



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



## TABLE OF CONTENTS

TABLE OF CONTENTS .....	i
DEFINITION OF TERMS .....	iii
ACRONYMS .....	iv
FOREWORD.....	vi
PREFACE.....	vii
EXECUTIVE SUMMARY .....	viii
CHAPTER ONE: INTRODUCTION .....	1
1.0 Overview.....	1
1.1 Background.....	1
1.2 Mandate/Functions of the State Department.....	1
1.3 Global, Regional and National fisheries sector development issues .....	2
1.3.1 Global challenges.....	2
1.3.2 Regional Challenges .....	3
1.3.3 National Development Issues .....	4
1.4 Role of the State Department towards Kenya’s development agenda and Regional and International Frameworks .....	6
1.4.1 Kenya Vision 2030 and the MTP IV .....	6
1.4.2 The Constitution.....	7
1.4.3 The Bottom - Up Economic Transformation Agenda, 2022-2027 .....	7
1.4.4 Sustainable Development Goals .....	7
1.4.5 African Union Agenda 2063 .....	8
1.5 Rationale for the Strategic Plan 2023 - 2027 .....	9
1.6 The development process of the Strategic Plan, 2023-2027 .....	9
1.7 Structure of the Strategic Plan, 2023 - 2027 .....	9
CHAPTER TWO: SITUATION ANALYSIS.....	11
2.0 Overview .....	11
2.1 Implementation review of the previous Strategic Plan, 2018-2022.....	11
2.1.1 Key Achievements .....	11
2.1.2 Challenges.....	13
2.1.3 Emerging issues .....	13
2.1.4 Lessons Learnt .....	14
2.2 Environment Scan .....	14
2.2.1 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis .....	14
2.2.2 Political, Economic, Social, Technological, Environmental and Legal (PESTELE) Analysis.....	16
2.2.3 Stakeholder analysis.....	18
2.3 Strategic Issues.....	22
CHAPTER THREE: STRATEGIC MODELS .....	23
3.0 Overview.....	23
3.1 Vision Statement, Mission Statement and Core Values .....	23
3.1.1 Vision.....	23
3.1.2 Mission.....	23
3.1.3 Core values.....	23
3.2 Key Result Areas .....	23
3.2.1 Key Result Area 1: - Policy, legal and institutional reforms for the blue economy management and development.....	23
3.2.2 Key Result Area 2: - Investment in the Blue Economy.....	24
3.2.3 Key Result Area 3: - Fisheries Resources Development and Utilization .....	24
3.2.4 Key Result Area 4: - Fisheries Compliance and Enforcement.....	24

CHAPTER FOUR: IMPLEMENTATION AND COORDINATION FRAMEWORK .....	27
4.0 Overview .....	27
4.1 Structure of the Organization .....	27
4.1.1 Departments/Directorates/Units of the State Department.....	27
4.1.2 Organization Structure of the State Department .....	28
4.2 Staff Establishment of the State Department .....	30
4.2.1 The establishment, staff strength and variance .....	30
4.2.2 Human Resource/Capital Management and Development Strategies .....	34
4.3 Financial Resources .....	34
4.3.1 Financial Resource Requirements.....	34
4.3.2 Resource Gaps .....	35
4.3.3 Resource Mobilization Strategies .....	35
4.3.4 Resource Management.....	35
4.4 Business Process Re-Engineering .....	35
4.5 Risk Analysis and Mitigation Measures .....	36
CHAPTER FIVE: MONITORING, EVALUATION AND LEARNING .....	41
5.0 Overview .....	41
5.1 Monitoring Implementation of the Strategic Plan,2023-2027 .....	41
5.2 Evaluation .....	42
5.3 Learning .....	43

#### **TABLES**

Table 1: The Internal and External Environment Analysis .....	15
Table 2: PESTEL Analysis.....	16
Table 3: Internal and external stakeholders' analysis.....	18
Table 4: KRAs, Strategic Objectives and Strategies .....	24
Table 5:Authorized Establishment and In-post for the State Department.....	30
Table 6:Summary of Financial Requirements .....	34
Table 7: Resource Gaps.....	35
Table 8: Type of Risk, Risk Anticipated, Level of the Risk and Mitigation Measures .....	36

#### **FIGURES**

Figure 1 :Organizational Structure of the State Department .....	29
Figure 2: State Department's Monitoring Structure .....	42
Figure 3:The State Department's Monitoring and Evaluation Cycle .....	43

#### **APPENDICES**

Appendix 1: Implementation Matrix .....	44
---	----

## **DEFINITION OF TERMS**

*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.

*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.

*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.

## ACRONYMS

ABDP	-	Aquaculture Business Development Programme
AIDs	-	Acquired Immune Deficiency Syndrome
AU	-	African Union
AUMS	-	African Union Member States
AWP	-	Annual Work-Plan
BETA	-	Bottom - Up Economic Transformation Agenda
BMUs	-	Beach Management Units
CIGs	-	Common Interest Groups
COVID -19	-	Corona Virus Disease of 2019
CPPMD	-	Central Planning and Project Monitoring Department
D/BED	-	Director, Blue Economy Development
D/FAMD	-	Director, Fisheries and Aquaculture Development
EEZ	-	Exclusive Economic Zone
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
HIV	-	Human Immune Deficiency Virus
HRM&D	-	Human Resource Management and Development
ICT	-	Information and Communication Technology
IUU	-	Illegal, Unreported and Unregulated
KCGS	-	Kenya Coast Guard Service
KeFS	-	The 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	-	The Kenya Fish Marketing Authority
KMFRI	-	Kenya Marine and Fisheries Research Institute
KRAs	-	Key Result Areas
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
NO.	-	Number
PESTELE	-	Political, Economic, Social, Technological, Environmental, Legal and Ethics
PPPs	-	Public Private Partnership
PS	-	Principal Secretary
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

- SPAS - Staff Performance Appraisal System
- SWOT - Strengths, Weaknesses, Opportunities, and Threats
- TNT - The National Treasury
- VDS - Vision 2030 Delivery Secretariat

## 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, 2022-2023 on the Bottom - Up Economic Transformation Agenda (BETA); and medium-term priorities developed its five-year Strategic Plan (SP), 2023-2027.

The Strategic Plan is anchored on the Kenya Constitution, 2010, the Kenya Vision 2030, the Fourth Medium Term Plan (MTP IV) 2023-2027 and 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 fisheries sector; poor road network to major fish markets; environmental degradation and invasive weeds in water bodies that affects fisheries activities; low fish value addition and weak marketing system; inadequate Blue Economy and fisheries policies, legal and institutional frameworks; low aquaculture development limited access to affordable credit and insurance.

It therefore sets out a number of strategic objectives and interventions that seek to address the current situation in the context of: promoting quality service delivery; efficiency and effectiveness; development of alternative financing options; development of human capacity and enhancement of the sector's capacity; and support systems and good governance.

Further, the Plan outlines an organization structure consisting of two 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 into greater heights and contribute immensely BETA.

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

## **PREFACE**

This Strategic Plan has been prepared through a participatory and consultative process with inputs from the Blue Economy 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 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 aims to achieve four strategic objectives, namely to: develop/ review policies, plans, strategies, guidelines, legal and institutional frameworks for fisheries, aquaculture and the blue economy resources management and development; enhance development and investment in the blue economy; reduce fish post- harvest losses and build capacities for the management and development of the blue economy; and strengthen Monitoring, Control and Surveillance and enhance fish quality assurance.

Third, the plan sets priorities were guided by our commitments taking into account the challenge of limited financial and human resources. 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, this plan will provide the State Department with the focus and clarity of purpose it requires to meet the above strategic objectives and 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 and thank 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.

**BESTY MUTHONI NJAGI**  
**PRINCIPAL SECRETARY**



## 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.1 of January, 2023; and other government blue prints towards economic growth and development. The plan was also guided by lessons learnt, constraints and challenges experienced in the implementation of the previous Strategic Plan for 2018-2022.

The plan is structured into five chapters. Chapter one, gives the background information on the State Department that includes: The State Department's mandate/functions; fisheries sub-sector issues at the global, regional and national levels; role of the State Department towards Kenya's development agenda, regional and International Frameworks; rationale for the Strategic Plan; the development process of the plan; and the structure of the plan. Chapter two provides a review of the former State Department for Fisheries, Aquaculture and the Blue Economy (SDFABE) Strategic Plan 2018-2022, in terms of achievements, challenges, emerging issues and lessons learnt. The chapter also presents the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis; Political, Economic, Social, Technological, Environmental, Legal and Ethics (PESTELE) analysis; and the stakeholders' analysis. Chapter three gives the core values, vision and mission statements of the State Department; Key Result Areas (KRAs); and strategic objectives and strategies for the plan period. In order to efficiently deliver on its mandate, the State Department identified four KRAs namely: -

- i. Policy, Legal and Institutional Framework;
- ii. Investment in the Blue Economy;
- iii. Fisheries Resources Development and Utilization; and
- iv. Fisheries Compliance and Enforcement.

Chapter four documents the implementation and coordination framework of the plan including: - organizational structure; staffing levels; financial resource requirements; Business Process Re- Engineering in the implementation of the plan; and risk analysis and mitigation measures. Besides a detailed implementation matrix containing: - the KRAs; strategic objectives; strategies; key activities, expected output and performance indicators; set targets; and budget estimates to implement the plan is provided as Annex 1. Chapter five is on monitoring, evaluation and learning of the Strategic Plan and provides Annex II on outcome performance matrix.

To implement the Strategic Plan, the expected resources required amounts to Ksh. **69,049.98 billion**. The proposed strategies for resource mobilization entails lobbying the Government for additional funding, collaboration with 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 a number of fundamental factors highlighted in chapters two, three, four and five. The Strategic Plan will be implemented by mainstreaming day to day activities to the Directorates, Divisions, Sections and Units on the account of responsibility. The outputs from these activities will serve as the indicators, and thereby converting to quarterly, biannual and annual targets for the State Department Performance Contracts and Staff Performance Appraisal System (SPAS). 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 findings will be disseminated to all implementers to facilitate informed decision making on the implementation of the Strategic Plan. The monitoring and

evaluation will be coordinated and spearheaded by the Central Planning and Project Monitoring Department (CPPMD) and will involve the State Department's Directorates, Divisions, Sections and Units. The Strategic Plan will undergo a mid-term review in 2025/2026 and end term evaluation at the end of the plan period.

# 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. 1 of January, 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, the development process and how the SP is organized.

## 1.1 Background

The State Department was created vide the Executive Order No. 1 of January, 2023 under the Ministry of Mining, The 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 Nos. 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 18<sup>th</sup> 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 is comprised of the Administration, Human Resource Management and Development (HRM&D), Finance, Accounts, Legal, Central Planning and Project Monitoring Department (CPPMD), Supply Chain Management Services, Information Communication Technology, Public Relations, 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.

## 1.2 Mandate/Functions of the State Department

The State Department's mandate/functions as per the Executive Order No. 1 of January, 2023 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.

### **1.3 Global, Regional and National fisheries sector development issues**

#### **1.3.1 Global challenges**

##### ***1.3.1.1 Climate Change***

Climate change is a big threat to fisheries development across the globe. Fish productivity depends on the habitats that support them, which in turn are sensitive to climate change effects such as decline in water quality and quantity in oceans, lakes and rivers. These can lead to decline in fish stocks and fish productions thus compounding the existing pressure on capture fisheries. Rise in sea levels due to shrinking land ice threatens barrier islands, beaches, salt marshes, mangrove stands, and flood plains.

##### ***1.3.1.2 Overfishing***

The United Nations Food and Agriculture Organization report on the State of World Fisheries and Aquaculture 2022 indicated that 34.2 % of global fisheries have been overfished, comprising of 22.7 % of seafood. The key drivers of overfishing include increase in human population and high fish prices.

##### ***1.3.1.3 Illegal, Unreported and Unregulated fishing***

Illegal, Unreported and Unregulated (IUU) fishing undermines efforts to manage fisheries sustainably and has detrimental environmental, social and economic consequences.

##### ***1.3.1.4 Environmental Degradation***

Environmental degradation continues to threaten future of the fisheries sector. This is as a result of pollution of the inland waters and oceans resulting mainly from the manufacturing and agricultural sectors, towns and municipalities. For example, the world has produced more than 9 billion tons of plastic since production took off in the 1950s. An astonishing amount ends up in the oceans, so much that by 2050, there will be more plastic than fish in the world's oceans if the trend continue.

### **1.3.2 Regional Challenges**

#### ***1.3.2.1 Open accesses in capture fisheries and ineffective foreign access arrangements***

The open access regime of African fisheries coupled with high demand for fish globally and fairly high fish prices has resulted in over-exploitation, low catches and changes in the composition and structure of fished ecosystems. The regime has also resulted in high incidences of IUU fishing and unsustainable fishing practices such as fishing down the trophic levels of food webs. Access control in well-regulated fisheries (e.g. registration, licensing systems) is yielding varying types of benefits to several African Union Member States (AUMS) including social benefits and revenue.

Ineffective fishing access arrangements, due to poor or weak negotiations of terms of agreement with foreign deep sea fishing vessels, have led to significant loss of benefits for the resource adjacent countries. The situation is compounded by the lack of involvement of the communities in the negotiation process in many instances.

#### ***1.3.2.2 Inadequate governance and management of trans-boundary stocks***

The key challenge affecting fisheries management and aquaculture development in Africa is poor governance which has led to inadequate transparency and accountability, incoherent policies, limited structured participation of resource users and non-state actors in the formulation of policies and management of the resources. It has also led to disjointed implementation of regional fisheries instruments that are intended to enhance regional integration and strengthen governance.

#### ***1.3.2.3 Policy, legal and institutional weaknesses***

In many AUMS, the legal, policy and institutional frameworks are not crafted to suit the unique features of fisheries and aquaculture and this has resulted in mismatches and overlaps. Furthermore, insufficient human capacity to cover all key areas in fisheries and aquaculture administration, management and research as well as weak information collection and analysis systems hampers evidence-based decision-making. Fisheries management regimes in transboundary waters are yet to be harmonized and thus making trans-boundary fisheries management difficult.

#### ***1.3.2.4 Insecurity and conflict in trans-boundary waters***

Insecurity and conflicts in trans-boundary waters such as Lake Turkana and the Indian Ocean have contributed to the under-exploitation of the fishery resources therein.

#### ***1.3.2.5 Low investment in fisheries sector***

Investment in the fisheries sector is still low against the target of 10% in the agricultural sector of national budgets as per the Malabo Declaration on Accelerated Agriculture Growth and Transformation. This is because of the high level of perceived risks by investors. Domestic support for the sector is inadequate and there is lack of reliable information on the potential productivity of capture fisheries and aquaculture. Lack of tailor-made financial products for prospective capture fisheries or aquaculture entrepreneurs is a challenge in the sector.

#### ***1.3.2.6 Population growth and pressures on capture fisheries***

Most African countries have high population growth rates, concentrated in coastal and riparian areas. This, coupled with a heavy reliance on fish for animal protein, has led to significant

pressure on the resources, and in many countries to over-exploitation of fisheries resources. Sustaining demand for fish protein by an increasing population, while at the same time recovering stressed stocks and ecosystems, requires new approaches to management and different supporting mechanisms and skills.

### **1.3.3 National Development Issues**

Kenya's fisheries sector faces a number of challenges that require appropriate action. These challenges include but are not limited to the following: -

#### ***1.3.3.1 Declining fish stocks***

Fish stocks in some Kenyan inland water bodies have been declining over time due to various factors. These include: over-exploitation owing to excessive fishing effort; rapid population growth; high fish demand; limited uptake of alternative employment opportunities; breakdown of traditional fisheries management systems; ready market for fish including immature ones; destructive fishing practices; and environmental degradation. Invasive weeds such as water hyacinth and exotic fish species such as common carp also contribute to decline of fish stocks.

#### ***1.3.3.2 Limited domestic capacity for deep sea fishing***

The marine artisanal fishermen fish mainly in inshore waters, which are over-exploited and degraded. This is due to limited fishing technology for semi-industrial and industrial fisheries in the deep waters that are rich in tuna and tuna-like species currently exploited by foreign industrial fishing vessels.

#### ***1.3.3.3 Inadequate infrastructure development***

Inadequate infrastructure such as fish ports, modern fish landing sites, jetties, cold chain facilities, fish market auction centers, all-weather access roads, electricity and potable water are an impediment to fisheries development and growth in the country.

#### ***1.3.3.4 Low investment in the fisheries sector***

According to the Malabo declaration on Agriculture and food security in Africa, African Heads of States committed themselves to allocate at least 10 percent of national budgetary resources to Agriculture, but this has not been the case. For instance, in Financial Year (FY) 2022/2023, the Agriculture, Rural and Urban Development (ARUD) Sector was allocated Ksh. 69 billion out of the total government budget of Ksh. 2.3 trillion, which was about 3.25 percent. The fisheries, aquaculture and the blue economy was allocated Ksh 8.5 billion (12.5 percent) of the total ARUD allocation for the same year and this was about 0.4 percent of the total government budget. Further, investment in the sector under PPP is low because of the high level of perceived risk by investors.

#### ***1.3.3.5 Low aquaculture development***

In spite of the immense aquaculture potential in the country, aquaculture development is still low. This can be attributed to: inadequate supply and high cost of certified quality fish seeds and feeds; high cost of inputs for the smallholder fish farmers; weak research and extension linkage; poor access to timely and reliable information; inadequate extension service delivery; and slow adoption of appropriate aquaculture technologies.

### ***1.3.3.6 Low fish value addition and weak marketing systems***

The bulk of Kenya's fish and fishery products are usually marketed without much value addition due to low investments in micro-processing occasioned by among other factors, limited access to electricity especially in the rural areas and lack of appropriate technologies for new product development. Lack of well-developed marketing facilities, dysfunctional supply chains and weak marketing systems both in rural and urban areas are other constraints.

### ***1.3.3.7 Limited access to credit and insurance***

Access to affordable credit is critical in ensuring increased production and productivity from capture and fish farming enterprises. Among the constraints limiting production, especially among small-scale fish farmers and fishers is access to tailor-made credit to finance procurement of inputs and capital investment such as pond construction, fishing gear and value addition technologies. In addition, there are no appropriate insurance packages to cushion the fishers and fish farmers' investments/livelihoods against losses.

### ***1.3.3.8 Inadequate policies, legal and institutional frameworks***

Kenya's fisheries, aquaculture and blue economy governance is still weak due to inadequate policies, legal and institutions to support fisheries, aquaculture and the blue economy management and development. Despite the fact that the National Oceans and Fisheries Policy, 2008 has been reviewed, there is need for more fishery-specific policies, regulations, guidelines and strategies for clarity in the management and development of the specific fisheries. Further, the critical institutions created by the FMDA, 2016 are yet to be fully operational.

### ***1.3.3.9 Uncoordinated development of the blue economy sector***

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. It encompasses a range of productive sectors, including fishing, aquaculture, tourism, transport, shipbuilding, energy, bio prospecting and underwater mining and related activities. Kenya is endowed with rich coastal and maritime resources, which have a huge potential for wealth and employment creation as well as contributing to food and nutrition security. However, despite the huge potential of the blue economy, its development has been hampered by several factors that include but not limited to:

- i. Weak policy integration, lack of supportive legislative framework, uncoordinated development of the blue economy, weak enforcement of laws, legislative gaps, duplications, overlaps and high cost of doing business;
- ii. Fragmented knowledge base of blue economy in Kenya which is also domiciled in different institutions and at various levels of processing;
- iii. Lack of a Maritime Spatial Plan to guide blue economy development;
- iv. Insufficient training facilities and equipment required for capacity building of stakeholders in the blue economy sector; and

Lack of capacity to offer special training required for personnel on certain specialties. For example, fishing vessels, anchor handling vessels and offshore supply vessels among others.

### ***1.3.3.10 High incidence of Human Immune Deficiency Virus and Acquired Immune Deficiency Syndrome***

The high incidence of Human Immune Deficiency Virus (HIV) and Acquired Immune Deficiency Syndrome (AIDS) among the fisher communities affects the institutional memory of the co-management structures through loss of experienced members and loss of fishing skills acquired through apprenticeship. Further, loss of bread winners through HIV and AIDS leads to an increase in the number of vulnerable persons who most often resort to fishing as the readily available source of livelihood. This, in turn exerts more pressure on the diminishing fishery resources.

## **1.4 Role of the State Department towards Kenya's development agenda and Regional and International Frameworks**

The role of the State Department towards the national development agenda is as guided by the Kenya Vision 2030; The Constitution; The Kenya Kwanza Plan ,2022-2027 on BETA; The Fourth Medium Term Plan (MTP IV), 2023-2027; Sustainable Development Goals (SDGs); International and Regional Conventions/ Agreements; and other Government blue prints towards economic growth and development.

Fisheries are an important source of 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 sector supports auxiliary industries such as net making, packaging material industries, boat building and repair, sports and recreation.

The sub-sector contributed 0.5% to the national Gross Domestic Product (GDP) in 2017 and 2018; 0.6% in 2019 and 2020; and 0.7% in 2021 (Economic Survey,2022). The contribution will be much higher if value addition of fish at the various stages is taken into account and post-harvest losses minimized.

In summary, the 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 industrialized 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.

### **1.4.1 Kenya Vision 2030 and the MTP IV**

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 sub- sector 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, 2023-27. During the plan period, the State Department will continue to focus on the development and management of fisheries, aquaculture and the blue economy.

#### **1.4.2 The Constitution**

Through devolution, the Constitution aims to ensure equitable sharing of national and local resources throughout Kenya (Article 174 (g)). This is in line with the Kenya Vision 2030 objective of creating an equitable society by narrowing the regional disparities in income, resource endowments and economic development.

The decentralization of Government functions is expected to improve governance of public service delivery by improving resource allocation efficiency through enhanced accountability. This is made possible due to the high degree of involvement by local communities and the enhanced capacity for the beneficiaries to hold political leaders and those in charge of implementation of Government functions accountable. During the plan period the State Department will continue undertake the functions as derived from Schedule Four of the Constitution and the Executive Order No. 1 of January,2023.

#### **1.4.3 The Bottom - Up Economic Transformation Agenda, 2022-2027**

During the plan period, the State Department is committed to the implementation of the BETA 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 production and productivity. 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 fifteen<sup>1</sup> 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.

#### **1.4.4 Sustainable Development Goals**

Towards the realization of the SDGs, the State Department will undertake the following activities during the plan period: -

---

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

- 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 sub 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 including "Eat More Fish Campaigns" and fortification of foods with fish.
- iii. Goal 5: Achieve gender equality and empower all women and girls. This will be attained by inclusion of women and girls in the fisheries, aquaculture and the blue economy sub sectors through policy direction and involvement at all levels of projects and programmes development and implementation.
- iv. Goal 6: Ensure availability and sustainable management of water and sanitation for all: The focus will be on promoting water efficient production 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 sector 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 conducive environment for workers, investors and creation of jobs along the sub sector's value chains.
- vii. 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.
- viii. Goal 13: Take urgent action to combat climate change and its impacts: This will be addressed through climate-smart aquaculture and promotion of environmentally friendly technologies along fish value chain.
- ix. Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development: The focus will be on: sustainable management of our oceans and coastal resources through ecosystem approach to fisheries management; strengthening of fisheries governance (institutional strengthening and coordination, development/review of relevant policies and regulations); enhancement of research capacity and transfer of marine technology; and promoting the conservation and sustainable use of oceans and their resources.
- x. Goal 17: Strengthen means of implementation and revitalize the global partnership for sustainable development: This will be achieved through strengthening, promotion and collaboration of partnerships at the national, regional and international levels for sustainable management and development of fisheries resources.

#### **1.4.5 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 and improving/ strengthening intra-regional fish trade;
- iii. Promoting sustainable small-scale fisheries development for food security and livelihoods; and
- iv. Enhancing coordination and coherence in African fisheries and aquaculture for improved sustainable governance of the sub-sector.

### **1.5 Rationale for the Strategic Plan 2023 - 2027**

The Strategic Plan ,2023 - 2027 was developed to succeed the Strategic Plan ,2018- 2022 whose period ended in 30<sup>th</sup> June,2023. The plan was aligned to BETA and the Fourth Medium Term Plan (2023 - 2027) of the Kenya Vision 2030 and the other public priorities. This is also in line with the Public Service Commission Performance Management Regulations, 2021, which stipulate that every public body shall develop and implement a Strategic Plan in line with guidelines issued by the Ministry responsible for planning. Further, Article 68 (2) part (g) of the Public Finance Management Act, 2012, requires an Accounting Officer for a national government entity to prepare a Strategic Plan for the entity in conformity with the medium term fiscal framework and fiscal policy objectives of the National Government.

### **1.6 The development process of the Strategic Plan, 2023-2027**

A first draft Strategic Plan, 2023-2027 was prepared in April,2023 by officers drawn from the Directorates, Divisions, Sections and Units of the State Department under the leadership of the CPPMD and shared to internal stakeholders. 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, the final SP was prepared considering the observations, comments and inputs provided by the external stakeholders in May,2023 and the same was forwarded to the State Department for Economic Planning for review and advice. Subsequently, the SP was completed, published and disseminated for implementation in June,2023

### **1.7 Structure of the Strategic Plan, 2023 - 2027**

The Plan is structured into five chapters. Chapter one, gives the background information on the State Department that includes: The State Department’s mandate/functions; fisheries sub-sector issues at the global, regional and national levels; role of the State Department towards Kenya’s development agenda, regional and international frameworks; rationale for the SP; the development process; and the structure of the Plan. Chapter two provides a review of the former SDFABE Strategic Plan, 2018-2022, in terms of achievements, challenges, emerging issues and lessons learnt. The chapter also presents the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis; Political, Economic, Social, Technological, Environmental, Legal and Ethics (PESTELE) analysis; and the stakeholders’ analysis. Chapter three gives the core values, vision and mission statements of the State Department; Key Result Areas (KRAs); and strategic objectives and strategies for the Plan period. Chapter four documents the implementation and coordination framework of the Plan including: - organizational structure;

staffing levels; financial resource requirements; business process re - engineering in the implementation of the Plan; and risk analysis and mitigation measures. While Chapter five is on monitoring, evaluation and learning of the Plan.

## CHAPTER TWO: SITUATION ANALYSIS

### 2.0 Overview

The chapter documents the major achievements, challenges experienced as well as the lessons learnt during the implementation of the previous Strategic Plan, 2018- 2022. In addition, it provides SWOT; PESTELE; and the stakeholders Analysis.

### 2.1 Implementation review of the previous Strategic Plan, 2018-2022

The plan for the period 2018-2022 identified four strategic objectives, namely to:- develop/ review policies, plans, strategies, guidelines, legal and institutional framework for fisheries, aquaculture and the blue economy management and development; enhance investment in the Blue Economy; enhance the capacities for development and management of fisheries, aquaculture and the blue economy; and fast track implementation of the Leadership and Integrity Act, 2012.

The review of implementation of the plan reveals notable achievements on the targets set despite the challenges associated mainly with the Corona Virus Disease of 2019 (COVID-19) pandemic. The key achievements, challenges and lessons learnt are: -

#### 2.1.1 Key Achievements

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

- i. 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 23<sup>rd</sup> November, 2018. These resulted to enhanced protection, management, utilization and development of the aquatic resources sustainably;
- ii. Finalized the Fisheries Management and Development Regulations, 2020 and submitted them for gazettment. These included: - the Marine Fisheries Regulations; Inland Fisheries Regulations; Recreational Regulations; Fish Safety and Quality Regulations and Beach Management Units Regulations;
- iii. Developed draft Fisheries Management and Development (Marine Fisheries Regulations, 2023);
- iv. Revised the National Oceans and Fisheries Policy, 2008 to Kenya Fisheries Policy, 2023.
- v. Developed draft Blue Economy Strategy, 2023 and presented for national validation on 15<sup>th</sup> February, 2023 and
- vi. Developed draft Fish Levy Trust Fund Regulations, 2022. The draft regulations were presented and endorsed by the Agriculture Sector Working Group on Policy, Legislations and Standards and underwent consultations with stakeholders in the Counties.

##### ***2.1.1.2 Strategic Objective 2: To enhance investment in the blue economy***

- i. KEMFSED Project Financing Agreement was signed in June, 2020, the project become effective on 10<sup>th</sup> August, 2022 and was launched in June, 2021;
- ii. ABDP) was launched in April, 2019 and through the programme 22,112 fish production units were rehabilitated and 11,066 new units constructed. Further, 11,489 level 1 fish

- farmers were support with environmentally friendly and climate smart production materials (5,359 Pond liners and 6,130 Nets);
- iii. 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;
  - iv. Trained 100 fishers from Kilifi and 86 fishers from Lamu County on Standards of Training, Certification and Watch Keeping (STCW) and sea safety at Bandari Maritime Academy. While Mombasa, 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;
  - v. Liwatoni Fishing Port was gazetted in February 2019 and is operational. This was in line with the implementation of the Fisheries Management and Development Act 2016 which provides for a coordinated procedure on setting up Fishing Ports and associated infrastructure;
  - vi. Established Aquaponics Systems in ten (10) learning institutions (Kerio Valley Secondary school in Elgeyo Marakwet County; Nyakach Girls High School in Kisumu County; Siwot Technical College in Bomet County; Ikuu High School in Tharaka Nithi County; Rarakwa Girls High School and Gatura Girls High School in Murang'a County; Waita Secondary School in Kitui County; State House Girls High School in Nairobi County; Mukimwani Secondary School in Makueni County; and Kiseke Ndalani Secondary School in Machakos County)
  - vii. Provided infrastructural support to 477 active seaweed farmers in Kwale county through construction of: - two (2) seaweed stores that incorporated a section for compaction of seaweed bails in Kibuyuni and Gazi fish landing sites and a seaweed drying shed; and installed an improved seaweed drying racks in Gazi fish landing site. Further, a station was established in Kibuyuni for technical support to seaweed farmers.
  - viii. Completed construction of Sori and Lwanda K'Otieno landing sites in Migori and Siaya Counties respectively.
  - ix. Procured and commissioned a Patrol Vessel (P.V. Doria) to enhance Monitoring, Control, Surveillance (MCS) in Kenya's Exclusive Economic Zone (EEZ). The vessel is under the management of Kenya Coast Guard Service (KCGS)

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

- i. Procured, commissioned and distributed three (3) fishing boats (Uvuvi 1,2 and 3) to Kwale, Kilifi and Lamu Counties respectively to support fishers/ Beach Management Units (BMUs).
- ii. Developed Regulations regulations and submitted to the Attorney General's Office.
- iii. Organized 68 BMUs into cooperatives
- iv. Established a MCS multi- agency comprising of KeFS, KCGS and County Governments
- v. Operationalized KFIC by appointment of the Board of Management, allocation of finances for its operations and approval of the its human resource instruments and organization structure
- vi. Key achievements to operationalize the institutions established by the KFMA, 2016 included: -
  - a) Reconstitution of the Kenya Fisheries Advisory Council

- b) Appointment of the KeFS Board of Management, deployment of technical staff to operationalize KeFS including recruitment of 150 Fisheries Officers, 150 Fisheries Constables and procured office space for the KeFS Headquarters.
  - c) Appointment of the KFMA Board of Management, deployment of two officers to the Authority, approval of organization structure, human resource manual and guidelines; and allocation of funds for its operations
  - d) Developed FLTF organization structure; human resources manual and guidelines; and draft FLTF regulations.
- vii. Implemented human resource succession management according to the Government Human Resource Policy Manual and Guidelines

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

- i. 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

**2.1.2 Challenges**

- i. Inadequate policy, legal and institutional framework to facilitate sustainable management and development of the blue economy resources
- ii. Inadequate capacity (capital and human) for deep sea fishing.
- iii. Inadequate fisheries infrastructure along the fish value chain segments. For example, inadequate landing stations; poor landing sites access roads; inadequate market outlets; inadequate fishing port facilities; inadequate MCS infrastructure; weak communication infrastructure; limited electricity and water connection and inadequate cold chain facilities.
- iv. Low aquaculture development caused by low levels of education, high cost of input, limited awareness on the technologies available, limited appropriate financing mechanisms and limited extension services.
- v. Low investment in the fisheries and aquaculture sub- sectors due to perceived high risks and limited information on the economic value of fisheries resources.
- vi. Low fish value addition and poor marketing systems due to limited skills and knowledge
- vii. Inadequate funding and unexpected budget cuts and delays in exchequer releases negatively affected implementation of planned programmes and projects.
- viii. Inadequate staff, staffing imbalance, capacity gaps and aging workforce in the State Department.
- ix. Inadequate office space and equipment and thus hindering a conducive working environment.
- x. Weak linkages and conflicting interests between national and county Governments in management and conservation of fisheries resources.

**2.1.3 Emerging issues**

- i. **COVID 19:** -The COVID pandemic negatively affected the fish value chain, right from production; processing; transportation; wholesale and retail markets, as well as at the regional and international market. This was because operations in the capture fisheries and aquaculture value chain activities heavily rely on human-human interactions. The curfew and cessation of movement measures, ban of flights and reduced number of cargo ships had the net effect of disrupting operations at every node of the value chain

(production, processing, distribution, marketing and trade) resulting to reduced earnings in the sector. Further, COVID - 19 pandemic led to reduced and irregular fish supply, increased post-harvest losses and increased costs of fish inputs especially fish feeds.

- ii. **Long Rains Floods of 2020:** The floods resulting from the long rains in 2020 experienced in the L. Victoria region negatively affected fishing activities in L. Victoria. For example, the targeted landing sites of Sori, Nyandhiwa, Mulukhoba, Wichlum, Lwanda K'Otieno and Ogal were submerged by the L. Victoria rising water levels and this affected the rehabilitation of the landing sites as originally planned

#### **2.1.4 Lessons Learnt**

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

- i. Support from top leadership of the State Department for effective M&E on the implementation of Strategic Plans is critical towards ensuring efficient and effective delivery of services; and realization of planned outputs and outcomes;
- ii. It is important that deliberate efforts are made to secure adequate funding for planned activities to ensure successful implementation of future Strategic Plans;
- iii. Mid-term and terminal review of future Strategic Plans be undertaken by an independent /external evaluator;
- iv. Succession planning and management needs to be given due consideration and necessary mechanisms put in place to address staffing imbalance, capacity gaps and aging workforce in the State Department;
- v. The use of Public Investment Management Regulations, 2022 in coming up with new projects thorough preparation of concept notes, undertaking pre -feasibility and feasibility studies as required in time to avoid last minutes' rush by the State Department and delays in implementation of the programmes/projects identified in the SPs;
- vi. State Department to promote use of digital platforms to enhance service delivery and fast track implementation of SPs;
- vii. Provision of good working environment including office space, transport, equipment and working tools/equipment for staff is critical to enhance staff productivity and service delivery;
- viii. Political goodwill and stakeholder's involvement in planning, budgeting, M&E is key for effective implementation of Strategic plans;
- ix. Sensitization and capacity building of staff is key in implementation of the identified KRAS and realization of the plan objectives; and
- x. Close collaboration and co-operation among national MDAs, County Governments and other stakeholder is critical in successful implementation of the State Department's Strategic Plans

## **2.2 Environment Scan**

The environmental scan was conducted through SWOT, PESTELE and stakeholders' analysis

### **2.2.1 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis**

The SWOT analysis is a strategic planning tool used to evaluate the strengths, weaknesses, opportunities and threats that face an organization. The tool involves identifying the internal strengths and weaknesses; and external opportunities and threats that are either favorable or unfavorable towards achievement of set objectives.



Strengths are characteristics (such as capabilities and resources) of the organization that give it competitive advantage over others. Weaknesses are internal characteristics that place the organization at a disadvantage relative to others (or in relation to set objectives) and must therefore be minimized to enable achievement of set objectives. Opportunities are external factors which give the organization a chance to enhance its performance thereby enhancing its ability to meet set objectives. Threats are external factors in the operating environment that could reduce the level of achievement of the organization’s objectives and should therefore be mitigated. The successful implementation of the SP will depend on the handling of the internal and external factors as identified in Table 1.

**Table 1: The Internal and External Environment Analysis**

<b>Internal Environment Analysis</b>	
<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Technical expertise in fisheries and aquaculture management, development and research</li> <li>• Support of the top management and leadership</li> <li>• Existence of policy and legal frameworks for management and development of fisheries and aquaculture resources</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate staff, staffing imbalance (technical vs support services), capacity gaps and aging workforce in the State Department.</li> <li>• Inadequate operational facilities</li> <li>• Inadequate specialized training institutions for fishers, fish farmers, traders, processors and other stakeholders along the fish value chain</li> <li>• Weak data management systems (collection, storage, analysis and dissemination)</li> <li>• Weak M&amp;E systems on implementation projects and programmes</li> <li>• Inadequate policy, legal and institutional framework for the blue economy management and development.</li> </ul>
<b>External Environment Analysis</b>	
<b>Opportunities</b>	<b>Treats</b>
<ul style="list-style-type: none"> <li>• Existence of other fisheries and blue economy institutions</li> <li>• High potential for aquaculture development in the country</li> <li>• Good working relationship with stakeholders in the fisheries, aquaculture and blue economy sector at county, national and international levels.</li> <li>• Domestic and international markets for fish and fisheries products</li> <li>• Political good will and support towards development of the blue economy.</li> <li>• Under exploited capture fisheries in Lake Turkana and EEZ</li> </ul>	<ul style="list-style-type: none"> <li>• Political instabilities within the country and in the region</li> <li>• Insecurity and internal conflicts</li> <li>• Negative impacts of climate change</li> <li>• Fisheries resource use conflicts in trans boundary waters like in Lakes Turkana and Victoria</li> <li>• Environmental degradation</li> <li>• HIV and AIDS pandemic</li> <li>• IUU fishing in our waters</li> <li>• Over fishing of Kenya’s water bodies such as Lake Victoria and the inshore coastal waters</li> <li>• Inadequate that may affect the implementation of the planned projects /programmes and the operations of the State Department</li> </ul>

<ul style="list-style-type: none"> <li>• Technological advancement - Information and Communication Technology (ICT)</li> <li>• The Constitution that provides for protection of the environment and sustainable use of natural resources including fisheries</li> <li>• Growing consumer preference for fish as a source of animal protein</li> </ul>	
---	--

### 2.2.2 Political, Economic, Social, Technological, Environmental and Legal (PESTELE) Analysis

Successful implementation of the SP is dependent on PESTELE factors. It is therefore, important to understand how these external factors will affect implementation of the Plan. Table 2 provides a summary of the PESTELE analysis

**Table 2: PESTEL Analysis**

Category	Factors	Description
Political	Clear government development agenda (Kenya Vision 2030, BETA, 2022-2027 and MTP IV, 2023-2027)	The blue prints provide clear sense of direction on the management and development of the Fisheries, Aquaculture and the blue economy resources under which the State Department's SP is based on. This provides the impetus for its successful implementation
	Political goodwill	This is demonstrated by the creation of the Ministry of Mining, Blue Economy and Maritime Affairs and establishment of the State Department for the Blue Economy and Fisheries. This is crowned with the leadership provided by the Cabinet, Secretary and the Principal Secretary. Consequently, holding other factors constant, the implementation of the SP will be guaranteed
	Bureaucracy in National and County Governments	Bureaucracy lengthens the decision-making process and will increase the cost of implementing the SP especially on development /review of necessary policies, legislations regulation and guidelines
	Political stability	The political stability in the country has built confidence among investors both domestic and foreign. Kenya also enjoys cordial relationship with her neighbors and the international community. Hence, the political stability provides a conducive environment for the implementation of the Plan
Economic	Multilateral and bilateral support	The blue economy sector globally, regionally and nationally has been and is an area of interest. Consequently, it is envisaged multilateral, bilateral and other financiers will support the sector for the country to realise its full potential through financial

Category	Factors	Description
		and technical support to implement the interventions/strategies identified in the State Department's SP.
	Decreasing inland capture fisheries, increasing demand and prices of fish and fishery products at the national, regional and international markets.	The challenge of decreasing fish production from the inland capture fisheries especially from L. Victoria and at the same time meet the fish demand at all levels, will of necessity require the State Department to endeavor to implement the interventions identified in the SP. These will include: - capacity building of fishers to venture into the deep sea; creation of conducive environment for investments in the blue economy through putting the necessary policy, legal and institutional frameworks; development of necessary fisheries infrastructure among others. All these, will contribute to increased fish production, productivity, employment and wealth creation, foreign exchange earnings and improved livelihood of Kenyans.
Social	Insecurity and internal conflicts	This may negatively affect the implementation of the SP in terms of development /review of necessary policies, legislations regulation and guidelines. This is besides development and implementation of programmes and projects during the plan period.
	Changing fish eating culture and increasing population	Due to health challenges most, Kenyans have changed their eating habits from red to white meat. This have resulted, to increase in demand for fish and thus necessitates the need to implement the SP interventions as planned to bridge the gap between supply and demand.
Technological	Use of Information, Communication and Technology (ICT)	ICT has revolutionized the way businesses are transacted in Kenya including the blue economy sector. Use of ICT will facilitate fast and cheap service delivery, besides enhancing information sharing amongst stakeholders as the State Department's SP will be implemented
Environmental	Climate change and environmental degradation	Climate change extremes such as floods and drought, have led to increase and decrease in water volumes of lakes in the country. Besides, the infestation of alien species in the country's water bodies, salinization of freshwater and other aquatic resources, coupled with pollution, environmental degradation and other related disasters may limit implementation of identified interventions in the SP. This may be through increased costs to implement the interventions or due to budget cuts
Legal	International and regional conventions	Kenya is party to many international and regional conventions and protocols on fisheries and

Category	Factors	Description
		aquaculture. Examples, are the United Nations Convention on the Law of the Sea, the East African Community Protocol on Environment and Natural Resources Management and the Port States Measures Agreement The intervention identified in the Plan are within the international and regional conventions. Hence, it's the implementation will be acceptable at the two levels.
	National laws and regulations	The management and development of the fisheries and aquaculture sub - sectors are guided by the Constitution, the FMDA,2016, the Science and Technology Act (CAP 250); and Maritimes Zones Act (CAP 371) of 1989 among other policies, laws and regulations. Further the Public Finance Management Act, 2012 and Public Service Commission Performance Management Regulations, 2021 require every public entity to prepare and implement a Strategic Plan. Consequently, development and implementation of the SP will be a fulfilment to what is required
Ethical	Values and Principles	Positive values and principals of internal and external stakeholders individually or collectively on the blue economy sector will positively lead to smooth implementation of the strategies identified in the SP. While the reverse (negatives values and principals) will hinder its implementation.

### 2.2.3 Stakeholder analysis

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. Table 3 provides the key stakeholders and their expectations as well as those of the State Department.

**Table 3: Internal and external stakeholders' analysis**

Stakeholder	Stakeholder's expectation from the State Department	State Department's expectations from the Stakeholder
<b>Internal Stakeholders Analysis</b>		
Cabinet Secretary, Ministry of Mining, Blue Economy and Maritime Affairs	<ul style="list-style-type: none"> <li>High standards of professional ethics by the staff of the State Department</li> <li>Accountability and transparency in provision of services by the State Department staff</li> </ul>	<ul style="list-style-type: none"> <li>Policy direction of the State Department</li> <li>Presentation of draft policies and bills to the Cabinet and the relevant Committees of Parliament for consideration and approval</li> <li>Presentation of the State</li> </ul>

Stakeholder	Stakeholder's expectation from the State Department	State Department's expectations from the Stakeholder
	<ul style="list-style-type: none"> <li>• Effectiveness, efficiency and economic use of resources by the State Department staff</li> <li>• Team work by the staff in preparation and submission of required reports and documents by State Department's from time to time</li> </ul>	<ul style="list-style-type: none"> <li>• Department's draft and revised budget estimates to the National Assembly Budget Committee</li> <li>• Submission of required reports and responses to the relevant committees of Parliament</li> <li>• Resources mobilization (Human and Capital)</li> <li>• Proper management of the State Department's capital and human resources</li> </ul>
Principal Secretary, State Department for the Blue Economy and Fisheries	<ul style="list-style-type: none"> <li>• High standards of professional ethics by the staff of the State Department</li> <li>• Accountability and transparency in provision of services by the State Department staff</li> <li>• Efficient and effective use of resources by the State Department staff</li> <li>• Team work by the staff of the State Department</li> </ul>	<ul style="list-style-type: none"> <li>• Policy direction and guidance of the State Department</li> <li>• Strategic direction and leadership in the implementation of the Government and State Department's policies, strategies, plans, programmes and projects</li> <li>• Facilitate resources mobilization (Human and Capital)</li> <li>• Proper management of the State Department's capital and human resources</li> </ul>
Staff of the State Department	<ul style="list-style-type: none"> <li>• Conducive working environment</li> <li>• Fairness, justice and non-discrimination</li> <li>• Recognition and appreciation</li> <li>• Meritocracy in promotions and training</li> <li>• Favorable terms and conditions of service</li> </ul>	<ul style="list-style-type: none"> <li>• High standards of professionalism and discipline</li> <li>• Integrity</li> <li>• Efficiency and effectiveness in service delivery</li> <li>• Teamwork and commitment to work</li> <li>• Accountability and transparency in service delivery</li> </ul>
<b>External Stakeholder Analysis</b>		
Parliament (National Assembly and Senate)	<ul style="list-style-type: none"> <li>• Accountability and transparency in provision of services by the State Department</li> <li>• Compliance with the Constitution, relevant policies, laws and regulations</li> <li>• Provision of reliable and timely information/reports required from time</li> </ul>	<ul style="list-style-type: none"> <li>• Provide oversight on the State Department's functions</li> <li>• Approve State Department's budgets by the National Assembly</li> <li>• Debating and passing of relevant policies and bills on time.</li> </ul>

Stakeholder	Stakeholder's expectation from the State Department	State Department's expectations from the Stakeholder
	to time (responses on parliamentary questions, and submission of financial and non-financial reports)	
State Law office	<ul style="list-style-type: none"> <li>• Initiating bills and sessional papers</li> <li>• Preparation and submission of required reports and documents on legal matters relating to the State Department</li> </ul>	<ul style="list-style-type: none"> <li>• Legal advice</li> <li>• Drafting of bills and sessional papers</li> </ul>
Research Institutions and Universities	<ul style="list-style-type: none"> <li>• Active participation in setting research agenda and curricula development</li> <li>• Implementation of research findings and sharing of information</li> </ul>	Timely dissemination of research findings and sharing of information
County Governments	<ul style="list-style-type: none"> <li>• Provide technical support and capacity building</li> <li>• Involvement on the development of policies, legal and institutional frameworks for the blue economy sector</li> <li>• Collaboration and co-operation when required by the County Governments on matters relating to the fisheries and aquaculture sub-sector</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation and compliance with the blue economy policies and legal instruments</li> <li>• Support implementation of national fisheries projects/ programmes at county level</li> <li>• Development of infrastructure (fish markets, roads, receptors, etc.)</li> <li>• Collaboration and co-operation when required by the State Department on matters relating to the fisheries and aquaculture sub-sector</li> </ul>
Development partners	<ul style="list-style-type: none"> <li>• Prudent management of financial resources</li> <li>• Transparency and accountability.</li> <li>• Timely provision of required information and reports</li> </ul>	<ul style="list-style-type: none"> <li>• Financial and technical support</li> <li>• Timely disbursement of agreed funds</li> </ul>
Suppliers and merchants	<ul style="list-style-type: none"> <li>• Maintenance of good working relations</li> <li>• Timely processing of payments for goods and services delivered</li> </ul>	<ul style="list-style-type: none"> <li>• Timely delivery of goods and services</li> <li>• Professionalism and adherence to quality standards</li> </ul>

<b>Stakeholder</b>	<b>Stakeholder's expectation from the State Department</b>	<b>State Department's expectations from the Stakeholder</b>
Community Based Organizations (CBOs); Common Interest Groups (CIGs); BMUs; Aquaculture Association of Kenya ; Wavuvi Association of Kenya and the general public	<ul style="list-style-type: none"> <li>• Technical and logistical support</li> <li>• Efficiency in delivery of services</li> <li>• High standards of professional ethics</li> <li>• Accountability and transparency in provision of services</li> </ul>	<ul style="list-style-type: none"> <li>• Active participation in development of policies, laws and regulations on the blue economy sector</li> <li>• Collaboration and cooperation in managing and development of fisheries resources including provision of indigenous knowledge, and implementation of programmes and projects.</li> </ul>
Private sector	<ul style="list-style-type: none"> <li>• Provide a conducive environment for investment in the fisheries and aquaculture sub - sectors</li> <li>• Accountability and transparency in service delivery</li> <li>• Effective and efficient service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in the blue economy, fisheries and aquaculture sector</li> <li>• Participation in development/review of policies, legislation and regulations on the blue economy sector</li> <li>• Public Private Partnership (PPP's) in development and implementation of projects and programmes in the fisheries and aquaculture sub - sectors</li> </ul>
Media	<ul style="list-style-type: none"> <li>• Receive timely information</li> <li>• Facilitate access to facts/information</li> </ul>	<ul style="list-style-type: none"> <li>• Factual reporting on the State Department's affairs</li> </ul>
MDAs	<ul style="list-style-type: none"> <li>• Collaboration in development and implementation of policies, laws and regulations, strategies, plans and programmes/projects relating to other MDAs when required.</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration in development and implementation of policies, laws and regulations, strategies, plans and programmes/projects relating to the blue economy sector where relevant.</li> </ul>
Regional and International Organizations/Bodies	<ul style="list-style-type: none"> <li>• Support the implementation of Regional and International Organizations initiatives when called upon</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration and support of Kenya's agenda on matters of blue economy sector.</li> </ul>

### 2.3 Strategic Issues

The policy issues, critical challenges/gaps or opportunities that must be addressed or tapped in order for the State Department to achieve its vision and mission are: -.

- i. The State Department to fast track the development/review of the necessary policies, laws and regulations in order to create conducive environment for investment and facilitate sustainable management and development of the blue economy sector
- ii. The Government to prioritize the development and rehabilitation of fisheries infrastructure (landing sites, fish processing plants, fish ports, fish markets etc) to address the challenge of fish post-harvest losses and facilitate fish value addition
- iii. The State Department to focus on marine capture fisheries and to continue building the capacities of the local fishers through training, provision of modern fishing facilities and promotion of joint ventures with local and international investors for deep sea fishing in Kenya's EEZ. This is with a view to tapping the fishing opportunities already in our EEZ that is being exploited by Distant Water Fishing Nations. This will facilitate the coastal artisanal fisher to graduate to semi- industrial and industrial fishers and ease the pressure on the nearshore fisheries which already overfished. Further, focusing on marine fisheries will ease pressure from the inland capture fisheries that have been on the decline, especially from L. Victoria that produces the highest amount of the inland capture fish production. For example, the inland capture fisheries on average from 2017-2021 contributed 71% of the total fish production in the country, out of which L. Victoria contributed 87% of the inland capture fisheries and 62% of the country's total fish production during the same period.
- iv. The State Department in collaboration with County Governments and other stakeholders to promote aquaculture through: - training of fish farmers; provision of affordable inputs eg. feeds and seed; training facilities; and markets for fish and fishery products. This will be towards meeting the increasing demand at the national, regional and global levels. Further, it will also be an effort towards placing Kenya at the regional and global map in terms aquaculture for the future in fisheries is in aquaculture according to regional and global trends (FAO, 2020).



## CHAPTER THREE: STRATEGIC MODELS

### 3.0 Overview

This section provides the vision, mission and core values of the State Department. It also articulates the KRAs the State Department will focus on, the strategic objectives to be realized during the plan period and strategies to be employed to achieve the objectives.

### 3.1 Vision Statement, Mission Statement and Core Values

#### 3.1.1 Vision

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

#### 3.1.2 Mission

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

#### 3.1.3 Core values

In order to fulfill its mandate and realize its 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. **Reliability:** The State Department will be committed to fulfilling its obligations to clients;
- iii. **Team Spirit:** The State Department will continuously promote team work among its staff and stakeholders;
- iv. **Meritocracy:** The State Department will consider merit in making choices affecting staff and clients;
- v. **Fairness and equity:** The State Department will endeavor to provide equal opportunities for all persons, recognize achievement, uphold individual dignity and appreciate diversity;
- vi. **Transparency:** The State Department will conduct its business in a transparent manner;
- vii. **Professionalism:** The State Department will uphold the highest level of professionalism in all its affairs;
- viii. **Accountability:** The State Department will be accountable to Kenyans in all its operations; and
- ix. **Efficiency:** The State Department will strive to enhance efficiency in all its operations.

### 3.2 Key Result Areas

The State Department identified four KRAs during the plan period. These include: -

#### 3.2.1 Key Result Area 1: - Policy, legal and institutional reforms for the blue economy management and development

During the plan period the State Department will focus on the development/review of the necessary policies, laws, regulations, plans and strategies in order to create conducive environment for investment and facilitate sustainable management and development of the blue

economy sector. This will be towards fulfilment part of the functions bestowed to the State Department through the Executive Order No. 1 of January ,2023 Besides, this will address the challenge of inadequate policies, legal and institution frameworks that currently do exist in the blue economy sector. Further, the State Department will strengthen partnerships, cooperation and collaboration with stakeholder at the national, regional and international levels.

**3.2.2 Key Result Area 2: - Investment in the Blue Economy**

The KRA 2 aims to improve fish production, promote fish value addition, promoting local participation and investment in the blue economy through PPPs, build capacities towards aquiculture development and promoting Kenya as a centre for Aquaculture and strengthen livelihoods among communities through implementation of programmes and projects. These will entail: - establishment of ultra-modern tuna fish-processing hub at Liwatoni; construction of Kabonyo Fisheries and Aquaculture Service and Training Centre of Excellence (KFASTCE); and ABDP and KEMFSED Project.

**3.2.3 Key Result Area 3: - Fisheries Resources Development and Utilization**

The KRA 3 aims to reduce fish post-harvest losses, enhance fish market access and increase income for the fisher folk as well as improve artisanal and industrial fishing. This will entail: - construction and renovation of inland fishing landing sites; construction of seaweed drying sheds and storage; marine fisheries infrastructure project; promote deep-sea industrial fishing through acquiring/ reflagging of national fishing and merchant vessels / boats; fisheries and aquaculture skills development; and support fisher folks interest groups in five coastal implementing counties (Kwale Mombasa, Kilifi, Lamu and Tana River) through the KEMFSED Project.

**3.2.4 Key Result Area 4: - Fisheries Compliance and Enforcement**

KRA 4 focuses on strengthening MCS and enhance fish quality assurance and standards. In return this will address the challenge of IUU, use of illegal gears and methods especially in marine fisheries. This will be realized through completion and operationalization of MCS Center in Mombasa. While the equipping and accreditation of fish quality control laboratories will facilitate fish quality assurance and standards for local, regional and international markets and promote trade of Kenyan fish and fishery products at all levels.

The KRAs, strategic objectives and strategies identified for the plan period are in Table 4.

**Table 4: KRAs, Strategic Objectives and Strategies**

S/No	Key Result Area /Strategic Focus Areas	Strategic Objectives	Strategies
1.	Policy, legal and institutional framework	To develop/ review policies, plans, strategies, guidelines, legal and institutional frameworks for fisheries, aquaculture and	<ul style="list-style-type: none"> <li>• Develop fisheries regulations</li> <li>• Review Fisheries Management and Development Act, 2016</li> <li>• Review Aquaculture Policy</li> <li>• Develop Fish Marketing Policy</li> <li>• Develop National Oceans and Blue Economy Policy</li> </ul>

S/No	Key Result Area /Strategic Focus Areas	Strategic Objectives	Strategies
		the blue economy resources management and development.	<ul style="list-style-type: none"> <li>• Develop Inter-Agency MCS Regulations</li> <li>• Develop Fishing Ports and Associated Infrastructure Policy</li> <li>• Develop Policy for Exploitation of Agro - Based Marine Resources</li> <li>• Co-ordinate policy development on the development of fishing ports and associated infrastructure</li> <li>• Sensitize fisheries stakeholders on fisheries, aquaculture and the blue economy policies, laws and regulations</li> <li>• Participate in matters of regional, and international protocols, interventions and standards relating to fisheries and aquaculture</li> </ul>
2.	Investment in the Blue Economy	To enhance development and investment in the Blue Economy	<ul style="list-style-type: none"> <li>• Develop Ultramodern Tuna Fish Hub at Liwatoni</li> <li>• Develop Lamu Fish Processing Plant</li> <li>• Develop Kabonyo Fisheries and Aquaculture Service and Training Centre of Excellence</li> <li>• Implement Aquaculture Business Development Project</li> <li>• Implement Kenya Marine Fisheries and Social Economic Development Project</li> <li>• Train fishing crew</li> </ul>
3.	Fisheries Resources Development and Utilization	To reduce fish post- harvest losses and build capacities for the management and development of the blue economy	<ul style="list-style-type: none"> <li>• Develop and rehabilitate inland fish landing sites</li> <li>• Construct seaweed drying sheds and storage</li> <li>• Develop/rehabilitate Marine fisheries infrastructure</li> <li>• Develop Deep-Sea Industrial Fishing</li> <li>• Build youth capacity on Blue Economy</li> <li>• Support Common Interest Groups (CIG) members through KEMFSED coastal implanting counties</li> </ul>

S/No	Key Result Area /Strategic Focus Areas	Strategic Objectives	Strategies
4	Fisheries Compliance and Enforcement	To strengthen MCS and enhance fish quality assurance	<ul style="list-style-type: none"> <li>• Operationalize MCS Centre in Mombasa</li> <li>• Operationalize and accredit Fish Quality Control Laboratories</li> </ul>

## CHAPTER FOUR: IMPLEMENTATION AND COORDINATION FRAMEWORK

### 4.0 Overview

The chapter presents information on the structure of the State Department; staffing levels; financial resource requirements and mobilization strategies to implement the plan, the business process re-engineering in the implementation of the plan; and risk analysis and mitigation measures.

### 4.1 Structure of the Organization

#### 4.1.1 Departments/Directorates/Units of the State Department

The State Department comprises two technical directorates, namely: Directorate of Fisheries and Aquaculture Management and Development; and Directorate of Blue Economy Development. There are five State Corporations under the State Department namely: KMFRI, KeFS, KFMA, FLTF and KFIC. The Kenya Fisheries Advisory Council (KFAC) is another autonomous body established by the FMDA, 2016 to review and advise the national Government on all matters relating to fisheries resources. The General Administration and Planning Directorate provides support services to the technical directorates. It is comprised of: Administration; Human Resource Management and Development; Finance; Accounts; Central Planning and Project Monitoring Department; Supply Chain Management Services; Legal; Information and Communication Technology; Public Relations and Internal Audit Divisions.

##### 4.1.1.1 *Functions of the Technical Directorates*

The functions of the Directorate of Fisheries and Aquaculture Development (DFAD) include: -

- i. Co-ordination of fisheries policy research and development;
- ii. Promotion of Kenya as a center for aquaculture development;
- iii. Development of the fisheries inter-agency monitoring, control and surveillance unit regulations;
- iv. Co-ordinate protection and regulation of fisheries ecosystem;
- v. Co-ordinate development and implementation of international protocols, conventions and treaties regarding fisheries in all aspects;
- vi. Co-ordinate the establishment of a technical committee on fish quality and safety;
- vii. Co-ordination and drafting of: parliamentary bills for the fisheries sector; Cabinet memos, regulations, rules, legal notices, orders and proclamations in consultation with the relevant Parliamentary Committees and the State Law Office.
- viii. Provision of secretarial services to the Kenya Fisheries Advisory Council; and
- ix. Management and licensing of local and foreign fishing vessels in Kenyan waters

The functions of the Directorate of Blue Economy Development (DBED) are to: -

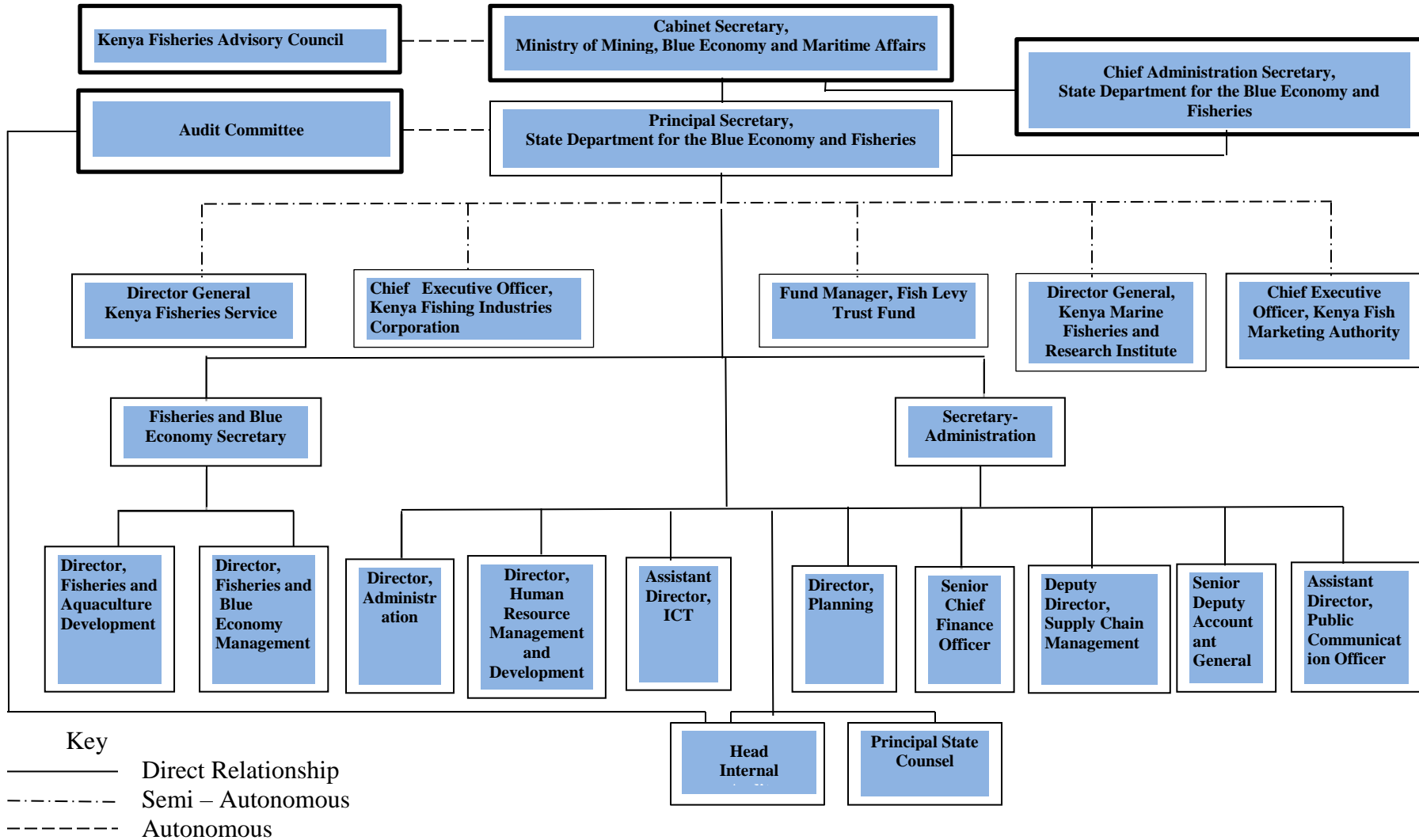
- i. Co-ordinate protection and regulation of aquatic ecosystem and marine resources in the EEZ;
- ii. Co-ordinate the development of the Blue Economy and Integrated Coastal Management Plan;
- iii. Co-ordinate development of the Blue Economy Master Plan;
- iv. Co-ordinate policy development on development of fishing ports and associated infrastructure; and

- v. Capacity building for sustainable utilization of agro-based marine resources.

#### **4.1.2 Organization Structure of the State Department**

The organization structure of the State Department is as provided in Figure 1.

**Figure 1 :Organizational Structure of the State Department**



## 4.2 Staff Establishment of the State Department

### 4.2.1 The establishment, staff strength and variance

The State Department has an establishment of 206, staff strength of 172 and a variance of 34 as provided in Table 5.

**Table 5: Authorized Establishment and In-post for the State Department**

S/ NO	Cadre	Job Group/CSG	Approved Establishment (A/E)	In post (I)	Variance (V) V=A/E - I
<b>Principal Secretary's Office</b>					
1.	Principal Secretary	U/2	1	1	0
2.	Assistant Director Office Administrative Services	P/7	1	0	(1)
3.	Principal Office Administrator	N/8	1	1	0
4.	Senior Office Administrator	L/9	0	0	0
5.	Principal Driver	J/11	1	0	(1)
6.	Driver II/I	E/F/15/14	1	0	(1)
7.	Cleaning Supervisor IIA/IIB/I	F/G/H/14/13/12	2	2	0
<b>Total</b>			<b>7</b>	<b>4</b>	<b>(3)</b>
<b>Technical Staff</b>					
1.	Fisheries and Blue Economy Secretary	T/4	1	0	(1)
2.	Director, Fisheries and Blue Economy Development	S/5	1	1	0
3.	Deputy Director, Fisheries and Blue Economy Management	R/6	4	0	(4)
4.	Assistant Director, Fisheries and Blue Economy Management	P/7	15	4	(11)
5.	Principal Fisheries and Blue Economy Management Officer	N/8	20	3	(17)
6.	Fisheries Officer/Senior	K/L/10/9	20	7	(13)
<b>Total</b>			<b>61</b>	<b>15</b>	<b>(46)</b>
1.	Director, Fisheries and Blue Economy Management	S/5	1	0	(1)
2.	Deputy Director, Fisheries and Blue Economy Management	R/6	3	0	(3)
3.	Assistant Director, Fisheries and Blue Economy Management	P/7	20	4	(16)
4.	Principal, Fisheries & Blue Economy Management Officer	N/8	30	2	(28)
5.	Fisheries Officer/Senior	K/L/10/9	20	8	(12)
<b>Total</b>			<b>74</b>	<b>14</b>	<b>(60)</b>
<b>Administration Division</b>					



S/ NO	Cadre	Job Group/CSG	Approved Establishmen t (A/E)	In pos t (I)	Varianc e (V) V=A/E - I
1.	Secretary Administration	4/T1	0	1	1
2.	Director of Administration	S/5	1	0	(1)
3.	Senior Deputy Secretary	R/6	0	0	0
4.	Under Secretary	P/7	1	1	0
5.	Senior Assistant Secretary	N/8	0	0	0
6.	Assistant Secretary 11	L/9	1	3	2
7.	Cadet 111/Assistant Secretary 111	J/K/11/10	0	0	0
<b>Total</b>			<b>3</b>	<b>5</b>	<b>2</b>
<b>Human Resource Management and Development Division</b>					
1.	Director, Human Resource Management and Development (HRM&D)	S/5	1	0	(1)
2.	Deputy Director, HRM & D	R/6	0	0	0
3.	Assistant Director, HRM & D	P/7	1	1	0
4.	Principal HRM Officer	N/8	1	0	(1)
5.	Principal HRM Assistant	N/8	0	0	0
6.	HRM Officer 11/1/Senior HRM Officer	J/K/L/11/10/ 9	1	6	5
7.	HRM Assistant 111/11/1/Senior	H/J/K/L/12/1 1/10/9	1	7	6
<b>Total</b>			<b>5</b>	<b>14</b>	<b>9</b>
<b>Central Planning and Project Monitoring Department</b>					
1.	Director Economic Planning	S/5	1	1	0
2.	Chief Economist	R/6	0	0	0
3.	Principal Economist	P/7	0	1	1
4.	Senior Economist I	N/8	1	0	(1)
	Economist 11/ 1	K/L/10/9	2	2	0
<b>Total</b>			<b>4</b>	<b>4</b>	<b>0</b>
<b>Legal Division</b>					
1.	Principal State Counsel	P/7	1	1	0
2.	Legal Officer	N/8	0	0	0
<b>Total</b>			<b>1</b>	<b>1</b>	<b>0</b>
<b>Finance Division</b>					
1.	Senior Chief Finance Officer	S/5	0	1	1
2.	Chief Finance Officer	R/6	1	0	(1)
3.	Senior Principal Finance Officer	P/7	0	1	1
4.	Principal Finance Officer	N/8	1	1	0
5.	Finance Officer 11/1/Senior	J/K/L/11/10/ 9	1	3	2
<b>Total</b>			<b>3</b>	<b>6</b>	<b>3</b>
<b>Accounts Division</b>					
1.	Senior Deputy Accountant General	S/5	0	1	1
2.	Deputy Accountant General	R/6	1	1	0

S/ NO	Cadre	Job Group/CSG	Approved Establishmen t (A/E)	In pos t (I)	Varianc e (V) V=A/E - I
3.	Principal Accountant	N/8	1	2	1
4.	Senior Accountant	L/9	1	1	0
5.	Accountant II/I	H/J/12/11	1	6	4
<b>Total</b>			<b>4</b>	<b>11</b>	<b>7</b>
<b>Supply Chain Management Division</b>					
1.	Deputy Director Supply Chain Management	R/6	0	1	1
2.	Assistant Director Supply Chain Management	P/7	1	0	(1)
3.	Principal Supply Chain Management Officer	N/8	0	0	0
4.	Senior Supply Chain Management Officer	L/9	1	2	1
5.	Supply Chain Management Officer 11/1	J/K/11/10	0	1	1
6.	Supply Chain Mgt Assistant 11/1	J/K/11/10	1	3	2
7.	Supply Chain Mgt Assistant IV/III	G/H/13/12	1	1	0
<b>Total</b>			<b>4</b>	<b>8</b>	<b>4</b>
<b>Information Communication Technology (ICT) Unit</b>					
1.	Assistant Director, ICT	P/7	1	1	0
2.	Principal ICT Officer	N/8	0	3	3
3.	ICT Officer 11/1/Senior	J/K/L/11/10/ 9	1	1	0
<b>Total</b>			<b>2</b>	<b>5</b>	<b>3</b>
<b>Public Communication Unit</b>					
1.	Assistant Director, Public Communications Officer	P/7	1	1	0
2.	Principal Public Communications Officer	N/8	0	0	0
3.	Public Communications Assistant III/II/I/Senior	E/F/G/H/15/ 14/13/12	2	0	(2)
<b>Total</b>			<b>3</b>	<b>1</b>	<b>(2)</b>
<b>Records Management Unit</b>					
1.	Assistant Director of Records Management	P/7	1	0	(1)
2.	Principal Records officer	N/8	0	0	0
3.	Senior Records Management Officer	L/9	0	0	0
4.	Records Management Officer 1	K/10	1	1	0
5.	Records Management Officer 111/11	H/J/12/11	1	1	0
<b>Total</b>			<b>3</b>	<b>2</b>	<b>(1)</b>
<b>Office Administrative Services</b>					

S/ NO	Cadre	Job Group/CSG	Approved Establishmen t (A/E)	In pos t (I)	Varianc e (V) V=A/E - I
1.	Assistant Director, Office Administrative Services	P/7	0	0	0
2.	Principal Office Administrator	N/8	1	0	(1)
3.	Principal Assistant Office Administrator	N/8	1	7	6
4.	Senior Assistant Office Administrator	L/9	2	2	0
5.	Assistant Office Administrator 11/1	J/K/11/10	2	4	2
6.	Office Administrative Assistant 1	J/11	1	5	4
7.	Office Administrative Assistant 111/11	H/J/12/11	2	2	0
<b>Total</b>			<b>9</b>	<b>20</b>	<b>11</b>
<b>Library Services Unit</b>					
1.	Librarian 11/1	J/K/11/10	1	0	(1)
2.	Librarian Assistant 11/1	G/H/13/12	1	0	(1)
<b>Total</b>			<b>2</b>	<b>0</b>	<b>(2)</b>
<b>Clerical Officers</b>					
1.	Principal/Chief Clerical Officer	K/J/11/10	1	5	4
2.	Senior Clerical Officer	H/12	2	1	(1)
3.	Clerical Officer 11/1	F/G/14/13	2	8	6
<b>Total</b>			<b>5</b>	<b>14</b>	<b>9</b>
<b>Drivers</b>					
1.	Principal Driver	J/11	1	1	0
2.	Chief Driver	H/12	1	5	4
3.	Senior Driver	H/12	1	0	(1)
4.	Driver 111/11/1/Senior	D/E/F/G/16/ 15/14/13	5	18	13
<b>Total</b>			<b>8</b>	<b>24</b>	<b>16</b>
<b>Receptionists</b>					
1.	Reception Assistant.111/11/1	E/F/15/14	1	0	(1)
<b>Total</b>			<b>1</b>	<b>0</b>	<b>(1)</b>
<b>Support Staff</b>					
1.	Cleaning Supervisor 1	G/13	2	9	7
2.	Cleaning Supervisor 11B/11A	E/F/15/14	2	1	(1)
3.	Senior Support Staff	D/16	1	0	(1)
4.	Support Staff 11/1/Senior Support Staff	C/D/17/16	2	14	12
<b>Total</b>			<b>7</b>	<b>24</b>	<b>17</b>
<b>Grand Total</b>			<b>206</b>	<b>172</b>	<b>(34)</b>

#### 4.2.2 Human Resource/Capital Management and Development Strategies

The State Department is faced with the challenge of inadequate human resource with respect to numbers, 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 Staff Performance Appraisal System (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.

#### 4.3 Financial Resources

##### 4.3.1 Financial Resource Requirements

To implement the Plan and KRAs highlighted in chapter three, the financial resources required by the State Department is estimated to be Ksh. **66,241.98 billion**. A summary of the resource requirements for the FYs 2023/2024 - 2027/2028 is provided in Table 6 while the annual financial requirements for each of the planned activities are detailed in Annex 1.

**Table 6: Summary of Financial Requirements**

Cost Area	Projected Resource Requirements (Kshs. Million)					
	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	Total
<b>KRA 1:</b> Policies, legal and institutional frameworks	35	17	5	0	0	<b>57</b>
<b>KRA 2:</b> Investment in the blue economy	10,837.1	9,187.4	10,406.1	4,257.1	3,405	<b>38,092.7</b>
<b>KRA 3:</b> Fisheries resources development and utilization	4,434.5	4,900.5	4,359	4,750	4,000	<b>22,444</b>
<b>KRA 4:</b> Fisheries Compliance and Enforcement	605	605	605	525	525	<b>2,865</b>
Other budgeted items (e.g PE, Operation cost e.t.c)	1,591.08	747.2	775.3	1,066.8	1,467.9	<b>5,648.28</b>
<b>Total Cost</b>	<b>17,467.68</b>	<b>15,440.1</b>	<b>16,145.4</b>	<b>10,598.9</b>	<b>9,397.9</b>	<b>69,049.98</b>

### 4.3.2 Resource Gaps

The resource requirements, estimated resource allocations as per the MTEF budget estimate and the variance is presented in Table 7

**Table 7: Resource Gaps**

<b>FY</b>	<b>Requirement (Ksh. Million)</b>	<b>Estimated resource allocations (Ksh. Million)</b>	<b>Variance (Ksh. Million)</b>
2023/ 2024	17,467.68	7,085.00	(10,382.68)
2024/ 2025	15,440.10	10,856.90	(4,583.20)
2025/ 2026	16,145.40	11,274.30	(4,871.10)
2026/ 2027	10,598.90	11,838.12	(1,239.22)
2027/ 2028	9,397.90	12,430.12	3,032.22
<b>Total</b>	<b>69,049.98</b>	<b>53,484.44</b>	<b>(18,043.99)</b>

### 4.3.3 Resource Mobilization Strategies

The bulk of the funding to implement the SP will be by the Government through the exchequer. Deliberate efforts will be made to bridge the financial gap of about **Ksh. 18 billion** identified in section 4.3.2. 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.

### 4.3.4 Resource Management

The State Department will endeavor to put in place measures to ensure prudent and efficient utilization of the 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 (eg. use of e-mails, WhatsApp and virtual meetings);
- ii. Undertake group trainings;
- iii. Use of pull transport; and
- iv. Printing of documents both sides.

## 4.4 Business Process Re-Engineering

To implement the SP and in order to ensure efficiency and effectiveness in service delivery. The SDBEF will automate the key activities; outputs and the output indicators towards achievement of the strategic objectives as captured in the SP. This will be implemented through the State Department's Annual Work Plans (AWPs) during the plan period. The AWP's will contain more details on the activities and their scheduling in each FY. The AWP's activities would also be automated to facilitate the State Department to monitor the implementation of the SP on a quarterly, biannual and annually. In addition, the SP will be implemented through the State Department's/Ministry's Performance Contract on the core mandate section and the same would again be automated. Further, the implementation of the SP will be fast tracked through the Staff

Performance Appraisal System (SPAS). All the above will be done to officers responsible through alerts in their emails, mobile phones among others.

#### 4.5 Risk Analysis and Mitigation Measures

The risks that are likely to affect implementation of the SP are provided in Table 8. The identified risks apply or cut across all the identified strategic objectives.

**Table 8: Type of Risk, Risk Anticipated, Level of the Risk and Mitigation Measures**

<b>Risk Class/Category</b>	<b>Risk and description</b>	<b>Likelihood (L/H/M)</b>	<b>Impact (L/H/M)</b>	<b>Overall Risk level (L/H/M)</b>	<b>Mitigation Measure(s)</b>	<b>Risk Owner</b>
<b>Strategic</b>	<ul style="list-style-type: none"> <li>• Inappropriate interpretation of the mandate, strategic themes/issues, objectives and strategies</li> <li>• Lack of passion and zeal among key actors to drive the plan.</li> <li>• Ineffective monitoring and evaluation of the plan implementation.</li> </ul>	Low	High	High	<ul style="list-style-type: none"> <li>• Provision of visionary and transformative leadership</li> <li>• Participatory planning to provide ownership and commitment to implement the plan</li> <li>• Strengthen M&amp;E in the SDBEF for effective monitoring and evaluation of the implementation of the plan</li> <li>• Sensitize the public and stakeholders on the functions of the State Department in order to win a wider public and stakeholder buy-in</li> <li>• Regular reviews of the plan to accommodate emerging issues.</li> </ul>	Principal Secretary (PS)

Risk Class/Category	Risk and description	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk level (L/H/M)	Mitigation Measure(s)	Risk Owner
<b>Legal Framework</b>	<ul style="list-style-type: none"> <li>• Failure to strictly adhere to the existing fisheries law FMDA, 2016 and relevant regulations in the sector</li> <li>• Inadequate laws to guide the SDBEF to implement its mandate</li> <li>• Limited awareness by stakeholders on the mandate of the State Department.</li> <li>• Lack or inadequate involvement of stakeholders</li> <li>• Disputes and breach of contracts</li> </ul>	Low	High	High	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Develop/review policies, laws, regulations and guidelines</li> <li>• Adherence to Articles 10 and 232 of the Constitution</li> <li>• Adherence to procurement laws and regulations</li> </ul>	Head of Legal Unit
<b>Financial</b>	<ul style="list-style-type: none"> <li>• Inadequate funding</li> <li>• Inadequate liquidity</li> <li>• Fraud and misappropriation of funds</li> <li>• Low absorption capacity</li> </ul>	High	High	High	<ul style="list-style-type: none"> <li>• Prudent financial management and adherence to the Government financial regulations</li> <li>• Implement public financial</li> </ul>	Head of Finance Division

Risk Class/Category	Risk and description	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk level (L/H/M)	Mitigation Measure(s)	Risk Owner
	<ul style="list-style-type: none"> <li>Corruption</li> </ul>				management reforms <ul style="list-style-type: none"> <li>Maintenance of proper financial records</li> <li>Formulate and implement sound internal financial control systems</li> <li>Operationalize the Budget Implementation Committee.</li> <li>Operationalize State Department's Project Committee.</li> <li>Implement Integrity and Leadership Act, 2012</li> </ul>	
<b>Operational</b>	<ul style="list-style-type: none"> <li>Negative attitude by employees, inappropriate skills and competencies</li> <li>De-motivated staff and low morale</li> <li>Mal-functional bureaucratic and cumbersome processes, systems and</li> </ul>	Low	High	High	<ul style="list-style-type: none"> <li>Automation and continuous review of processes, procedures and systems</li> <li>Build human resource capacity and conduct change management courses</li> <li>Ensure equity and fairness in all staff matters</li> <li>Team building</li> </ul>	Head/HRM&D



Risk Class/Category	Risk and description	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk level (L/H/M)	Mitigation Measure(s)	Risk Owner
	<p>weak control systems</p> <ul style="list-style-type: none"> <li>• Resistance to change by staff</li> <li>• Lack of integrity</li> <li>• Indecisiveness, lack of visionary leadership,</li> <li>• lack of a shared vision and mission</li> <li>• Failure to involve others in running the organization and fear to move out of the comfort zone (resistance to change arising from fear of the unknown).</li> </ul>				<ul style="list-style-type: none"> <li>• Uphold the SDBEF Core Values</li> <li>• Develop decision making mechanisms e.g. committees</li> <li>• Embrace change</li> <li>• Regular sensitization and training of leaders on change management</li> </ul>	
<b>Technological</b>	<ul style="list-style-type: none"> <li>• Obsolete and inappropriate technologies</li> <li>• Mismatch of skills and technology</li> <li>• Rapid change of technology, loss of data and cyber-crimes e.g. hacking</li> </ul>	Low	Medium	Medium	<ul style="list-style-type: none"> <li>• Keep abreast and adapt to relevant global technologies</li> <li>• Undertake regular training of staff within the State Department on ICT</li> <li>• Upgrade equipment in accordance with ICT trends</li> </ul>	Head , ICT

Risk Class/Category	Risk and description	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk level (L/H/M)	Mitigation Measure(s)	Risk Owner
					Create backups and enhance information security systems.	
<b>External</b>	<ul style="list-style-type: none"> <li>• Natural disasters</li> <li>• Climate change (Floods &amp; Droughts)</li> </ul>	High	High	High	<ul style="list-style-type: none"> <li>• Develop disaster management plans</li> <li>• Develop and implement climate resilient programmes and projects</li> </ul>	Fisheries and Blue Economy Secretary (FIBES)

## **CHAPTER FIVE: MONITORING, EVALUATION AND LEARNING**

### **5.0 Overview**

Monitoring and Evaluation are important aspects in the implementation of the Strategic Plan. 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. The results from the analysis of M&E will then be used to make informed decisions.

### **5.1 Monitoring Implementation of the Strategic Plan,2023-2027**

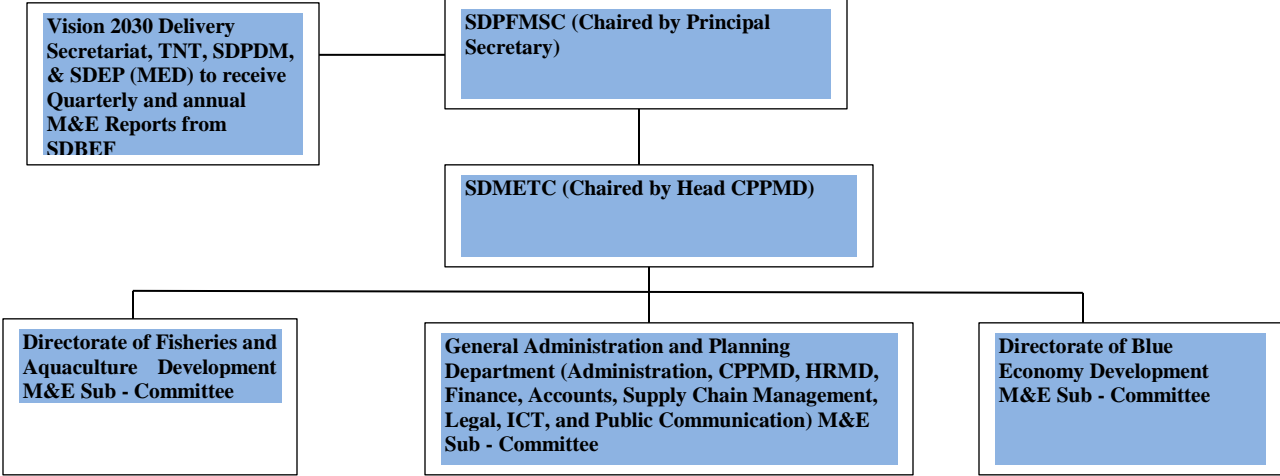
Monitoring the implementation of the plan will be tied to the key activities and output indicators based on the expected output in the implementation matrix I on a continuous basis. This will be towards ensuring the plan is implemented as scheduled and if there are any deviations, appropriate and timely actions are taken.

The M&E system for the State Department over the plan period will consist of a monitoring and evaluation structure and cycle. 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 line 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 is chaired by the head of CPPMD and comprises representatives of the Directorates, Divisions, Units and Sections nominated by their respective heads. The representative officers are the M&E contact or liaison officers to ensure that the necessary information and reports are provided on a timely basis to the CPPMD for compilation of the State Department's reports for discussion by the SDMETC as required. The reports will thereafter, be presented to the SDPFMSC for discussions and direction on quarterly, biannual and annual basis or from time to time. This will be based on the State Department's performance on the implementation of Projects/Programmes in the SP and MTP IV among others. Besides, all Directorates, Divisions, Units and Sections will be encouraged to form M&E Units/Sub-Committees to collect, collate and analyze data on activities undertaken and the achievements/outputs against the KRAs. The KRAs key activities, expected outputs, indicators and yearly targets are presented in the implementation matrix (Annex I). The targets will be transferred into the State Department's AWP, Performance Contracts and Staff Performance Appraisal System (SPAS) where relevant. Details on the programmes/projects and activities/issues to be subjected to M&E from time to time will be worked out by the SDMETC for consideration and approval by the SDPFMSC or the Principal Secretary. This will include but not limited to field visits, budgets, timeframes and logistical arrangements.

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), under the Office of the Prime Cabinet Secretary; and Vision 2030 Delivery Secretariat (VDS) among others and as required. The State Department’s monitoring structure is provided in Figure 1.

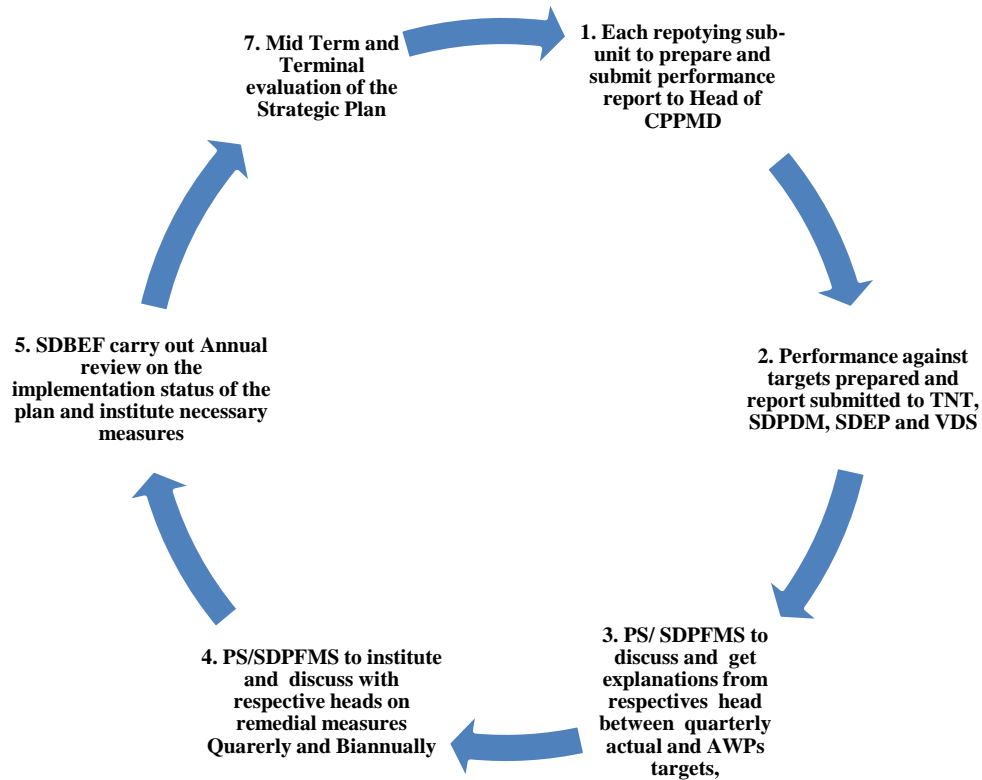
**Figure 2: State Department's Monitoring Structure**



**5.2 Evaluation**

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. Two evaluations will be undertaken namely: - mid-term; and end term evaluations. However, ad hoc evaluations may be conducted where necessary. The mid-term evaluation scheduled for FY 2025/2026 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. The 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 recommendation that will inform the next cycle of the strategic planning process of the State Department. Annex II provides the Outcome Performance Matrix for both Mid and End Term Evaluations on the implementation of the SP. The State Department’s M&E cycle is provided in Figure 2.

**Figure 3: The State Department's Monitoring and Evaluation Cycle**



### **5.3 Learning**

All directorates in the State Department will be involved in monitoring and reporting on the progress of achievement of results based on indicators in the Strategic Plan. This will be realized by ensuring collection, analysis and provision of timely and accurate data during the plan period. The directorates will be expected to generate reports on quarterly, biannual and annual basis to serve as documentation of best practices which will be disseminated for learning purposes to other MDAs.

## Appendix 1: Implementation Matrix

Key Result Area	Strategic Objective	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		
Policy, legal and institutional reforms	To strengthen legal, policy and institutional framework for the Blue Economy and Fisheries management	To develop/review necessary policies, legislations and regulation	Develop Fisheries regulations	Developed Fisheries regulations	No. of regulations	5	5	0	0	0	0	5	0	0	0	0	FIBES	
			Review Fisheries Management and Development Act, 2016	Reviewed Fisheries Management and Development Act, 2016	Level of reviewed Fisheries Management and Development Act, 2016	100%	70	30	0	0	0	5	3	0	0	0	0	FIBES
			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	0	FIBES
			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	0	FIBES
			Develop Fishing Ports and Associated Infrastructure Policy	Developed Fishing Ports and Associated Infrastructure Policy	Level of developed Fishing Ports and Associated Infrastructure Policy	100%	75	25	0	0	0	5	3	0	0	0	0	FIBES
			Develop Policy for Exploitation of Agro – Based	Developed Policy for Exploitation of Agro – Based	Level of develop Policy for Exploitation of Agro	100%	40	30	30	0	0	10	5	5	0	0	0	FIBES

Key Result Area	Strategic Objective	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	
			Marine Resources	Marine Resources	- Based Marine Resources												
<b>Sub Total</b>												<b>35</b>	<b>17</b>	<b>5</b>	<b>0</b>	<b>0</b>	
Investment in the Blue Economy	To enhance development and investment in the Blue Economy	Develop necessary infrastructure/facilities and implement projects/programmes	Develop Ultramodern Tuna Fish Hub at Liwatoni	Developed Ultramodern Tuna Fish Hub at Liwatoni	Level of developed Ultramodern Tuna Fish Hub at Liwatoni	100%	30	30	40	0	0	2,622	2,609	2,622	0	0	FIBES
			Develop Lamu Fish Processing Plant	Developed Lamu Fish Processing Plant	Level of developed Lamu Fish Processing Plant	100%	5	15	30	30	20	800	800	2,800	2,800	2,300	FIBES
			Develop Kabonyo Fisheries and Aquaculture Service and Training Centre of Excellence (KFASTCE)	KFASTCE developed	Level of developed KFASTCE	100%	30	20	20	15	15	2,200	2,100	2,000	1,105	1,105	FIBES
			Implement KEMFSED Project	Implemented KEMFSED	Level of implemented KEMFSED	100%	45	55	0	0	0	2,231	707.3	0	0	0	Project Coordinator KEMFSED
			Implement 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
			Train fishing crew	Trained fishing crew	Number (No.) of crew	4,000	1,000	1,000	1,000	1,000	0	362.1	362.1	362.1	362.1	0	FIBES

Key Result Area	Strategic Objective	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		
<b>Sub - Total</b>												<b>10,837.1</b>	<b>9,187.4</b>	<b>10,406.1</b>	<b>4,257.1</b>	<b>3,405</b>		
Fisheries Resources Development and Utilization	To reduce fish post-harvest losses and build capacities for the blue Economy	Build fisheries capacity and develop/rehabilitate fisheries infrastructure	Develop and rehabilitate inland fish landing sites	Developed and rehabilitated inland fish landing sites	No. of fish landing sites	26	6	6	6	6	2	1,500	1,500	1,500	1,500	500	FIBES	
			Construct seaweed drying sheds and storage	Constructed seaweed drying sheds and storage	Level of constructed seaweed drying sheds and storage	100%	0	100	0	0	0	0	0	165	0	0	0	FIBES
			Develop/rehabilitate Marine fisheries infrastructure	Developed/rehabilitated Marine fisheries infrastructure	No. of marine fisheries infrastructure	35	7	7	7	7	7	7	300	300	400	1,400	1,500	FIBES
			Develop Deep-Sea Industrial Fishing	Developed Deep-Sea Industrial Fishing	No. of acquired/reflagged national fishing and merchant vessels / boats	150	30	40	50	60	70	800	800	900	900	1,000	FIBES	
			Build youth capacity on Blue Economy	Youth capacity built on Blue Economy	No. of youth	24,500	4,500	5,000	5,000	5,000	5,000	1,000	1,300	1,350	950	1,000	FIBES	
			Support Common Interest Groups (CIG) members	Support Common Interest Groups (CIG) members	No. of supported CIGs	18,800	7,050	7,050	4,700	0	0	835.5	835.5	209	0	0	Coordinator KEMF SED	



Key Result Area	Strategic Objective	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	
<b>Sub- Total</b>												<b>4,434.5</b>	<b>4,900.5</b>	<b>4,359</b>	<b>4,750</b>	<b>4,000</b>	
Fisheries Compliance and Enforcement	To strengthen MCS and enhance fish quality assurance	Development of the Mombasa MCS Centre	Complete construction of MCS and Installation of Vessel Monitoring System (VMS) and observer programme	Operationalized MCS Centre in Mombasa	Level of operationalized MCS Centre in Mombasa	100%	100	100	100	100	100	480	480	480	400	400	FIBES
		Operationalize Fish Quality Control Laboratories	Equipment and accreditation of laboratories to ISO17025	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
<b>Sub- Total</b>												<b>605</b>	<b>605</b>	<b>605</b>	<b>525</b>	<b>525</b>	
<b>Overall Cost</b>												<b>15,911.6</b>	<b>14,709.9</b>	<b>15,375.1</b>	<b>9,532.1</b>	<b>7,930</b>	<b>63,458.7</b>

### Annex 1: Outcome Performance Matrix

Key Result Area	Outcome	Key Performance Indicator	Baseline		Target	
			Value	Year	Mid-Term Period Target	End of Plan Period Target
KRA 1: Policy, legal and institutional frameworks	Increased contribution of Blue Economy to GDP	Share of Blue economy contribution to GDP	0.6%	2022	0.8	1%
	Increased exports of fish and fish products	Value of fish and fish products exported (Billion Kshs)	2.8	2021	5.2	6
KRA 2: Investment in the Blue Economy	Increased fish production	Metric Tons (MT) of fish produced	173,629 MT	2022	200,000	300,000
KRA 3: Fisheries Resources Development and Utilization	Reduced fish post-harvest losses	Percentage change of fish post-harvest losses	25%	2018	20%	10%
KRA 4: Fisheries Compliance and Enforcement	Increased per capita fish consumption	Amount of fish consumed per person per year (Kilograms/person /year)	3.4Kgs	2020	6.5Kgs	10Kgs