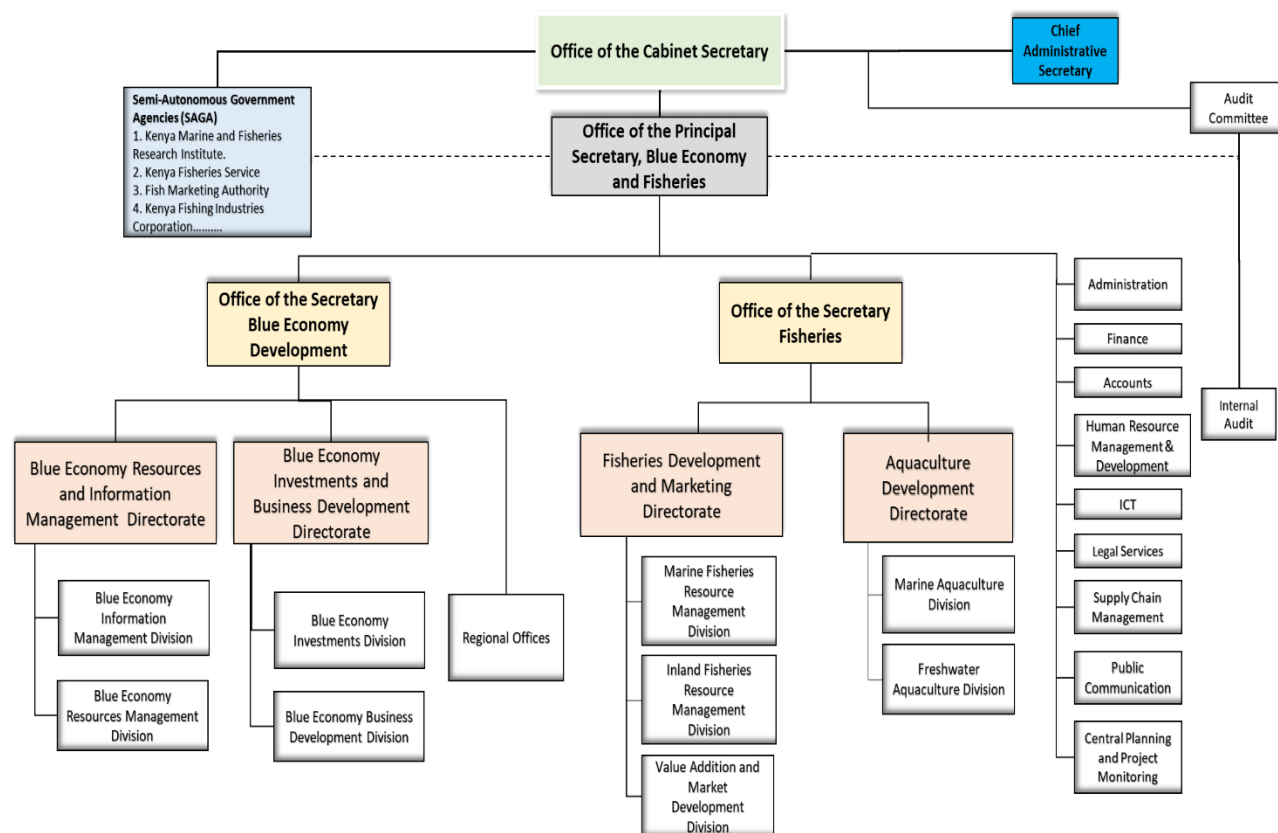


Figure 6.1: Proposed Organization Structure for the SDBEF

During the plan period, the State Department will undertake to develop/review policies, laws and regulations and institutional reforms to support the implementation of the strategic initiatives. These will include: -

6.2.1.1 National Aquaculture Policy

The process will entail the reviewing of the National Aquaculture Policy, 2011. The reviewed policy will aim to guide the development of a commercially sustainable aquaculture sub-sector. In turn this will contribute significantly to national transformation and growth through increased food and nutrition security, employment and wealth creation and income generation.

6.2.1.2 Fish Marketing Policy

The purpose of developing Fish Marketing Policy will be to facilitate increased supply, processing, trading and consumption of quality fish and fish products that meet market requirements for national, regional and international markets.

6.2.1.3 Kenya Fisheries Policy

This will entail the review of National Oceans and Fisheries Policy, 2008. The overall purpose of the policy will be to guide the sector to achieve sustainable management and development of fisheries

and aquaculture.

6.2.1.4 Review Fisheries Management and Development Act, 2016

The State Department intends to review some sections of the Fisheries Management and Development Act, 2016 for operational efficiency. This will facilitate effective and efficient implementation of this Strategic Plan.

6.2.1.5 Fisheries regulations

To operationalize the FMDA, 2016 the State Department will develop or review the following regulations: -

- i. Fisheries (Beach Management Unit) Regulations;
- ii. Fisheries (Inland) Regulations;
- iii. Recreational Fisheries (Inland and Riverine) Regulations;
- iv. Fisheries (Safety and Quality) Regulations;
- v. Fisheries (General) Regulations;
- vi. Aquaculture Regulations;
- vii. Marine Fisheries Regulations; and
- viii. Inter-Agency MCS Regulations.

6.2.1.6 Operationalize Fisheries Development and Research Fund

The State Department will operationalize the Fisheries Research and Development Research Fund to provide supplementary funding for research intended to further the development of fisheries management, capacity building, scholarships, grants and support for the observer programme established under section 147 of the FMDA, 2016.

6.2.2 Staff Establishment, Skills Set and Competence Development

The State Department current staff establishment is 273 staff against an in post of 211 and thus leaving a deficit of 62. The personnel are however deployed both at the Headquarters and field stations. However, the State Department requires a total of 308 members of staff spread across all cadres. Hence, against the in – post the State Department will need to recruit additional 97 staff in order to deliver the required services and implement the plan as scheduled. The proposed optimal staff levels, relevance and appropriateness of the skills and competences required to efficiently and effectively implement the strategic plan are presented in Tables 6.2 and 6.3.

Table 6. 2 : Proposed Staff Establishment of the State Department

S/No	Designation	Civil Service Grade (CSG)	Approved Establishment (A)	Proposed Establishment (B)	In Post (C)	Variance (D)= (C-B)
Office of the Chief Administrative Secretary						
1.	Chief Administrative Secretary	-	0	1	0	(1)

S/No	Designation	Civil Service Grade (CSG)	Approved Establishment (A)	Proposed Establishment(B)	In Post (C)	Variance (D)= (C-B)
2.	Senior Assistant Office Administrator/ Principal Assistant Office Administrator	9/8	0	1	0	(1)
3.	Chief /Principal Driver	12/11	0	1	0	(1)
4.	Cleaning Supervisor I	13	0	1	0	(1)
	Sub - Total		0	4	0	(4)
Office of the Principal Secretary						
1.	Principal Secretary	U	1	1	1	0
2.	Assistant Director Office Administrative Services	P	1	1	0	(1)
3.	Principal Office Administrator	8	1	1	1	0
4.	Senior Office Administrator	9	0	0	1	0
5.	Principal Driver	11	1	1	1	1
6.	Driver 11/1	15/14	1	1	0	(1)
7.	Cleaning Supervisor 11A/11B/	15/14/13	2	1	2	1
	Sub -Total		7	6	6	0
Fisheries & Blue Economy Secretary						
1.	Fisheries and Blue Economy Secretary	T/4	1	1	1	0
2.	Office Administrator	10	1	1	1	0
3.	Senior Driver	12	1	1	1	0
4.	Senior Support Staff	15	1	1	1	0
	Sub - Total		4	4	4	0
Directorate of Blue Economy Resources and Information Management						
Office of the Director, Blue Economy Resources and Information Management						
1.	Director, Blue Economy Resources and Information Management	5	0	1	0	(1)
2.	Senior Assistant Office Administrator	9	0	1	0	(1)
3.	Senior Driver	13	0	1	0	(1)
4.	Cleaning Supervisor	14	0	1	0	(1)
	Sub -Total		0	4	0	(4)
Blue Economy Resources Management Division						
1.	Deputy Director, Blue Economy and Fisheries	6	0	1	0	(1)
2.	Assistant Director Blue Economy and Fisheries	7	5	2	5	3
3.	Principal Blue Economy and	8	8	3	0	(3)

S/No	Designation	Civil Service Grade (CSG)	Approved Establishment (A)	Proposed Establishment(B)	In Post (C)	Variance (D)= (C-B)
	Fisheries					
4.	Blue Economy and Fisheries Officer/ Senior	10/9	5	5	6	1
	Sub - Total		18	11	11	0
Blue Economy Information Management Division						
1.	Deputy Director Blue Economy and Fisheries	6	0	1	0	(1)
2.	Assistant Director Blue Economy and Fisheries	7	5	2	4	2
3.	Principal Blue Economy and Fisheries Officer	8	7	3	0	(3)
4.	Blue Economy and Fisheries officer/ Senior	10/9	5	4	6	2
	Sub - Total		17	10	10	0
Directorate Blue Economy Investments and Business Development						
Office of the Director, Investments and Business Development						
1.	Director, Investments and Business Development	5	0	1	0	(1)
2.	Senior Assistant Office Administrator	9	0	1	0	(1)
3.	Senior Driver	13	0	1	0	(1)
4.	Senior Supervisor	14	0	1	0	(1)
	Sub - Total		0	4	0	(4)
Blue Economy Investment Division						
1.	Deputy Director, Blue Economy and Fisheries	6	0	1	0	(1)
2.	Assistant Director, Blue Economy and Fisheries	7	5	2	5	3
3.	Principal Fisheries and Blue Economy Officer	8	8	3	0	(3)
4.	Blue Economy and Fisheries Officer/Senior	10/9	5	4	5	1
	Sub-Total		18	10	10	0
Business Development Division						
1.	Deputy Director, Blue Economy and Fisheries	6	0	1	0	(1)
2.	Assistant Director, Blue Economy and Fisheries	7	5	2	5	3
3.	Principal Blue Economy and Fisheries Officer	8	7	3	0	(3)
4.	Blue Economy and Fisheries	10/9	5	4	5	1

S/No	Designation	Civil Service Grade (CSG)	Approved Establishment (A)	Proposed Establishment(B)	In Post (C)	Variance (D)= (C-B)
	Officer / Senior					
	Sub - Total		17	10	10	0
Regional Offices						
1.	Deputy Director, Blue Economy and Fisheries	6	3	9	0	(9)
2.	Assistant Director, Blue Economy and Fisheries	7	20	9	0	(9)
3.	Principal Blue Economy and Fisheries Officer	8	30	27	0	(27)
4.	Blue Economy and Fisheries Officer	9	20	37	0	(37)
	Sub - Total (Technical)		73	82	0	(82)
Support Services						
1.	Assistant Office Administrator 111/11	12/11	0	8	0	(8)
2.	Driver 11/1/Senior	15/14/13	0	8	0	(9)
3.	Support staff	15/14/13	0	8	0	(8)
	Sub - Total (Support)		0	24	0	(24)
Office of the Secretary Fisheries						
1.	Secretary, Fisheries and Aquaculture Development	4	0	1	0	(1)
2.	Senior Assistant Office Administrator	9	0	1	0	(1)
3.	Senior Driver	13	0	1	0	(1)
4.	Support Staff	14/13	0	1	0	(1)
	Sub-Total		0	4	0	(4)
Directorate of Fisheries Development and Marketing						
Office of the Director, Fisheries Development and Marketing						
1.	Director, Fisheries and Development and Marketing	5	1	1	0	(1)
2.	Senior Office Administrator	9	0	1	0	(1)
3.	Senior Driver	13	0	1	0	(1)
4.	Support Staff	14	0	1	0	(1)
	Sub - Total		1	4	0	(4)
Marine Fisheries Resource Management Division						
1.	Deputy Director, Blue Economy and Fisheries	6	1	1	0	(1)
2.	Assistant Director, Blue	7	3	1	4	3

S/No	Designation	Civil Service Grade (CSG)	Approved Establishment (A)	Proposed Establishment(B)	In Post (C)	Variance (D)= (C-B)
	Economy and Fisheries					
3.	Principal Blue Economy and Fisheries	8	4	3	0	(3)
4.	Blue Economy and Fisheries Officers/ Senior	10/9	4	5	4	(1)
	Sub - Total		12	10	8	(2)
Inland Fisheries Resource Management Division						
1.	Deputy Director, Blue Economy and Fisheries	6	1	1	0	(1)
2.	Assistant Director, Blue Economy and Fisheries	7	3	2	4	2
3.	Principal Blue Economy and Fisheries	8	4	4	0	(4)
4.	Blue Economy and Fisheries Officers/ Senior	10/9	4	7	3	(4)
	Sub - Total		12	14	7	(7)
Value Addition and Market Development Division						
1.	Deputy Director, Blue Economy and Fisheries	6	1	1	0	(1)
2.	Assistant Director, Blue Economy and Fisheries	7	3	2	4	2
3.	Principal Blue Economy and Fisheries	8	4	3	0	(3)
4.	Blue Economy and Fisheries Officers/ Senior	10/9	4	5	4	(1)
	Sub - Total		12	11	8	(3)
Aquaculture Development Directorate						
Office of the Director, Aquaculture Development						
1.	Director, Blue Economy and Fisheries	6	0	1	0	(1)
2.	Senior Office Administrator	9	0	1	0	(1)
3.	Senior Driver	13	0	1	0	(1)
4.	Support Staff	14	0	1	0	(1)
	Sub - Total		0	4	0	(4)
Marine Aquaculture Division						
1.	Deputy Director, Blue Economy and Fisheries	6	1	1	0	(1)
2.	Assistant Director, Blue Economy and Fisheries	7	3	1	4	3
3.	Principal Blue Economy and Fisheries	8	4	2	0	(2)

S/No	Designation	Civil Service Grade (CSG)	Approved Establishment (A)	Proposed Establishment (B)	In Post (C)	Variance (D)= (C-B)
4.	Blue Economy and Fisheries Officers/ Senior	10/9	4	3	4	1
	Sub -Total		12	7	8	1
Freshwater Aquaculture Division						
1.	Deputy Director, Blue Economy and Fisheries	6	0	1	0	(1)
2.	Assistant Director, Blue Economy and Fisheries	7	3	2	4	2
3.	Principal Blue Economy and Fisheries	8	4	4	0	(4)
4.	Blue Economy and Fisheries Officers/ Senior	10/9	4	6	3	(3)
	Sub -Total		11	13	7	(6)
Administration Division						
1.	Secretary Administration	4	0	1	1	0
2.	Director of Administration	5	1	0	0	0
3.	Senior Deputy Secretary	6	0	0	1	1
4.	Under Secretary	7	1	1	1	0
5.	Senior Assistant Secretary	8	0	0	0	0
6.	Assistant Secretary11	9	1	1	1	0
7.	Cadet 111 / Assistant Secretary 111	11/10	0	0	1	1
	Sub - Total		3	3	5	2
Office Administrative Staff						
1.	Assistant Director, Office Administrative Services	7	0	0	0	0
2.	Principal Assistant Office Administrator	8	1	8	1	(7)
3.	Senior Assistant Office Administrator	9	2	1	2	1
4.	Assistant Office Administrator 11/1	11/10	2	2	4	2
5.	Office Administrative Assistant 111/11	12/11	2	1	2	1
	Sub - Total		7	12	9	(3)
Records Management Unit						
1.	Assistant Director of Records Management	7	1	1	0	(1)
2.	Principal Records Officer	8	0	0	0	0
3.	Senior Records Officer	9	0	0	0	0

S/No	Designation	Civil Service Grade (CSG)	Approved Establishment (A)	Proposed Establishment (B)	In Post (C)	Variance (D)= (C-B)
4.	Records management Officer 1	10	1	1	1	0
5.	Records Management officer 111/11	12/11	1	1	1	0
	Sub - Total		3	3	2	(1)
Librarian Services Unit						
1.	Librarian 11/1	11/10	1	1	0	(1)
2.	Librarian Assistant 111/11	13/12	1	1	0	(1)
	Sub-Total		2	2	0	(2)
Drivers						
1.	Principal Driver	11	1	0	1	1
2.	Chief Driver	12	1	1	5	4
3.	Driver 111/11/1/ Senior	16/15/14/3	5	1	21	20
	Sub - Total		7	2	27	25
Receptionists						
1.	Reception Assistant 111/11	15/14	1	1	0	(1)
	Sub -Total		1	1	0	(1)
Support Staff						
1.	Cleaning Supervisor 1	13	2	2	8	6
2.	Cleaning Supervisor 11B/ 11A	15/14	2	2	2	0
3.	Support Staff 11/1 Senior Support Staff	17/16/15	2	1	10	9
	Sub -Total		6	5	20	15
Human Resource Management and Development Division						
1.	Director- HRM & Development	5	1	1	0	(1)
2.	Deputy Director HRM& D	6	0	0	1	1
3.	Assistant Director HRM&D	7	1	1	1	0
4.	Principal HRM & D Officer	8	1	1	0	(1)
5.	Principal HRM &D Assistant	8	0	0	0	0
6.	HRM &D Officer 11/1/Senior HRM&D Officer	11/10/9	1	1	3	2
7.	Senior HRM &D Assistant	9	0	1	2	1
8.	HRM &D Assistant 111/11/1	12/11/10	1	3	3	0
	Sub - Total		5	8	10	2
Clerical Officers						
1.	Principal / Chief Clerical Officer	11/10	1	1	2	1
2.	Senior Clerical Officer	12	2	1	3	2
3.	Clerical Officer 11/1	14/13	2	4	7	3
	Sub - Total		5	6	12	6

S/No	Designation	Civil Service Grade (CSG)	Approved Establishment (A)	Proposed Establishment(B)	In Post (C)	Variance (D)= (C-B)
Finance Division						
1.	Senior Chief Finance Officer	5	0	1	1	0
2.	Chief Finance Officer	6	1	0	0	0
3.	Senior Principal Finance Officer	7	0	1	1	0
4.	Principal Finance Officer	8	1	1	2	1
5.	Finance Officer 11/1/Senior	11/10/9	1	1	3	2
	Sub - Total		3	4	7	3
Accounts Division						
1.	Senior Deputy Accountant General	5	0	0	0	0
2.	Deputy Accountant General	6	1	1	1	0
3.	Principal Accountant	8	1	1	1	0
4.	Senior Accountant	9	1	1	1	0
5.	Accountant 11/1	11/10	1	3	6	3
	Sub - Total		4	6	9	3
Central Planning and Projects Management Department						
1.	Director of Planning	5	1	1	1	0
2.	Chief Economist	6	0	0	0	0
3.	Principal Economist	7	0	1	1	0
4.	Senior Economist	8	1	0	0	0
5.	Economist 11/1	10/9	0	1	2	1
	Sub -Total		2	3	4	1
Information Communication Technology Division						
1.	Deputy Director ICT	6	0	1	0	(1)
2.	Assistant Director	7	1	0	1	1
3.	Principal ICT Officer	8	1	1	3	2
4.	ICT Officer 11/1/Senior	11/10/9	1	1	2	1
	Sub- Total		3	3	6	3
Public Communications Division						
1.	Deputy Director, Public Communications	6	0	1	0	(1)
2.	Assistant Director, Public Communications	7	1	0	0	0
3.	Principal, Public Communications Officer	8	0	1	1	0
4.	Public Communications Assistant	15/14/13/12	2	1	0	(1)
	Sub - Total		3	3	1	(2)
Supply Chain Management Division						
1.	Deputy Director, Supply Chain	6	0	1	1	0

S/No	Designation	Civil Service Grade (CSG)	Approved Establishment (A)	Proposed Establishment (B)	In Post (C)	Variance (D)= (C-B)
	Management					
2.	Assistant Director, Supply chain Management	7	1	0	0	0
3.	Principal Supply Chain Management Officer	8	0	1	0	(1)
4.	Senior, Supply Chain Management Officer	9	1	1	1	0
5.	Supply Chain Management Officer 11/1	11/10	0	1	1	0
6.	Supply Chain Management Assistant 11/1	11/10	1	1	3	2
7.	Supply Chain Management Assistant IV/111	13/12	1	1	0	(1)
	Sub - Total		4	6	6	0
Legal Division						
1.	Principal State Council	7	1	1	1	0
2.	Legal Officer	8	0	1	0	(1)
	Sub- Total		1	2	1	(1)
Internal Audit						
1.	Senior Assistant Internal Auditor General	6	0	1	1	0
2.	Senior Internal General	9	0	1	1	0
3.	Internal Auditor 1	10	0	1	1	0
	Sub - Total		0	3	3	0
	GRAND TOTAL		273	308	211	(97)

The State Department is faced with the challenge of inadequate human resource with respect to skills and competencies needed for implementation of the plan. In order to enhance staff productivity, through intrinsic and extrinsic motivation, the State Department will pursue the following strategies: -

- i. Implement the approved organization structure and approved establishment to achieve the desired level of staffing with clear reporting structure;
- ii. Implement the online SPAS to enhance efficient and effective service delivery;
- iii. Undertake institutional capacity building in terms of office equipment, skills and number of employees and provision of a conducive work environment for service delivery; and
- iv. Implement the relevant human resource policies and procedure manuals issued by the Public Service Commission from time to time.

Table 6. 3: Skills Set and Competence Development

S/No.	Cadre	Skills Set	Skills Gap	Competence Development
1.	Top Leadership and Management	Master Degree or Degree in any are of specialization; and or Political Appointment e.g. Fisheries; Zoology; Aquatic Science; Natural Resource Management; Biochemistry; Food Science and Technology; Environmental Science Biological Sciences; Physical Science; Chemistry	Policy formulation and analysis, General financial management, transformative leadership skills, risk management, performance management, arbitration, meditation, negotiation and conflict resolution skills, strategic management, cabinet memo drafting, bill drafting, strategic communication and governance, budgeting and planning, labour laws	Exchange programmes; Seminars, Benchmarking
2.	Fisheries and Blue Economy officers	Master Degree or Degree, Degree in any of the following fields; - Fisheries; Zoology; Aquatic Science; Natural Resource Management; Biochemistry; Food Science and Technology; Environmental Science Biological Sciences; Physical Science; Chemistry	Policy formulation and analysis, Result based Management, Communication and report writing (MER) of Technical projects, Strategic Management and Leadership, Negotiation Skills , Conflict Resolution, Diplomacy Skills, Project Management Skills, Public relations, Interpersonal relations, Team Management, Skills in International Maritime, Marine environment, Sustainable Blue Economy development, management of fishing vessels, enforcement of fishing standards and regulations; licensing of fishing vessels, prosecution of offences related to fishing; Search and rescue basic skills of fishing vessels, investment Analysis, Business planning , Market analysis and development, community engagement	Training; Seminars; Benchmarking; Exchange Programmes

S/No.	Cadre	Skills Set	Skills Gap	Competence Development
3	Economist/Statistician	Master's Degree or Bachelor's Degree in: Economics; Statistics; Economics and Mathematics; Economics and Statistics; Economic and Finance; Project Planning and Management, Philosophy in Economics, Public Policy	Monitoring and evaluation, strategic management and leadership, transformation leadership, negotiation skills, economic modelling and forecasting, report writing, project management skills, computerized data collection and analysis, result based management, communication and reporting.	Training; Seminars
4	Supply Chain Management	- Master's Degree or Bachelor's Degree in: Business Administration (Supplies Management); Commerce; Marketing; Procurement and Economics; statistics; Procurement and Supplies Management; Law, Entrepreneurship; Logistics and Supply Chain Management. - Diploma in Supplies Management - Advanced Certificate in Supply Chain from Chartered Institute from of Purchasing and Supply; Certificate Supply Management. - Kenya Certificate of Secondary Education (KCSE) Mean Grade C- with minimum of C- in Mathematics and English or Kiswahili	Interpersonal relations, public relations, team management, procurement law and risk management, senior management and strategic leadership, tender processing evaluation, work planning and target setting, computer skills, record management, project planning and management, financial management and budgeting process	Training; Seminars

S/No.	Cadre	Skills Set	Skills Gap	Competence Development
5	Public communications.	Master's Degree or Bachelor's Degree or Diploma Mass Communication; Journalism; Public Relations; Mass Communication; Communication Studies; Media Studies/ Science; Photojournalism; Social Science with a Post graduate Diploma	Protocol, etiquette, event management, marketing, graphic designing, editing information, social media management, conflict management, videography, public communication, report and minute writing, customer care and public relations, leadership skills, interpersonal skills, public speaking, editing skills, basic planning skills, ICT application skills.	Training; seminars and benchmarking
6	Human resource Management and Development	Masters/Degree in the following fields: -Human Resource Mgt., Human Resource Development, Human Resource Planning, Industrial Relations Education, Public Administration, Business Administration, Counselling Psychology or any other relevant qualification from a recognized Institution; Diploma in Human Resource Mgt., Human Resource Development, Industrial Relations and Labour Relations; Certificate in computer application skills from a recognized institution	Policy formulation and implementation, proposal and report writing, training needs assessment skills, staff audit and training, coordination, corporate planning, staff performance management and appraisal, work planning and budgeting, monitoring and evaluation, guidance and counselling, research and data analysis, team building, strategic leadership and management, communication and management skills, computer skills, customer care and public relations, records management, mentoring, Integrated Personal Payroll Database (IPPD), negotiation skills, labour laws.	Training, Seminars
7	ICT	KCSE mean grade C plain with at least a C- in mathematics and English/Kiswahili Diploma in any of the following fields: Computer Science, Electrical/Electronic Engineering	Computer programming and software development, website development and management, network management, server infrastructure and systems management, information security, private cloud development and administration, strategic leadership and management,	Training; seminars and benchmarking

S/No.	Cadre	Skills Set	Skills Gap	Competence Development
			teammate, project management, business integrated data extraction and data analytics, ICT infrastructure management, senior management costs.	
8	Finance and accounts	Masters / Bachelor's degree in Commerce (Accounting or Finance option), Business Administration (Accounting option) from a recognized institution; Certified Public Accountant (CPA) or its equivalent	Interpersonal relations, time management, team skills, leadership skills, resource mobilization, skills as well as general human resources skills, computer based financial management, budgeting and planning skills, public sector finance management, programme-based budgeting, Integrated Financial Information System (IFMIS), program planning and management, monitoring and evaluation and public finance.	Training; seminars and benchmarking
9	Internal audit	Bachelor of Commerce (Accounting or Finance) Diploma in Internal Auditing; Certified Internal Auditor; Certified Fraud Examiner; Certified Information System Auditor or any related business course.	Auditing for internal auditor, ICT for Auditors, monitoring and evaluation, report writing, minute writing, computerized financial audit, supply chain management audit skills, forensic and investigation, document analysis, research, public relations and management, quality management system;	Training; seminars and benchmarking

S/No.	Cadre	Skills Set	Skills Gap	Competence Development
10	Drivers	Kenya Certificate of Secondary Education mean grade D A valid driving license free from any current indorsement(s); Suitability test for Drivers Grade III conducted by the Ministry of Roads and Public Works and Defensive Driving Certificate from the Automobile Association	Occupational test, defensive driving, first aid, basic mechanic skills, vehicle maintenance, customer care, public relations, induction on the Department's mandate and core functions, safety measures at the workplace, road traffic and safe management, computer training, communication skills, basic report writing, emergency customer care and public relations.	Training; Seminars;
11	Office administrators	Masters / Bachelor's Degree in Business Administration/ Office Management; KCSE mean grade C-; Diploma in Secretarial Studies from the Kenya National Examination Council; Business Education Single and Group Certificates (BES & GC) Stages 1, II and III from Kenya National Examinations Council; and Computer packages certificate	Record management, communication, customer care and public relations, office management and operations, typing, secretarial training, basic computer skills, team work, etiquette, protocol, basic counselling, first aid and safety measures at work place, report writing, Document Classification Management and Office Secrets Act.	Training seminars
12	Records Management Officers	Masters/ Bachelors' degree in Information Science/ Records Management or equivalent qualification from a recognized institution; Diploma in Records /Information Mgt., Library/Information Science and Certificate in Records / Information Mgt., and Library/ Information Science	Electronic documents management skills, digitization of record management, Record Safety/ Information sec-management, Data backup and recovery, communication skills, team work, public relations and customer service skills, ICT skills and promotion courses.	Training; seminars and bench marking

S/No.	Cadre	Skills Set	Skills Gap	Competence Development
13	Administrative officers	Masters/Bachelors' degree in any Social Science or its equivalent qualification from a recognized institution; Diploma/Certificate in any of the following disciplines: Public Administration, Management, Social Work, Community Development, Education, Governance, Conflict Management or its equivalent qualification from a recognized institution	Budgeting skills, public administration, public relations, customer care, report; speech briefs and cabinet memorandum writing skills; conflict management and arbitration; disaster management; guidance and counselling skills; strategic leadership and management; team building; change management; corporate governance; computer skills; project planning and management.	Training. Seminars
14	Clerical officers	KCSE (C-); Passes in Proficiency Examination for Clerical Officers; and Computer application skills	Proficiency course for clerical officers, first aid management, record management, computer skills, public relations, customer care skills, financial management, report and minute writing	Trainings, seminars
15	Cleaning supervisors	KCSE; Kenya Certificate of Education and computer skills	Health and safety, customer care skills, first aid management.	Training, seminars

6.2.3 Leadership

The Principal Secretary (PS) who is the accounting officer for the State Department will exercise overall leadership for the execution of the Strategic Plan while the Cabinet Secretary will provide oversight. The office of the PS is established pursuant to the Executive Order No. 2 of November 2023. The PS is responsible for day-to-day operations of the State Department, and ensuring achievement of the mandate, objectives and strategies of the State Department, formulation of policies, and prudent management of resources including financial and human resources. The PS also ensures implementation of the cabinet decisions and enhancing the corporate image of the State Department.

Implementation of the strategic plan will be actualized through formation of Strategic Theme Teams (STTs). The STTs are aligned to the strategic issues for purposes of responsibility and accountability in leading and coordinating the execution of strategic activities relevant to the Key KRAs. The STTs are provided in Table 6.4

Table 6. 4: Strategic Theme Teams

Strategic Issue	Key Result Areas	Strategic Activities	Strategic Theme Teams	
			Lead	Support
Inadequate policies, legal, regulatory and institutional framework for the management and development of the blue economy, fisheries and aquaculture sector.	KRA 1: Policy, legal, regulatory and institutional reforms for the management and development of the blue economy and fisheries	Develop Fisheries regulations; reviewed Fisheries Management and Development Act, 2016; develop Fish Marketing Policy; develop National Oceans and Blue Economy Policy; develop Fishing Ports and associated infrastructure Policy; develop policy for exploitation of agro-based marine resources; construct Uvuvi House; and develop NAMARET and KFASTCE	FIBES	DBED; DFAD; legal unit; finance; administration; and supply chain management services.
Low investment in the blue economy, fisheries and aquaculture	KRA 2: - Investment in the blue economy, fisheries and Aquaculture	Develop Ultramodern Tuna Fish Hub at Liwatoni; develop Lamu fish processing plant; construct seaweed drying sheds and storage; develop and rehabilitate inland fish landing sites; develop/rehabilitate Marine fisheries infrastructure; establish new regional and international markets; develop bilateral and multilateral public private engagements; train fishing crew; develop deep-sea industrial fishing; build youth capacity on blue economy; and implement KEMFSED and ABDP	FIBES	DBED; DFAD; and ABDP and KEMFSED Coordinators
Unsustainable fisheries resource management and development	KRA 3: Capacity building for sustainable fisheries resource management and development	Develop/review fisheries management plans; develop Spatial plans; conduct marine stock assessment and frame surveys; promote climate smart aquaculture technologies; establish fisheries management information system; create awareness on eat more fish consumption; protect inland, coastal and marine fisheries ecosystems; and support CIGs members	FIBES	DBED; DFAD and KEMFSED Coordinator
Inadequate compliance and enforcement of	KRA 4: Compliance and enforcement of fisheries existing	Install and maintain Vessel Monitoring System satellite radar imagery, oceanography and	FIBES	DBED; DFAD finance;

Strategic Issue	Key Result Areas	Strategic Activities	Strategic Theme Teams	
			Lead	Support
existing fisheries policies, laws and regulations	policies, laws and regulations	Automatic Identification System at Mombasa MCS Center; Establish MCS command centers at lakes, Victoria, Turkana, Naivasha and Baringo; and equip and accreditation of laboratories to ISO17025		and supply chain management service

6.2.1.1 Terms of Reference for the Strategic Theme Teams

The terms of reference for the STTs are to: -

- i. Plan how to undertake activities to achieve KRAs;
- ii. Provide progressive performance reports on a quarterly and annual basis or from time to time, on the implementation of KRAs; and
- iii. Budget and mobilize resources to implement planned activities to realize KRAs

6.2.4 Systems and Procedures

The State Department uses different government systems towards efficient and effective delivery of services. In the HRM&D Division which is in charge of payroll, staffing, training and registry records management, the Integrated Personal Payroll Database (IPPD) system is used.

In financial management, the use of IFMIS system by Accounts and Finance Divisions has made great improvement in payment processes and reporting. Budgeting is also being done through a hyperion system which captures budget data and associated adjustments. The system is also being used in procurement processes through requisition, sourcing, contract awards and connects to accounts for payment processing of merchant's claims. Further, there is the use of Public Procurement Information Portal for publication of contracts award and tender notices.

The State Department uses official email address and social media platforms for ease of communication. In terms of monitoring and evaluation of projects and programmes, the State Department uses two Government Systems namely: - Electronic Project Monitoring Information System (E-PROMIS) and Electronic National Integrated Monitoring and Evaluation System (E-NIMES).

To enhance efficient and effective service delivery during the plan period, the State Department will digitize and automate its processes, data and information. This will be in line with government policy towards digitization and automation of all government critical processes and make available 80% of government services online as per the BETA. This will minimize challenges related to information asymmetry along the State Department's value chain execution framework. This will entail: Re-engineering of Human Resource Management Systems; Transport system; and Finance, Accounts and Procurement systems. This will be in addition to re-engineering the State Department's Fisheries Management Information System and Vessel Monitoring System for effective fisheries and blue

economy resource management. Further, development of projects/programmes concept notes and their implementation will also be re-engineered through Public Investment Management Information System for tracking progress.

Regarding security and safety, guidelines for health and safety will be developed to guide installation of biometric system; closed – circuit television surveillance system; digitization of records for safety and ease of retrieval; development of back-ups for record storage; data center back up outside the station like Treasury and Konza Techno-City; and installation of ant - virus for equipment protection.

6.3 Risk Management Framework

The State Department has identified, described and categorized the risks that may hinder the realization of the strategic plan. The categorized risks have been prioritized based on the likelihood of occurrence and expected impact with suggested actions for mitigation, monitoring and reporting of those risks as presented in Table 6.5.

Table 6. 5: Risk Management Framework

Risk Class/Category	Risk Likelihood (L/H/M)	Severity (L/H/M)	Overall Risk level (L/H/M)	Mitigation Measure(s)
Strategic: - i. Inappropriate interpretation of the mandate, strategic themes/issues, objectives and strategies ii. Lack of passion and zeal among key actors to drive the plan. iii. Ineffective monitoring and evaluation of the plan implementation.	Low	High	High	i. Provision of visionary and transformative leadership ii. Participatory planning to provide ownership and commitment to implement the plan iii. Strengthen M&E in the SDBEF for effective monitoring and evaluation of the implementation of the plan iv. Sensitize the public and stakeholders on the functions of the State v. Department in order to win a wider public and stakeholder buy-in vi. Regular reviews of the plan to accommodate emerging issues.

Risk Class/Category	Risk Likelihood (L/H/M)	Severity (L/H/M)	Overall Risk level (L/H/M)	Mitigation Measure(s)
Legal: - iv. Failure to strictly adhere to the existing fisheries law FMDA, 2016 and relevant regulations in the sector v. Inadequate laws to guide the SDBEF to implement its mandate vi. Limited awareness by stakeholders on the mandate of the State Department. vii. Lack or inadequate involvement of stakeholders viii. Disputes and breach of contracts	Low	High	High	vii. Sensitize key stakeholders on the redefined mandate of the State Department and the relevant fisheries and aquaculture policies, laws and regulations for purposes of ensuring compliance. viii. Develop/review policies, laws, regulations and guidelines ix. Adherence to Articles 10 and 232 of the Constitution x. Adherence to procurement laws and regulations
Financial: - i. Inadequate funding ii. Inadequate liquidity iii. Fraud and misappropriation of funds iv. Low absorption capacity v. Corruption	High	High	High	i. Prudent financial management and adherence to the Government financial regulations ii. Implement public financial management reforms iii. Maintenance of proper financial records iv. Formulate and implement sound internal financial control systems v. Operationalize the Budget Implementation Committee.

Risk Class/Category	Risk Likelihood (L/H/M)	Severity (L/H/M)	Overall Risk level (L/H/M)	Mitigation Measure(s)
				vi. Operationalize State Department's Project Committee. vii. Implement Integrity and Leadership Act, 2012
Operational: - i. Negative attitude by employees, inappropriate skills and competencies ii. De-motivated staff and low morale iii. Mal-functional iv. bureaucratic and cumbersome processes, systems and weak control systems v. Resistance to change by staff vi. Lack of integrity vii. Indecisiveness, lack of visionary leadership, viii. lack of a shared vision and mission ix. Failure to involve others in running the organization and fear to move out of the comfort zone	Low	High	High	i. Automation and continuous review of processes, procedures and systems ii. Build human resource capacity and conduct change management courses iii. Ensure equity and fairness in all staff matters iv. Team building v. Uphold the SDBEF Core Values vi. Develop decision making mechanisms e.g. committees vii. Embrace change viii. Regular sensitization and training of leaders on change management

Risk Class/Category	Risk Likelihood (L/H/M)	Severity (L/H/M)	Overall Risk level (L/H/M)	Mitigation Measure(s)
(resistance to change arising from fear of the unknown)				
Technological: - i. Obsolete and inappropriate technologies ii. Mismatch of skills and technology iii. Rapid change of technology, loss of data and cyber-crimes e.g. hacking	Low	Medium	Medium	i. Keep abreast and adapt to relevant global technologies ii. Undertake regular training of staff within the State Department on ICT iii. Upgrade equipment in accordance with ICT trends iv. Create backups and enhance information security systems.
External: - i. Natural disasters ii. Climate change (Floods & Droughts)	High	High	High	i. Develop disaster management plans ii. Develop and implement climate resilient programmes and projects

CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7.0 Overview

This chapter gives a summary of the resource requirements for implementing the Strategic Plan for the Financial Years (FYs) 2023/2024 - 2027/2028, resource gaps, resource mobilization strategies and resource management

7.1 Financial Requirements

To realize the KRAs highlighted in this plan, the financial resources required by the State Department is estimated to be Ksh. **63.975 billion**. A summary of the resource requirements for the FYs 2023/2024 - 2027/2028 is provided in Table 7.1.

Table 7. 1: Financial Requirements for Implementing the Strategic Plan

Cost Item	Projected Resource Requirements (Ksh. Million)					
	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	Total
KRA 1: Policy, legal, regulatory and institutional reforms for the management and development of the blue economy and fisheries	1,007	1,562	1,095	700	500	4,864
KRA 2: Investment in the blue economy, fisheries and Aquaculture	8,360	10,583	9,064	6,322	3,512	37,841
KRA 3 Capacity building for sustainable fisheries resource management and development	2,931	4,860	2,270	2,345	1,995	14,401
KRA 4: Compliance and enforcement of fisheries existing policies, laws and regulations	855	855	755	675	525	3,665
Administrative Cost	461	618	642	706	777	3,204
Total Cost	13,614	18,478	13,826	10,748	7,309	63,975

7.2 Resource Gaps

The resource requirements, estimated resource allocations as per the Medium-Term Expenditure Framework budget estimate and the variance is presented in Table 7.2. The resource gaps will inform resource mobilization strategies.

Table 7. 2: Resource Gaps

Financial Year	Estimated Financial Requirements (Ksh. Million)	Estimated allocations (Ksh. Million)	Variance (Ksh. Million)
2023/ 2024	13,614	11,854	(1,760)
2024/ 2025	18,478	13,066	(5,412)
2025/ 2026	13,826	13,453	(373)
2026/ 2027	10,748	11,457	709
2027/ 2028	7,309	12,030	4,721
Total	63,975	61,860	(2,115)

7.2 Resource Mobilization Strategies

The bulk of the funding to implement the Strategic Plan will be by the Government through the exchequer. Deliberate efforts will be made to bridge the financial gaps/deficits identified in section 7.2. The State Department will continue to bid for allocation of more resources through the Medium-term Expenditure Framework Budgets, focusing on priority programmes in line with the Kenya Vision 2030, MTP IV, BETA and other policy documents. Further, the State Department will continue to mobilize funds from development partners and embrace PPPs to support some of the State Department's programmes and projects.

7.3 Resource Management

The State Department will endeavor to put in place measures to ensure efficient, effective and economic utilization of available resources during the plan period. Some of the measures will include: -

- i. 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);
- ii. Operationalize the State Departments Budget Implementation Committees and Project Committee;
- iii. Pooling of common user resources through centralization of common services like printing services and pool transport for officers;
- iv. Ensure adherence to approved budget and use of the IFMIS;
- v. Ensure quarterly, bi- annual and annual monitoring of policies, programs and projects;
- vi. Ensure submission of quarterly expenditure budget reports to the Controller of Budget and The National Treasury,
- vii. Use domain email to ensure security of information and data;
- viii. Ensure that government services are digitalized to increase revenue collection, minimize the cost of collection and enhance service deliver; and
- ix. Adoption of a value chain execution framework that will ensure that resources are targeted on critical activities.

CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.0 Overview

Monitoring and Evaluation (M&E) are important aspects in the implementation of the Strategic Plan. Monitoring will be carried out to ensure that the plan is implemented according to the schedule and if there are any deviations, appropriate and timely actions will be taken. Monitoring will involve regular data collection and analysis on the progress of implementation of the plan. On the other hand, evaluation will be done periodically to examine the relevance, effectiveness, efficiency and impact of the strategies. Evaluation will be done through assessments and will look at what will be accomplished against the set targets. Three major evaluations will be undertaken. These include mid-term evaluation and end-term evaluation. Reference will be made to the Kenya Evaluation Guidelines 2020, Kenya National Monitoring and Evaluation Policy, 2022 and the Kenya Norms and Standards for M&E. The results from the analysis of M&E will then be compiled into reports that will be used to make informed decisions and take corrective action where deviations occur in the implementation of work plan.

8.1 Monitoring Framework

The State Department will develop a monitoring framework that will enable SDBEF to measure its performance against the set targets. Execution of this framework will form the basis for review of the progress on implementation of the Strategic Plan. Monitoring will involve regular and systematic collection of data on specified indicators and analysis to track progress and achievement of strategic plan objectives. For effective data collection, information sources will be chosen in advance, and data collection tool and procedure developed. The means to be used in monitoring will include annual work plans that will be developed from the implementation plan, field visits, periodic reporting and regular meetings by stakeholders. Outputs in the implementation matrix will be tracked on a regular basis. Performance tracking will be based on: -

- i. key performance indicators that will be objectively determined from the implementation matrix for tracking the outputs and outcomes;
- ii. established baseline data on monitoring indicators; and
- iii. continuous improvement on the targeted results for efficiency and effectiveness as planned.

The M&E system for the State Department over the plan period will consist of a monitoring and evaluation structure and cycle as presented in Figures 1 and 2. To this end, a State Department Public Finance Management Standing Committee (SDPFMSC) comprised of heads of all the Directorates, Divisions, Units and Sections under the Chairmanship of the Principal Secretary will provide oversight on the M&E of the projects/programmes contained in the SP. The CPPMD will provide the secretariat services to the SDPFMSC. This is in accordance with regulation 18 of the Public Finance Management Regulations, 2015 and regulation 22 of the Public Finance Management (Public Investment Management) Regulations, 2022. Further, this is in sync with the Kenya National Monitoring and Evaluation Policy, 2022 section 4.1.4 on establishment of Ministerial M&E Committees.

The State Department M&E Technical Committee (SDMETC) established in 2021, will be the operational arm of the SDPFMSC. The SDMETC comprised of representatives of the Directorates,

Divisions, Units and Sections. The representative officers will ensure that the necessary information and reports are provided on a timely basis to facilitate informed decision making. The reports will be presented to the SDPFMSC for discussions and direction on quarterly, biannual and annual basis or from time to time. The key monitoring activities, expected outputs, indicators and yearly targets are presented in Table 6.1 The targets will be transferred into the State Department's AWP, PCs and SPAS where relevant.

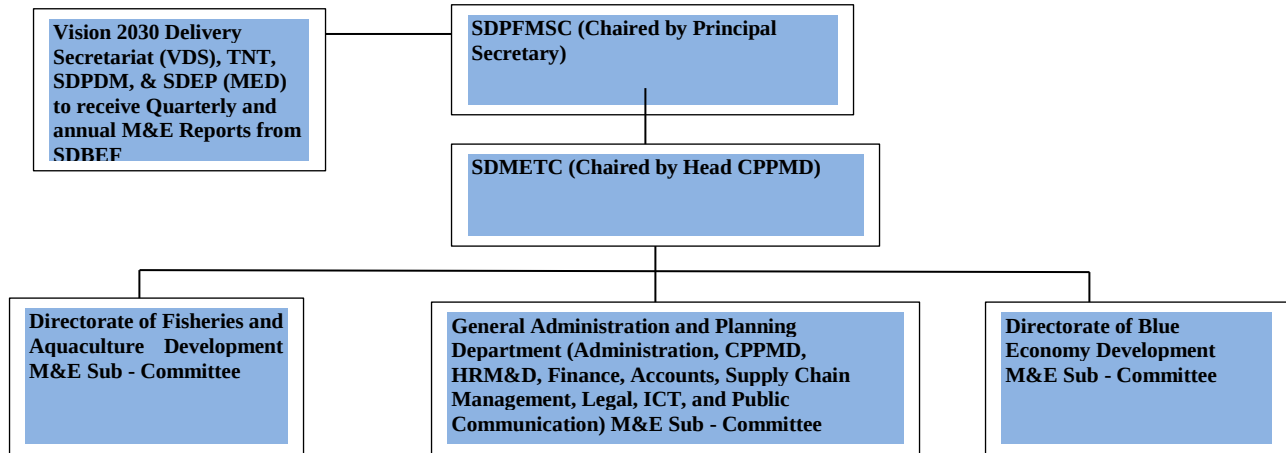


Figure 8. 1: State Department's Monitoring Structure

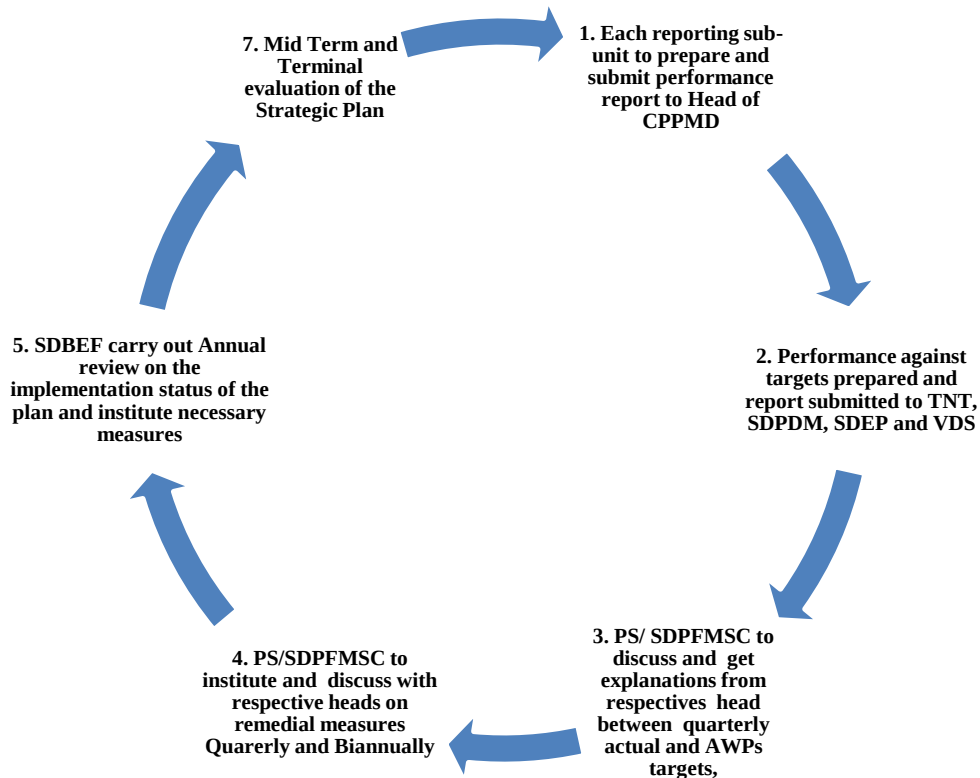


Figure 8. 2: The State Department's Monitoring and Evaluation Cycle

8.2 Performance Standards

The monitoring and evaluation system is based on internationally accepted norms and standards including relevance, efficiency, effectiveness, success and sustainability. The standards for tracking performance for the strategic plan will include defining the Key Performance Indicators identified at outcome, output and efficiency level. The Strategic Theme Teams, through the coordination of the Head of the Central Planning and Project Monitoring Departments in the State Department will be responsible for data collection for the respective KRAs.

8.3 Evaluation Framework

The SP will be evaluated during and after implementation, to test its feasibility and likelihood of its ability to produce the desired results. This will be on account of relevance, cost-effectiveness, efficiency and sustainability. In this respect, efficiency will assess the extent to which the intended outputs are attained relative to annually generated targets. Sustainability will address whether there exists capacity to follow-up implementation of the strategies. Evaluation of strategies will inform whether the strategies formulated translate into benefits and growth. Finally, impact assessment will confirm whether the outcomes have been realized. The annual reports will serve as the basis for annual evaluation. Table 8.1 provides a summary of the outcome performance indicators, baselines values and Mid - Term and End - Term targets.

Table 8. 1: Outcome Performance Matrix

Key Result Areas	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End - Term Period
KRA 1: Policy, legal, regulatory and institutional reforms for the management and development of the blue economy, fisheries and aquaculture	Increased contribution of fisheries and aquaculture to GDP	Share of fisheries and aquaculture contribution to GDP	0.6%	2022	0.8	1%
KRA 2: Investment in the blue economy, fisheries and Aquaculture	Increased fish production	Metric Tons (MT) of fish produced	173,629	2022	200,000	300,000
KRA 3:	Increased per	Amount of fish	3.6Kgs	2021	6.5	10

Key Areas	Result	Outcome	Outcome Indicator	Baseline		Target	
				Value	Year	Mid-Term Period	End - Term Period
Capacity building for sustainable fisheries resource management and development		capita fish consumption	consumed per person per year (Kilograms/person /year)				
KRA 4: Compliance and enforcement of fisheries existing policies, laws and regulations		Improve marketing of fish and fish products	Value of fish landed (Billion Ksh.)	30.4	2022	38.7	40.1

8.3.1 Mid-Term Evaluation

The mid-term evaluation will be undertaken in the FY 2025/2026. The Mid- Term Evaluation will quantify progress and generate information for the possible review of activities and by extension the strategies towards achieving the set targets and expected outcomes. This will be coordinated by the State Department's CPPMD and will involve the Strategic Theme Teams and all the relevant Directorates /Divisions/Sections/Units in the State Department. The Mid- Term Evaluation will be guided by the Kenya Evaluation Guidelines,2020, Kenya National Monitoring and Evaluation Policy,2022 and the Kenya Norms and Standards.

8.3.2 End-Term Evaluation

The End- Term /Terminal evaluation will be undertaken by the end of the plan period (2027/2028) to assess the implementation performance in terms of outcomes of the SP. In addition, the evaluation will provide the challenges, lessons learnt and recommendations that will inform the next cycle of the strategic planning process of the State Department. The End- Term Evaluation will also be guided by the Kenya Evaluation Guidelines,2020, the Kenya National Monitoring and Evaluation Policy,2022 and the Kenya Norms and Standards.

8.4 Reporting Framework and Feedback Mechanism

All Directorates in the State Department will be involved in monitoring and reporting on the progress of achievement of results and objectives based on indicators agreed upon in this Strategic Plan. This will be achieved by ensuring collection and provision of timely and accurate data during the plan period. The directorates will be expected to generate Monitoring and Evaluation reports on quarterly,

bi-annual and annual basis to serve as documentation of best practices which will be disseminated to senior management for learning and decision-making purposes.

The State Department will ensure that lessons learnt are captured and fed into a continual adjustment and improvement of the necessary corrective interventions in the strategy. The monitoring reports will be shared with stakeholders as a feedback mechanism from within and without to facilitate informed decision making. This will include reporting to: - The National Treasury (TNT); State Department for Economic Planning (SDEP) and in particular the Monitoring and Evaluation Directorate (MED); State Department for Performance and Delivery Management (SDPDM); and Vision 2030 Delivery Secretariat (VDS) among others and as required. The State Department will prepare quarterly, annual and evaluation reports using templates as provided in Tables 8.2; 8.3 and 8.4 respectively

Table 8. 2: Quarterly Progress Reporting Template

SDBEF QUARTERLY PROGRESS REPORT

QUARTER ENDING.....

Expected Output	Output Indicator	Annual Target (A)	Quarter for Year			Cumulative to Date			Remarks
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)	

Table 8. 3: Annual Progress Reporting Template

SDBEF ANNUAL PROGRESS REPORT

YEAR ENDING

Expected Output	Output Indicator	Achievement for Year.....			Cumulative to Date (Years)			Remarks
		Target (A)	Actual (B)	Variance (B-C)	Target(D)	Actual (E)	Variance (E - D)	

Table 8. 4: Evaluation Reporting Template

Key Result Area	Outcome	Key Performance Indicator	Baseline		Mid-Term Evaluation		End of Plan Period Evaluation		Remarks
			Value	Year	Target	Achievement	Target	Achievement	
KRA1									
KRA2									
KRA3									
KRA4									