



# **KENYA FISHING INDUSTRIES CORPORATION**

## **STRATEGIC PLAN 2018-2022**

### **MOTTO:**

**THE BACKBONE OF THE KENYA'S FISHING INDUSTRY**



**Vision**

To be a global leader in the sustainable exploitation of fishery resources.

**Mission**

To exploit fishery resources in a sustainable manner for socio-economic development of the country.

**Core Values**

To fulfil her mandate and realize its mission, the operations of KFIC are guided by the following core values:

- (i) Equity and social justice;
- (ii) Equality;
- (iii) Integrity;
- (iv) Transparency and Accountability;
- (v) High standards of professional ethics;
- (vi) Sustainable development; and
- (vii) Human dignity.

## **FOREWORD**

The world over, Strategic Plans are an essential tool to guide the implementation of an organization's programmes and enhance efficiency and effectiveness in service delivery. It is on this premise, that Kenya Fishing Industries Corporation (KFIC) developed, its first Strategic Plan, 2018-2022. However, the Strategic Plan 2018-2022 focuses on the organization's activities for the last two Financial Years (2021/22 - 2022/23). This was based on, the time the plan was developed and what was envisaged to be done for the remaining period of the plan period. Towards this end, the development and implementation of the plan lays a firm foundation for fulfilment of the Corporation's mandate of exploiting fishery resources in the Kenya fishery waters and high seas by promoting establishment and efficiency of businesses engaged in the fishing and fishing related activities. Further, the Plan will facilitate the Corporation to priorities its activities in the remaining plan period, while balancing its commitments with available financial and human resources which remains a challenge.

The Strategic Plan is anchored on: - Section 3 (1) of the State Corporations Act, Cap. 406 (Legal Notice No. 214 of 23 November 2018 and Legal Notice No. 110 of 22 May 2020 that established KFIC; the Kenya Constitution, 2010, the Kenya Vision 2030; the Third Medium Term Plan (MTP III) 2018-2022; the Blue Economy Sector Plan 2018 – 2022; the Government "Big Four" Agenda; Sustainable Development Goals; and Africa's Agenda 2063. This is besides other relevant instruments at the national, regional and international levels.

The plan is a product of extensive collaboration and comprehensive feedback from our internal and external stakeholders which enhanced its quality and ownership. It is expected that this will further secure effective implementation of the plan and hence, the achievement of the intended outcomes. I have no doubt that with cooperation and support from all stakeholders, KFIC will realize its vision "To be a global leader in the sustainable exploitation of fishery resources"

**Chairperson**

**Kenya Fishing Industries Corporation**

**Board of Directors**

## **PREFACE AND ACKNOWLEDGEMENT**

This Strategic Plan has been prepared through a participatory and consultative process with inputs from the fisheries sub-sector stakeholders. The plan outlines the KFIC's key priorities for implementation for the period 2021/22- 2022/23.

The plan lays a firm foundation for fulfilling the functions of the KFIC as envisaged in the short, medium and long terms. The Strategic Plan will be cascaded to lower levels through Annual Work Plans, Performance Contracts, and Staff Performance Appraisal System among other initiatives as part of deepening the institutionalization of Results Based Management (RBM) to enhance efficiency and effectiveness in service delivery.

In the implementation of the Strategic Plan, KFIC will be guided by:- equity and social justice; equality; integrity; transparency and accountability; high standards of professional ethics; sustainable development; and human dignity as critical values in all its operation. As we implement the Strategic Plan, we will strongly rely on the support, goodwill, and commitment of all our stakeholders to ensure that we succeed. It is my conviction that based on the plan, KFIC is on a firm footing to play its role in Kenya's development process.

Finally, I wish to acknowledge the guidance, support and counsel provided by the Principal Secretary, Dr. Francis O. Owino, PhD, CBS during the development of the plan. I applaud the staff of the corporation, albeit being very lean in terms of staffing, for the efforts and drive they demonstrated in their desire to develop this important document. I equally appreciate the staff from the State Department for Fisheries, Aquaculture and the Blue Economy and its agencies who directly or indirectly offered the much-needed support and co-operation that made the preparation of the plan a success. Special thanks go to the Director Planning, Mr. Joseph M. Katumo for his dedicated effort, commitment and leadership provided during the entire process in the development of the plan.

**Chief Executive Officer**  
**Kenya Fishing Industries Corporation**

## DEFINITION OF TERMS

**Baseline:** Baseline is an analysis describing the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons made.

**Indicator:** An indicator is a sign of progress/change that results from a project. It measures a change in a situation or condition and confirms progress towards achievement of a specific result. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.

**Key Results Areas/Strategic Focus Areas:** This is an outline of the organization's areas of focus. It also refers to the general areas of outputs or outcomes for which an organization's role is responsible.

**Outcome Indicator:** This is a specific, observable, and measurable characteristic or change that will represent achievement of the outcome. Outcome indicators include quantitative and qualitative measures. Examples: Enrolment rates, transition rates, mortality rates etc.

**Outcome:** Measures the intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of a programme or project.

**Output:** Immediate result from conducting an activity i.e. goods and services produced.

**Performance Indicator:** A measurement that evaluates the success of an organization or of a particular activity (such as projects, programmes, products and other initiatives) in which it engages.

**PESTEL Analysis:** It is a framework or tool used to analyse and monitor the environmental (external) factors that have an impact on an organization.

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

**Project:** A project is a set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters. Projects aimed at achieving a common goal form a programme.

**Strategic Planning:** It is the process of defining an organization's strategy or direction, and making decisions on allocating its resources to pursue this strategy; it involves setting goals, determining actions to achieve the goals, and mobilizing resources to execute the actions.

**Strategic Objectives:** These are what the organization commits itself to accomplish in the long term; they establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements.

**SWOT Analysis:** It is used for understanding the strengths and weaknesses (internal factors) of the organization and for identifying both the opportunities open to the organization and the threats it faces (external factors).

**Target:** A target refers to planned level of an indicator achievement.

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## **ACRONYMS AND ABBREVIATIONS**

|              |   |
|--------------|---|
| AAK          | Aquaculture Association of Kenya                                      |
| AFIPEK       | Kenya Fish Processors and Exporters Association                       |
| AU           | African Union   |
| CAADP        | Comprehensive African Agricultural Development Programme,             |
| CASK         | Commercial Aquaculture Society of Kenya                               |
| FLTF         | Fish Levy Trust Fund  |
| FMDA         | Fisheries Management and Development Act, No. 35 of 2016              |
| HIV and AIDS | Human Immune Deficiency Virus and Acquired Immune Deficiency Syndrome |
| IUU          | Illegal, Unreported and Unregulated                                   |
| KeFS         | Kenya Fisheries Service   |
| KenTrade     | Kenya Trade Network Agency  |
| KFIC         | Kenya Fishing Industries Corporation                                  |
| KFMA         | Kenya Fish Marketing Authority  |
| KRA          | Kenya Revenue Authority   |
| Kshs         | Kenya Shillings   |
| M&E          | Monitoring and Evaluation   |
| MSOP         | Manual Standard Operating Procedures                                  |
| MTEF         | Medium Term Expenditure Framework                                     |
| MTP          | Medium Term Plan  |
| NTB          | Non-Tariff Barriers   |
| PESTEL       | Political, Economic, Social, Technological, Environmental and Legal   |
| PPPs         | Public Private Partnerships   |
| RBM          | Rights Based Management   |
| SDFA&BE      | State Department for Fisheries, Aquaculture and the Blue Economy      |
| SDGs         | Sustainable Development Goals   |
| SWOT         | Strengths, Weaknesses, Opportunities and Threats                      |
| TBT          | Technical Barriers to Trade   |
| WTO          | World Trade Organization  |

## **EXECUTIVE SUMMARY**

This Strategic Plan is guided by the Constitution of Kenya 2010, the Kenya Vision 2030, The Third Medium Term Plan (MTP III) 2018 - 2022, the Blue Economy Sector (2018 - 2022), the Government Big Four Agenda, Executive Orders, the National Oceans and Fisheries Policy 2008, the African Agenda 2063, and United Nations Sustainable Development Goals (SDGs) and other government policy documents.

The Strategic Plan is structured into five chapters. Chapter one gives the background information on the Corporation; Blue Economy sector development challenges at the global, regional, and national levels; role of the Corporation towards Kenya's development agenda; rationale for the Strategic Plan; the development process of the plan; and the structure of the Plan. Chapter two presents the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis; Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis; and the stakeholders' analysis. Chapter three gives the strategic focus areas, five strategic objectives and the strategic interventions for the Plan period. Chapter four documents the implementation and coordination framework of the Plan including organizational structure, staffing levels, financial resource requirements, and risk analysis and mitigation measures. Chapter five provides the monitoring, evaluation and reporting framework of the Strategic Plan; and the key national and departmental performance indicators during the plan period. It also provides the implementation matrix containing the programmes/projects to be undertaken, set targets, expected outputs, performance indicators and budget estimates to implement the plan.

The strategic objectives of the plan are:

1. To operationalize Liwatoni Fishing Port;
2. To sustainably exploit the fisheries resources in Kenya fishery waters and high seas;
3. To develop legal and institutional framework;
4. To operationalize KFIC; and
5. To build capacity for KFIC.

Key activities to achieve each of the strategic objectives are provided. For each objective, strategies and activities will be undertaken. Further, a new institutional structure has been provided for effective and efficient service delivery.

The Strategic Plan covers the following four Key Results Areas:

- i. Liwatoni Fishing Port;
- ii. Exploitation of Fisheries Resources;
- iii. Legal and Institutional framework; and
- iv. Capacity for KFIC.

To implement the Strategic Plan, the resources required over the five-year period will be mobilized through lobbying the Government for funding, collaboration with development partners and other stakeholders, utilization of the partnership arrangements, exercising prudence in financial management and establishing income generating activities. The total cost of implementing this Strategic Plan is KShs. 4.724 Billion.

To realize effective implementation of the Strategic Plan, monitoring and evaluation will be undertaken annually. The activities and outputs will be monitored throughout the Plan period and will be mainstreamed to the Directorates on account of responsibility. The outputs will further be mainstreamed in the Institute's annual performance contract targets and Performance Appraisal System (PAS) of KFIC staff. The Strategic Plan will be evaluated at the end of the plan period

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Overview**

This chapter covers history of the Kenya Fishing Industries Corporation (KFIC), its mandate, challenges, and contribution towards national development.

### **1.2 Background**

Kenya Fishing Industries Corporation (KFIC) is a body corporate established vide Section 3 (1) of the State Corporations Act, Cap. 406 (Legal Notice No. 214 of 23 November 2018 and Legal Notice No. 110 of 22 May 2020).

### **1.3 Functions**

The functions of Kenya Fishing Industries Corporation as per the Legal Notice No. 214 of 23 November 2018 and Legal Notice No. 110 of 22 May 2020 are to:-

- (i) Exploit fishery resources in the Kenya fishery waters and high seas by promoting the establishment, development and efficiency of businesses engaged in the fishing and fishing related activities;
- (ii) Exploit, buy, process, market and sell marine resources and products including aquatic plants;
- (iii) Facilitate and promote the development and trade of fish and other marine products;
- (iv) Establish and manage auction centre for fish and other marine resources;
- (v) Develop and operate facilities and establishments for the exploitation of fishery resources;
- (vi) Acquire, hold or dispose of assets including equipment and accessories necessary for the capture, preservation, processing, selling and marketing of fish and fish products;
- (vii) Formulate mechanisms for carrying out the functions under subparagraphs (i), (ii), (vi); and
- (viii) Undertake any other activities necessary or incidental to achieving the functions of the Corporation.

### **1.4 Global, Regional and National Challenges**

This section covers the analysis of challenges to the KFIC at global, regional and national levels.

#### **1.4.1 Global Challenges**

##### **a) Illegal, Unreported and Unregulated (IUU) Fishing**

The Illegal, Unreported and Unregulated (IUU) fishing affects more than 50% of the total catch annually that account for 26 million tonnes of fish. IUU has further led to overfishing and depletion of certain fish species due to illegal catches including bycatch, destruction of coral reefs, catching of endangered/protected species and under-reporting/non-reporting.

##### **b) Environmental Degradation and Climate Change**

Human activities have negatively impacted on the environment and led to climate change which has resulted to a general decline in fishing and fisheries activities globally.

**c) Piracy**

Piracy has significant costs on local fishing economies. The threat of piracy has prompted many vessels to avoid some of the richest fishing grounds.

**d) COVID-19 Pandemic**

The global pandemic has affected the general fishing activities and marketing of fish and fishery products. This has contributed to reduced number of fish landings and trade.

### **1.4.2 Regional Challenges**

**(a) Fishing Equipment and Facilities**

There is inadequate capacity of fishing vessels and inappropriate gears which continue to impact on the amounts of fish caught in the Region. This has affected the ability to exploit the fish resources in the region leaving the fisheries resources at the mercy of other foreign fishing vessels. Furthermore, there is stiff competition from the neighboring regions which have sophisticated fishing ports and many vessels will prefer landing their catches there.

**(b) Transboundary conflicts**

The region has experienced boundary conflicts which have affected exploitation of the fish resources and general cooperation and coordination in management of fishing activities.

**(c) Fishing license regime**

The region currently uses open access licensing regime as opposed to other management concepts e.g. Resource Based Management. This has affected efforts to manage and conserve the resources and sustainable fisheries.

**(d) Overfishing**

The over-reliance on near shore fisheries resources has led to overfishing hence declining fish catch in the nearshore.

### **1.4.3 National Challenges**

**(a) Inadequate Infrastructure**

Inadequate infrastructure is an impediment to proper implementation of KFIC mandate.

**(b) Landing in undesignated sites**

KFIC losses revenue from illegal landings of fish in undesignated sites which reduces the revenue collected.

**(c) COVID-19 Pandemic**

The global pandemic has affected the general fishing activities and marketing of fish and fishery products. This has contributed to reduced number of fish landings and trade.

## **1.5 Kenya Fishing Industries Corporation's Development Role**

### **1.5.1 The Constitution**

The Constitution under article 69 (1) (a) obligates all state agencies to ensure sustainable exploitation, utilization, management and conservation of the environment and the natural resources, and ensure the equitable benefits of the accruing benefits. Further, the constitution under article 43 (1) (c) provides that every person has the right to be free from hunger, and to have adequate food of acceptable quality. KFIC shall endeavor to comply with these provisions of the constitution.

### **1.5.2 The Kenya Vision 2030**

KFIC contributes to the Kenya Vision 2030 by ensuring food and nutrition security, creation of employment and trade development. KFIC ensure increased competitiveness between Kenya and her trading partners for overall economic development.

### **1.5.3 Third Medium Term Plan (2018-2022)**

The KFIC through fish and fishery products processing will contribute towards the envisaged 7% economic growth in agricultural sector under vision 2030.

### **1.5.4 'Big Four' Agenda**

KFIC will undertake measures within its mandate towards direct realization of relevant targets under Food and Nutrition Security and Manufacturing. These measures include: value addition, promotion of fish consumption, as well as mechanization of the fishing industry.

### **1.5.5 Sustainable Development Goals**

The KFIC contributes towards the United Nations Sustainable Development Goal number 14 “**Conserve and sustainably use of oceans seas and marine resources for sustainable development,**” by exploiting fishery resources in the Kenya fishery waters and high seas by promoting the establishment, development and efficiency of businesses engaged in the fishing and fishing related activities.

### **1.5.6 Agenda 2063**

the Corporation contributes to Agenda 2063 through job creation, decent work and incomes to households and sustainable exploitation of marine resources and fishing ports operations.

## CHAPTER TWO: SITUATION ANALYSIS

### 2.1 Overview

This is the first Strategic Plan for the Kenya Fishing Industries Corporation. It provides a roadmap for the implementation of its function.

### 2.2 Environmental Scan

This section covers both the Strengths, Weaknesses, Opportunities and Threats (SWOT) and Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Analysis.

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

**Table 2.1: Kenya Fishing Industries Corporation SWOT Analysis**

| <b>Strengths</b>   | <b>Weaknesses</b>   |
|--|---|
| <ul style="list-style-type: none"><li>• Existence of Legal Notice No.214 of 23<sup>rd</sup> November, 2018 and Legal Notice No. 110 of 2020</li><li>• Presence of international and regional conventions, treaties, agreements e.g. UNCLOS, UN Stock Agreement, UN Decade of Ocean Science</li><li>• Existence of land set aside and basic infrastructure</li><li>• Existence of gazetted fish land sites and fishing ports</li><li>• Availability of financial resources</li></ul>          | <ul style="list-style-type: none"><li>• Inadequate fish handling, processing, cold chain and value addition facilities; and auction centers</li><li>• Delayed operationalization of the legal notice</li></ul>  |
| <b>Opportunities</b>   | <b>Threats</b>  |
| <ul style="list-style-type: none"><li>• Existence of a delimited Kenyan Exclusive Economic Zone (EEZ)</li><li>• Partnership and collaborations in the fisheries sector</li><li>• Existence of fishing ports and other associated infrastructure</li><li>• National &amp; County Government commitment and support for Fisheries and Blue Economy</li><li>• Existence of fishery co-management structures, fish trader groups, cooperatives, fishermen (Industrial &amp; Artisanal)</li></ul> | <ul style="list-style-type: none"><li>• Price fluctuations in the international markets</li><li>• Litigations</li><li>• Piracy</li><li>• Habitat degradation affecting fish breeding grounds and fish stock</li><li>• Marine Pollution (Marine micro-plastics, litter and waste assimilation etc.)</li><li>• COVID 19</li></ul> |



|  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• High demand for fish and fisheries products</li> <li>•</li> </ul> |  |
|--|--|

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

The PESTEL analysis of the Kenya Fishing Industries Corporation is as follows:

**Table 2.2: PESTEL Analysis**

| Category                     | Issue(s)                   | Description   |
|------------------------------|----------------------------|---|
| Political                    | Political goodwill         | Strong political support for Fisheries and Blue Economy Development which supports KFIC to undertake its mandate.   |
| Economic                     | Revenue collection         | Under the Kenya Vision 2030 economic blueprint, it is envisaged a plan to develop a national fishing fleet through reflagging of foreign fishing vessels, leasing and joint ventures. This will facilitate fishing administration, enforcement of landings, processing and exporting fish and fishery products thereby generating socio-economic benefits to the country. |
|                              | Prices/Market              | Existence of international market for tuna and tuna-like species.   |
| Social                       | Change of lifestyle        | There is an increase in demand for fish and fish products due to the associated health and nutritional benefits.  |
| Technological/<br>Innovation | Leverage in the use of ICT | There has been a steady rise in the use of innovations to transact business and trade in Kenya. KFIC will tap into ICT and innovations for efficient fish landing, fish processing and fish & fishery products distribution.  |
| Environmental/<br>Ecological | Environmental degradation  | KFIC will encourage the fishing vessels to venture into the deep sea to minimize pressure from near shore which degrades sea grass and coral reefs.   |

|       |                 |  |
|-------|-----------------|--|
| Legal | Legal framework | The Legal Notice no. 214 of 2018 and Legal Notice 110 (Amendment) of 2020 provides for mandate of the KFIC. However, it is recommended that the provisions of the legal notices be incorporated into an Act of parliament. |
|-------|-----------------|--|

### 2.3 Stakeholder Analysis

This section has identified internal and external stakeholders that KFIC should interact with in execution of its mandate. Table 2.3 below provides the key stakeholders, their expectations as well as those of the KFIC:

**Table 2.3: Internal and External Stakeholders' Analysis**

| <b>Stakeholder(s)</b> | <b>Stakeholders expectation from the Corporation</b>   | <b>Expectations of the Corporation from the stakeholders</b>   |
|-----------------------|--|--|
| Cabinet Secretary     | <ul style="list-style-type: none"> <li>• High standards of professional ethics</li> <li>• Accountability and transparency</li> <li>• Effectiveness, efficiency and economic use of resources.</li> <li>• Teamwork</li> </ul> | <ul style="list-style-type: none"> <li>• Policy direction of the Corporation</li> <li>• Presentation of draft Policies and bills to the Cabinet and the relevant Committees of National Assembly or Parliament for consideration and approval</li> <li>• Presentation of the Corporation's draft and revised budget estimates to the relevant Committee of the National Assembly</li> <li>• Submission of required audit responses to the relevant committee of Parliament</li> <li>• Resource mobilization (Human and Capital)</li> </ul> |

| Stakeholder(s)                         | Stakeholders expectation from the Corporation   | Expectations of the Corporation from the stakeholders  |
|--|---|--|
| KFIC Staff                             | <ul style="list-style-type: none"> <li>• Conducive Work Environment;</li> <li>• Equity and social fairness</li> <li>• Sharing of information</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>• Hard work and discipline</li> <li>• Teamwork and commitment to work</li> <li>• Accountability and transparency in service delivery</li> <li>• Implementation of the Government and Corporation's policies, Strategies, Plans, programmes and projects</li> <li>• Sharing of information</li> </ul> |
| Parliament                             | <ul style="list-style-type: none"> <li>• Compliance with the Constitution, Relevant policies, laws and regulations</li> <li>• Provision of reliable and timely information/ reports required from time to time (responses on parliamentary questions, and financial and non-financial reports)</li> </ul> | <ul style="list-style-type: none"> <li>• Provide oversight on the functions KFIC</li> <li>• Approve budgets</li> <li>• Debating and passing of relevant policies and bills in time.</li> </ul>   |
| Ministries, Department and Agencies    | <ul style="list-style-type: none"> <li>• Initiation of bills and sessional papers</li> <li>• Collaborate with government agencies</li> <li>• Collaborations in development and implementation of policies</li> </ul>  | <ul style="list-style-type: none"> <li>• Legal advice</li> <li>• Drafting of bills and sessional papers</li> <li>• Collaborate with KFIC in discharging of her mandate</li> </ul>  |
| Research Institutions and Universities | <ul style="list-style-type: none"> <li>• Identification of research priorities</li> </ul>   | <ul style="list-style-type: none"> <li>• Timely dissemination of research findings and</li> </ul>  |

| <b>Stakeholder(s)</b>                      | <b>Stakeholders expectation from the Corporation</b>   | <b>Expectations of the Corporation from the stakeholders</b>  |
|--|--|---|
|  |  | sharing of scientific information   |
| County Governments                         | <ul style="list-style-type: none"> <li>• Support and co-operation from County Governments on matters relating to the Corporation</li> </ul>  | <ul style="list-style-type: none"> <li>• Development of support infrastructure (fish markets, roads, receptors, etc.)</li> <li>• Support and cooperate when required</li> </ul>   |
| Development partners                       | <ul style="list-style-type: none"> <li>• Prudent management of funds</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>  |
| Service Providers, 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</li> <li>• Good governance, transparency and accountability</li> <li>• Professionalism</li> <li>• Efficient and effective service delivery</li> </ul> | <ul style="list-style-type: none"> <li>• Timely delivery of quality goods and services</li> <li>• Professionalism and adherence to quality standards</li> <li>• Regular feedback</li> <li>• Integrity, transparency and accountability</li> </ul> |
| Media                                      | <ul style="list-style-type: none"> <li>• Receive timely information</li> <li>• Access facts/information</li> </ul>   | <ul style="list-style-type: none"> <li>• Factual reporting on the KFIC's affairs</li> </ul>   |

## CHAPTER THREE: STRATEGIC AREAS OF FOCUS

### 3.1 Overview

This section provides the Vision, Mission and Core Values of the KFIC. It also articulates the strategic focus areas the KFIC will address to achieve its strategic objectives for the Plan period. Further, it outlines the strategies that will be applied to meet the strategic objectives.

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

#### 3.2.1 Vision

To be a global leader in the sustainable exploitation of fishery resources.

#### 3.2.2 Mission

To exploit fishery resources in a sustainable manner for socio-economic development of the country.

#### 3.2.3 Core Values

To fulfil its mandate and realize its vision and mission, the operation of the Kenya Fishing Industries Corporation will be guided by the following core values: -

- (viii) Equity and social justice;
- (ix) Equality;
- (x) Integrity;
- (xi) Transparency and Accountability;
- (xii) High standards of professional ethics;
- (xiii) Sustainable development; and
- (xiv) Human dignity.

### 3.3 Key Result Areas/ Strategic Focus Areas, Strategic Objectives and Strategies

#### Strategic Focus Areas

The strategic focus areas, strategic objectives and strategic interventions identified for the Plan period are provided in Table 3.1.

**Table 3.1: Key results areas**

| Key Area/Strategic Area | Result Focus | Strategic Objectives                    | Strategies  |
|-------------------------|--------------|---|---|
| Liwatoni Fishing Port   |              | To operationalize Liwatoni Fishing Port | <ul style="list-style-type: none"><li>• Fast track the rehabilitation and refurbishment of Liwatoni Fish Port</li></ul> |

|                                     |  |   |
|-------------------------------------|--|---|
|                                     |  | <ul style="list-style-type: none"> <li>• Acquisition, installation and operationalization of fish handling equipment</li> <li>• Collaborate with other actors to make Liwatoni Fish Port operational</li> </ul>   |
| Exploitation of Fisheries Resources | To sustainably exploit the fisheries resources in Kenya fishery waters and high seas | <ul style="list-style-type: none"> <li>• Value addition for fish and fisheries products.</li> <li>• Diversify marketing of KFIC products to the domestic and international markets.</li> <li>• Establish auction center for fish and fishery products.</li> </ul> |
| Legal and Institutional framework   | To develop legal and institutional framework   | <ul style="list-style-type: none"> <li>• Recommend a comprehensive review of the legal framework</li> <li>• Formulate regulations to operationalize KFIC</li> <li>• Develop standard operating procedures (SOPs) for KFIC</li> </ul>                              |
|                                     | To operationalize KFIC   | <ul style="list-style-type: none"> <li>• Fast track appointment of Board of Directors</li> <li>• Follow up on categorization of KFIC and Approval of Human Resource Policy Instruments</li> <li>• Recruitment of Staff</li> </ul>                                 |
| Capacity for KFIC                   | To build capacity for KFIC   | <ul style="list-style-type: none"> <li>• Build Human Resource Capacity</li> <li>• Acquisition of office space, facilities, and equipment.</li> </ul>  |

## **CHAPTER FOUR: IMPLEMENTATION AND CO-ORDINATION FRAMEWORK**

### **4.1. Overview**

The successful implementation of this Strategic Plan (2018-2022) hinges on both human, financial and technological capacities of the Corporation to undertake the planned activities and achieve set targets and objectives spelt out in the Plan.

Secondly, it will require full support and leadership from the Ministry/State Department for Fisheries, Aquaculture and the Blue Economy top management and Board of Directors besides full involvement and commitment of all the staff in the Corporation, and collaboration from the relevant stakeholders.

### **4.2. Structure of the Organization**

To undertake its functions effectively, it is proposed that the Corporation be structured as follows:

#### **a) Office of the Chief Executive Officer**

The Corporation shall be headed by a Chief Executive Officer (CEO) who will also be the Secretary to the Board as provided for in State Corporation Act, (Legal Notice No. 214 of 2018). The CEO will be responsible to the Board of Directors for the management and administration of the Corporation.

#### **b) Departmentalization**

KFIC will be organized into three (3) departments and four (4) Divisions as follows:

##### **(i) Infrastructure and Operations Department**

The department shall comprise of the following Divisions:

- Infrastructure Development Division; and
- Operations Division.

##### **(ii) Production and Business Development Department**

The department shall comprise of the following Divisions:

- Production Division; and
- Business Development Division.

##### **(iii) Corporate Services Department**

The department shall comprise of the following Divisions:

- Human Resource and Administration;
- Finance and Accounts;
- Corporate Communications; and
- Information Communication and Technology.

##### **(iv) Divisions**

The following divisions shall be reporting directly to the C.E.O:

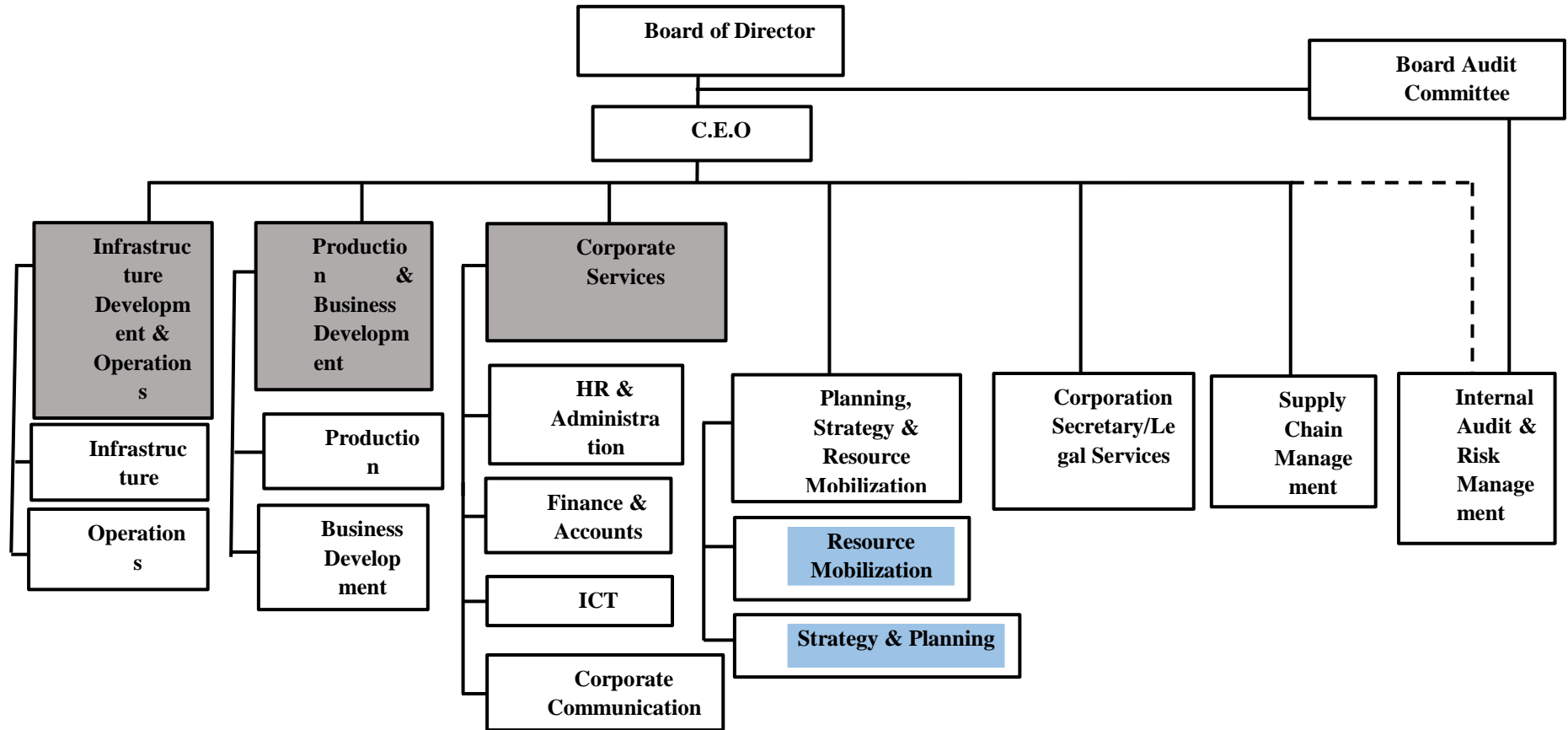
- Planning, Strategy and Resource Mobilization;

- Supply Chain Management;
- Corporation Secretary/Legal Services; and
- Internal Audit and Risk Management.

The proposed organizational structure of the Corporation is as given in Figure 1.



**Figure 1: Proposed Organization Structure of the Kenya Fishing Industries Corporation**



The functions of the departments and the divisions are as outlined below: -

#### **4.2.1 Infrastructure Development and Operations Department**

The department will:-

- (i) formulate, implement and review internal policies, regulations, strategies, operating standards and guidelines on infrastructure development and operations;
- (ii) develop and operate facilities / establishments for the exploitation of fishery resources and associated activities;
- (iii) develop and implement Fish Port Facility Security Plan;
- (iv) establish fish processing factories, distribution and associated infrastructure;
- (v) establish jetties, cold chain and fish handling facilities and equipment;
- (vi) develop docking protocols and tariffs;
- (vii) acquire, maintain and dispose assets including equipment and accessories necessary for the capture, preservation, processing, selling and marketing of fish, fish products and other marine resources;
- (viii) develop Standard Operating Procedures and Memorandum of Understanding with relevant government institutions and other stakeholders;
- (ix) establish and maintain an internal database on the activities of the institution; and
- (x) establish and maintain an inventory of assets including equipment and accessories for fish and fish products.

#### **4.2.2 Production and Business Development Department**

The department will:-

- (i) formulate, implement and review internal policies, regulations, strategies, operating standards and guidelines on production and business development;
- (ii) promote the establishment, development and efficiency of businesses engaged in the fishing and fishing related activities;
- (iii) exploit, buy, process, market and sell marine resources and products including aquatic plants;
- (iv) promote partnerships in support of the mandated functions;
- (v) diversify fish and fishery products;
- (vi) develop and implement training interventions; and
- (vii) conduct research and development on emerging issues, trends on potential markets / industry, technology and best practices.

#### **4.2.2.1 Corporate Services Department**

The department will:

- (i) initiate development of internal policies, plans and strategies for finance and accounts, human resource management and development, administration, planning and strategy and information and communications technology;
- (ii) ensure prudent management and utilization of the Corporation's human, financial and other resources;
- (iii) foster a culture that promotes team capability and reflects values that facilitate performance, professionalism and innovation by staff throughout the Corporation;
- (iv) put financial controls to ensure prudence, discipline and accountability in financial management, planning and budgeting in compliance with set legal guidelines;
- (v) ensure effective implementation and compliance with all legislative requirements relating to corporate services;
- (vi) coordinate establishment and maintenance of the Corporation's Information Management Systems;
- (vii) coordinate technology infrastructure in line with the Corporation's goals and changing technologies; and
- (viii) provide technical, strategic and policy advice and direction on finance and accounts, human resource management and development, planning and strategy and information and communications technology and related matters.

#### **4.2.2.2 Planning, Strategy and Resource Mobilization Division**

The division will:-

- (i) strategy and resource mobilization in the Corporation in line with the Corporations mandate and objectives;
- (ii) coordinate development, implementation and review of the Corporation's strategic plans, service charters and other plans;
- (iii) coordinate preparation of the Corporation's Programme Performance Review (PPR) and Medium-Term Expenditure Framework (MTEF) budget;
- (iv) coordinate the development of funding proposals for resource mobilization;
- (v) liaise with external partners, government agencies, donors, community leaders, NGOs and other stakeholders;
- (vi) design a framework for monitoring and evaluation of the Corporation's programmes and projects; and
- (vii) coordinate the development of strategies for performance and quality improvement within the Corporation.

#### **4.2.2.3 Corporation Secretary/Legal Services Division**

The division will:-

- (i) provide guidance to the Corporation on matters of governance;
- (ii) ensure timely preparation and circulation of board papers;

- (iii) keep records of all board deliberations;
- (iv) capacity building of the board of directors on corporate governance;
- (v) facilitate effective communication between the organization and the stakeholders;
- (vi) ensure that statutory returns are promptly filed with the relevant authorities;
- (vii) handle all legal matters of the Corporation; and
- (viii) keep custody of the Corporation's Seal and guide its use.

#### **4.2.2.4 Supplies Chain Management Division**

The division will:-

- (i) procure goods, works and services as per the procurement plan and prepare reports;
- (ii) engage divisional heads in development of procurement and disposal plans;
- (iii) prequalify suppliers;
- (iv) stock taking of assets and making recommendations; and
- (v) prepare procurement reports to Management.

#### **4.2.3 Internal Audit and Risk Management Division**

The division will:-

- (i) design, implement and review internal audit techniques, charter, guidelines, systems, standards, and processes;
- (ii) ensure the Corporation complies with the relevant statutes, policies, government circulars and guidelines;
- (iii) conduct risk-based, value-for-money and systems audits aimed at strengthening internal control mechanisms of the Corporation;
- (iv) ensure that appropriate institutional policies, procedures and good business practices are put in place and adhered to by the Corporation;
- (v) evaluate adequacy and reliability of information available to management for making decisions with regard to the Corporation and its operations;
- (vi) prepare audit reports and present to the Board of Directors; and
- (vii) monitor and evaluate implementation of the internal audit recommendations.

### **4.3. Proposed Staff Establishment**

The proposed staffing levels of the Corporation are provided in Table 4.1

**Table 4.1: Summary of Proposed Establishment**

| <b>Designation</b>                               | <b>Job Grade<br/>KIFC</b> | <b>Proposed<br/>Establishment</b> | <b>Remarks</b> |
|--|---------------------------|-----------------------------------|----------------|
| <b>Office of the Chief<br/>Executive Officer</b> |                           |                                   |                |
| Chief Executive Officer                          | 1                         | 1                                 |                |

|   |         |          |  |
|---|---------|----------|--|
| Senior Office Administrator/Principal                                   | 6/5     | 1        |  |
| Driver I  | 9       | 1        |  |
| Office Assistant I  | 10      | 1        |  |
| <b>Total</b>  |         | <b>4</b> |  |
| <b>Infrastructure Development and Operations Department</b>             |         |          |  |
| <b>Office of the Director Infrastructure Development and Operations</b> |         |          |  |
| Director, Infrastructure Development and Operations                     | 2       | 1        | Head the Department                                |
| Assistant Office Administrator II/ I/Senior                             | 8/7/6   | 1        | To provide secretarial services to the Department  |
| Driver II/I/Senior  | 10/9/8  | 1        | To provide driving services to the Department      |
| Office Assistant II/I/Senior  | 11/10/9 | 1        | To provide messengerial services to the Department |
| <b>Sub Total</b>  |         | <b>4</b> |  |
| <b>Infrastructure Development Division</b>                              |         |          |  |
| Deputy Director, Infrastructure Development                             | 3       | 1        | To head the Division                               |
| Assistant Director, Infrastructure Development                          | 4       | 5        | 1-HQs<br>4-Field Station                           |
| Principal Infrastructure Development Officer                            | 5       | 5        | 1-HQs<br>4-Field Station                           |
| Infrastructure Development Officer/Senior                               | 7/6     | 12       | 4-HQs<br>(Mechanical, Civil, Electrical &          |

|  |         |           |   |
|--|---------|-----------|---|
|  |         |           | Quantity Surveyor)<br>8- Two (2) for each field station |
| <b>Sub total</b>   |         | <b>23</b> |   |
| <b>Operations Division</b>   |         |           |   |
| Deputy Director, Operations  | 3       | 1         | Head of Division  |
| Assistant Director, Operations                                     | 4       | 5         | 1-HQs<br>4-Field Station                                |
| Principal Operations Officer                                       | 5       | 5         | 1-HQs<br>4-Field Station                                |
| Operations Officer/Senior  | 7/6     | 6         | 2-HQs<br>4-Field Station                                |
| Assistant Statistical Officer II/I/Senior                          | 8/7/6   | 2         | To manage data for the Corporation                      |
| <b>Sub total</b>   |         | <b>19</b> |   |
| <b>Total</b>   |         | <b>42</b> |   |
| <b>Production and Business Development Department</b>              |         |           |   |
| <b>Office of the Director, Production and Business Development</b> |         |           |   |
| Director, Production and Business Development                      | 2       | 1         | Head the Department                                     |
| Assistant Office Administrator II/I/ Senior                        | 8/7/6   | 1         | To provide secretarial services to the Department       |
| Driver II/I/Senior   | 10/9/8  | 1         | To provide driving services to the Department           |
| Office Assistant II/I/ Senior                                      | 11/10/9 | 1         | To provide messengerial services to the Department      |
| <b>Sub Total</b>   |         | <b>4</b>  |   |
| <b>Production Division</b>   |         |           |   |

|  |            |       |           |   |
|--|------------|-------|-----------|---|
| Deputy<br>Production                   | Director,  | 3     | 1         | Head of Division  |
| Assistant<br>Production                | Director,  | 4     | 6         | 2-HQs, One (1) to coordinate production and one (1) to coordinate training.<br>4-Field Station        |
| Principal<br>Officer                   | Production | 5     | 6         | 2-HQs, One (1) to carry out production function and one (1) to carry out training.<br>4-Field Station |
| Production Officer/ Senior             |            | 7/6   | 10        | 2-HQs, to supervise production function.<br>8-Two (2) for each field Station.                         |
| Assistant<br>Officer II/I/Senior       | Production | 8/7/6 | 20        | 4-HQs, to carry out production function.<br>16-four (4) for each field station.                       |
| <b>Sub total</b>                       |            |       | <b>43</b> |   |
| <b>Business Development Division</b>   |            |       |           |   |
| Deputy Director, Business Development  |            | 3     | 1         | Head of Division  |
| Assistant<br>Business Development      | Director,  | 4     | 6         | 1-HQs<br>5-Overseas Stations  |
| Principal<br>Development Officer       | Business   | 5     | 2         | To carry out business development functions   |
| Business Development<br>Officer/Senior |            | 7/6   | 8         | four (4) to carry out business  |

|  |         |           |  |
|--|---------|-----------|--|
|  |         |           | development functions.<br>4-field stations             |
| <b>Sub total</b>   |         | <b>17</b> |  |
| <b>Total</b>   |         | <b>64</b> |  |
|  |         |           |  |
| <b>Corporate Services Department</b>                         |         |           |  |
| <b>Office of the Director, Corporate Services</b>            |         |           |  |
| Director, Corporate Services                                 | 2       | 1         | To head Corporate services                             |
| Assistant Office Administrator II/I/Senior                   | 8/7/6   | 1         | To provide secretarial duties to the Director's office |
| Driver II/I/Senior   | 10/9/8  | 1         | To provide driving services to the Department          |
| Office Assistant II/I/Senior                                 | 11/10/9 | 1         | To provide messengerial services to the Department     |
| <b>Total</b>   |         | <b>4</b>  |  |
|  |         |           |  |
| <b>Human Resource Management and Administration Division</b> |         |           |  |
| Deputy Director, Human Resource and Administration           | 3       | 1         | To Head the Division                                   |
| Assistant Director, Human Resource and Administration        | 4       | 1         | To coordinate the functions of the Division            |
| <b>Human Resource Management and Development Section</b>     |         |           |  |
| Principal Human Resource Management and Development Officer  | 5       | 1         | To coordinate Human Resource Management and            |



|   |         |           |   |
|---|---------|-----------|---|
|   |         |           | Development function  |
| Human Resource Management and Development Officer/Senior      | 7/6/5   | 1         | To carry out Human Resource and Development function                                |
| HRM Assistant/Senior  | 8/7     | 1         | To carry out Human Resource and Development function                                |
| Assistant Office Administrator II/I/Senior                    | 8/7/6   | 4         | To carry out office administrative function in the Corporation                      |
| Clerical Officer II/I/Senior                                  | 9/8/7   | 3         | To carry out clerical duties in the Corporation                                     |
| <b>Total</b>  |         | <b>12</b> |   |
| <b>General Administration, Transport and Security Section</b> |         |           |   |
| Principal Administration Officer                              | 5       | 1         | To coordinate the functions of the Section  |
| Administration Officer /Senior                                | 7/6     | 2         | 1-To carry out transport function<br>1-To carry out general administration function |
| Driver II/I/Senior  | 10/9/8  | 1         | To undertake driving duties   |
| Office Assistant II/I/Senior                                  | 11/10/9 | 5         | To undertake messengerial duties  |
| <b>Records Management Unit</b>                                |         |           |   |
| Senior Records Management Officer                             | 6       | 1         | To coordinate records management function   |

|   |       |           |   |
|---|-------|-----------|---|
| Records Management Officer I                | 7     | 1         | To carry out Records management function    |
| Assistant Records Management Officer/Senior | 8/7   | 2         | To carry out Records management function    |
| <b>Sub total</b>                            |       | <b>13</b> |   |
| <b>Total</b>                                |       | <b>25</b> |   |
| <b>Finance and Accounts Division</b>        |       |           |   |
| Deputy Director, Finance and Accounts       | 3     | 1         | To head the Division                        |
| Assistant Director, Finance and Accounts    | 4     | 1         | To coordinate the functions of the Division |
| <b>Finance Section</b>                      |       |           |   |
| Principal Finance Officer                   | 5     | 1         | To coordinate the finance function          |
| Finance Officer/Senior                      | 7/6   | 1         | To carry out finance function               |
| <b>Sub total</b>                            |       | <b>4</b>  |   |
| <b>Accounts Section</b>                     |       |           |   |
| Principal Accountant                        | 5     | 1         | To coordinate the accounts function         |
| Accountant/Senior                           | 7/6   | 2         | To carry out accounts function              |
| <b>Sub total</b>                            |       | <b>3</b>  |   |
| <b>Total</b>                                |       | <b>7</b>  |   |
| <b>ICT Division</b>                         |       |           |   |
| Deputy Director, ICT                        | 3     | 1         | To head the Division                        |
| Assistant Director, ICT                     | 4     | 1         | To coordinate the functions of the Division |
| ICT Officer/Senior/Principal                | 7/6/5 | 4         | To carry out ICT function                   |
| ICT Assistant /Senior                       | 8/7   | 2         | To carry out ICT function                   |
| <b>Total</b>                                |       | <b>8</b>  |   |

|   |       |          |  |
|---|-------|----------|--|
| <b>Corporate Communication Division</b>                       |       |          |  |
| Deputy Director, Corporate Communications                     | 3     | 1        | To head the Division                           |
| <b>Corporate Communication Section</b>                        |       |          |  |
| Assistant Director, Corporate Communications                  | 4     | 1        | To head the Section                            |
| Corporate Communications Officer /Senior/Principal            | 7/6/5 | 2        | To carry out corporate communications function |
| <b>Sub total</b>  |       | <b>3</b> |  |
| <b>Customer Care Section</b>                                  |       |          |  |
| Senior Assistant Customer Care Officer                        | 6     | 1        | To head the Section                            |
| Assistant Customer Care Officer II/I                          | 8/7   | 3        | To carry out customer care function            |
| <b>Sub total</b>  |       | <b>4</b> |  |
| <b>Total</b>  |       | <b>8</b> |  |
| <b>Planning, Strategy and Resource Mobilization Division</b>  |       |          |  |
| Deputy Director, Planning, Strategy and Resource Mobilization | 3     | 1        | To head the Division                           |
| <b>Planning and Strategy Section</b>                          |       |          |  |
| Assistant Director, Planning and Strategy                     | 4     | 1        | To head the Section                            |
| Planning Officer/Senior/Principal                             | 7/6/5 | 1        | To carry out planning and strategy function    |
| <b>Sub-total</b>  |       | <b>3</b> |  |
| <b>Resource Mobilization Section</b>                          |       |          |  |
| Assistant Director, Resource Mobilization                     | 4     | 1        | To Head the Section                            |

|  |         |          |   |
|--|---------|----------|---|
| Resource Mobilization Officer/Senior/Principal                     | 7/6/5   | 1        | To carry out resource mobilization function   |
| <b>Sub-total</b>   |         | <b>2</b> |   |
| <b>Total</b>   |         | <b>5</b> |   |
| <b>Corporation Secretary and Legal Services Division</b>           |         |          |   |
| Corporation Secretary/Head of Legal Services                       | 3       | 1        | To head the Division                          |
| Legal Officer /Senior/Principal/Assistant Director, Legal Services | 7/6/5/4 | 1        | To carry out legal services function          |
| Legal Clerk II/I/Senior  | 8/7/6   | 1        | To carry out legal clerk duties               |
| <b>Total</b>   |         | <b>3</b> |   |
| <b>Supply Chain Management Division</b>                            |         |          |   |
| Deputy Director, Supply Chain Management                           | 3       | 1        | To head the Division                          |
| Assistant Director, Supply Chain Management                        | 4       | 1        | To coordinate the functions of the Division   |
| Senior Chain Management Officer/Principal                          | 6/5     | 1        | To carry out supply chain management function |
| Supply Chain Management Officer                                    | 7       | 1        | To carry out supply chain management function |
| Assistant Supply Chain Management Officer II/I/Senior              | 8/7/6   | 1        | To carry out supply chain management function |
| <b>Total</b>   |         | <b>5</b> |   |
| <b>Internal Audit and Risk Management Division</b>                 |         |          |   |

|  |       |            |   |
|--|-------|------------|---|
| Deputy Director, Internal Audit and Risk Management    | 3     | 1          | To head the Unit                                |
| Assistant Director, Internal Audit and Risk Management | 4     | 1          | To carry out Audit and Risk Management function |
| Internal Auditor/Senior/Principal                      | 7/6/5 | 1          | To carry out Audit and Risk Management function |
| <b>Total</b>   |       | <b>3</b>   |   |
| <b>Grand Total</b>                                     |       | <b>182</b> |   |

#### 4.4. Human Resources Development Strategies

To enhance skills and proficiencies for career progression for its employees, KFIC will:-

- (i) Carry out institutional skills gap analysis every five (5) years;
- (ii) Development of training plans/ projections
- (iii) Source for training resources
- (iv) Evaluation of training programs
- (v) Undertake knowledge management activities
- (vi) Carry out workload analysis every five (5) years;
- (vii) Carry out staff training needs assessment every three (3) years;
- (viii) Execute interventions geared towards addressing the identified skills gaps and training needs;
- (ix) Establish an internship/attachment program across all its departments;
- (x) Establish a robust induction and orientation program for all newly employed and posted/deployed/transferred officers; and
- (xi) Customize and implement performance appraisal system for all its employees.
- (xii) Maintain a skills inventory
- (xiii) Carry out training impact assessment

#### 4.5. Financial Resources

##### 4.5.1. Financial Resources requirements

To implement the plan and realize the strategic objectives highlighted in chapter three, the Corporation will require financial resources outlined in the implementation matrix to meet the set outcome/output targets. This will require an estimated cost of Kshs. 4,724 million during the plan period. A summary of the resource requirements for the Financial Years 2021/2022 – 2022/2023 is provided in Table 5 while the annual financial requirements for each of the planned activities are detailed in Appendix 1.

**Table 4.2: Summary of Financial Requirements**

| Key Result Area                     | Baseline Estimates 2019/20 | Resource Requirements |                       |             |              | Allocation |           |                 |
|-------------------------------------|----------------------------|-----------------------|-----------------------|-------------|--------------|------------|-----------|-----------------|
|                                     |                            | Projected Estimates   |                       |             |              |            |           |                 |
|                                     |                            | 2018/2019             | 2019/2020             | 2020/2021   | 2021/2022    | 2021/22    | 2022/2023 | Total (5 Years) |
|                                     |                            |                       | <b>Kshs. Millions</b> |             |              |            |           |                 |
| Liwatoni Fishing Port               | N/A                        | N/A                   | N/A                   | 2195        | 10           |            |           |                 |
| Exploitation of Fisheries Resources | N/A                        | N/A                   | N/A                   | 0           | 1,120        |            |           |                 |
| Legal and Institutional framework   | N/A                        | N/A                   | N/A                   | 21          | 155          |            |           |                 |
| Capacity for KFIC                   | N/A                        | N/A                   | N/A                   | 73          | 1,150        |            |           |                 |
| <b>Total</b>                        |                            |                       |                       | <b>2289</b> | <b>2,435</b> |            |           |                 |

#### **4.6. Resource Mobilization strategies**

The seed capital to implement the Strategic Plan is expected to be financed by the Government through the Exchequer. To bridge any financial gap, efforts will be made to mobilize funding from development partners and the private sector. In addition, the Corporation will continue to embrace Public Private Partnerships (PPP's) in the sector to ensure the identified priorities are fully implemented. The Corporation will endeavor to ensure prudence in the utilization of the available funds during the plan period.

#### 4.7. Risk Analysis and Mitigation

| <b>Risk</b>   | <b>Category</b> | <b>Mitigation measures</b>   |
|---|-----------------|--|
| Delayed appointment of the Board of Directors                                     | High            | Fast track the appointment with the Ministry   |
| Delay of categorization of KFIC and approval of Human Resource Policy Instruments | High            | Fast track approval and categorization of KFIC with State Corporations Advisory Committee (SCAC) |
| Inadequate staffing level   | High            | Recruitment of staff   |
| Inadequate funding  | Medium          | Develop resource mobilization plan   |

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

Monitoring and Evaluation (M&E) are important aspects in the implementation of this Strategic Plan. Monitoring will ensure that the Strategic Plan is implemented, and appropriate actions are taken to address any deviations. Monitoring will involve regular data collection and analysis on the progress of implementation of the Strategic Plan. The results from the analysis will then be used to inform decision-making.

The Strategic Plan will be evaluated in the mid-term to test its feasibility and results. This will be on account of relevance, cost effectiveness, efficiency, and sustainability. In this regard, 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 Strategic Plan. The Corporation will prepare quarterly M & E reports and submit to the Board of Directors and the Ministry to assess the implementation of the Strategic Plan.



## Annex 1: Implementation Matrix

| Expected Output (Targets for 5yrs Cumulative) <sup>1</sup>  | Output Indicators   | Unit | Targets Baseline Year (2017/2018) | Baseline Value (Kshs. Million) (2017/2018) | Targets   |           |         |         |         | Budget Estimates (Kshs. Million) |           |         |             |           | Responsibility |
|---|---|------|-----------------------------------|--|-----------|-----------|---------|---------|---------|----------------------------------|-----------|---------|-------------|-----------|----------------|
|   |   |      |                                   |  | 2018/2019 | 2019/2020 | 2020/21 | 2021/22 | 2022/23 | 2018/2019                        | 2019/2020 | 2020/21 | 2021/22     | 2022/23   |                |
|   |   |      |                                   |  |           |           |         |         |         |                                  |           |         |             |           |                |
| <b>STRATEGIC FOCUS AREA 1: Liwatoni Fishing Port</b>  |   |      |                                   |  |           |           |         |         |         |                                  |           |         |             |           |                |
| <b>STRATEGIC OBJECTIVE: To operationalize Liwatoni Fishing Port</b>   |   |      |                                   |  |           |           |         |         |         |                                  |           |         |             |           |                |
| <b>EXPECTED OUTCOME: Enhanced food &amp; nutritional security, employment creation, income generation and foreign exchange earnings</b> |   |      |                                   |  |           |           |         |         |         |                                  |           |         |             |           |                |
| Rehabilitated and refurbished Liwatoni Fish Port  | Level of Rehabilitation and refurbishment of Liwatoni Fish Port         | %    | N/A                               | N/A  | N/A       | N/A       | N/A     | 100     | -       | N/A                              | N/A       | N/A     | 195         | 0         | C.E.O          |
|   | Level of construction of Liwatoni ultramodern fish hub                  | %    | N/A                               | N/A  | N/A       | N/A       | N/A     | 100     | -       | N/A                              | N/A       | N/A     | 1800        | 0         | C.E.O          |
| Fish handling equipment acquired, installed, and operationalized  | Level of installation and operationalization of Fish handling equipment | %    | N/A                               | N/A  | N/A       | N/A       | N/A     | 100     | -       | N/A                              | N/A       | N/A     | 200         | 0         | C.E.O          |
| Collaborations & Partnerships with other actors to make Liwatoni Fish Port operational established                                      | Number of collaborations and partnerships developed                     | No.  | N/A                               | N/A  | N/A       | N/A       | N/A     | -       | 5       | N/A                              | N/A       | N/A     | 0           | 10        | C.E.O          |
| <b>SUB-TOTAL</b>  |   |      |                                   |  |           |           |         |         |         |                                  |           |         | <b>2195</b> | <b>10</b> |                |
| <b>STRATEGIC FOCUS AREA 2: Exploitation of Fisheries Resources</b>  |   |      |                                   |  |           |           |         |         |         |                                  |           |         |             |           |                |
| <b>STRATEGIC OBJECTIVE: To sustainably exploit the fisheries resources in Kenya fishery waters and high seas</b>                        |   |      |                                   |  |           |           |         |         |         |                                  |           |         |             |           |                |
| <b>EXPECTED OUTCOME: Enhanced food &amp; nutritional security, employment creation, income generation and foreign exchange earnings</b> |   |      |                                   |  |           |           |         |         |         |                                  |           |         |             |           |                |
| Fish and fisheries product Value added  | Number of Value-added Fish and fishery products                         | No.  | N/A                               | N/A  | N/A       | N/A       | N/A     | 0       | 1       | N/A                              | N/A       | N/A     | 0           | 1000      | C.E.O          |
| New markets for KFIC products entered/established   | Number of new markets entered/established                               | No.  | N/A                               | N/A  | N/A       | N/A       | N/A     | 0       | 1       | N/A                              | N/A       | N/A     | 0           | 100       | C.E.O          |
| Auction center for fish and fishery   | Level of establishment of the fish and fishery                          | %    | N/A                               | N/A  | N/A       | N/A       | N/A     | 0       | 100     | N/A                              | N/A       | N/A     | 0           | 20        | C.E.O          |

<sup>1</sup> The cumulative Target includes the baseline year target

|  |   |     |     |     |     |     |     |     |     |     |     |     |       |       |       |  |
|--|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------|-------|-------|--|
| products established   | products auction center   |     |     |     |     |     |     |     |     |     |     |     |       |       |       |  |
| <b>SUB - TOTAL</b>   |   |     |     |     |     |     |     |     |     |     |     |     |       | 0     | 1,120 |  |
| <b>STRATEGIC FOCUS AREA 3: Legal and Institutional framework</b>         |   |     |     |     |     |     |     |     |     |     |     |     |       |       |       |  |
| <b>STRATEGIC OBJECTIVE: To develop legal and institutional framework</b> |   |     |     |     |     |     |     |     |     |     |     |     |       |       |       |  |
| <b>EXPECTED OUTCOME: Efficient and effective service delivery</b>        |   |     |     |     |     |     |     |     |     |     |     |     |       |       |       |  |
| Comprehensive legal framework developed                                  | Level of development of Comprehensive legal framework             | %   | N/A | N/A | N/A | N/A | N/A | -   | 100 | N/A | N/A | N/A | 0     | 5     | C.E.O |  |
| Regulations to operationalize KFIC formulated                            | Level of formulation of the Regulations to operationalize KFIC    | %   | N/A | N/A | N/A | N/A | N/A | 20  | 80  | N/A | N/A | N/A | 10    | 20    | C.E.O |  |
| KFIC standard operating procedures (SOPs) developed                      | Level of development of KFIC standard operating procedures (SOPs) | %   | N/A | N/A | N/A | N/A | N/A | 100 | -   | N/A | N/A | N/A | 8     | 0     | C.E.O |  |
| <b>SUB-TOTAL</b>   |   |     |     |     |     |     |     |     |     |     |     |     |       | 18    | 25    |  |
| <b>STRATEGIC FOCUS AREA 3: Legal and Institutional framework</b>         |   |     |     |     |     |     |     |     |     |     |     |     |       |       |       |  |
| <b>STRATEGIC OBJECTIVE: To operationalize KFIC</b>                       |   |     |     |     |     |     |     |     |     |     |     |     |       |       |       |  |
| <b>EXPECTED OUTCOME: Efficient and effective service delivery</b>        |   |     |     |     |     |     |     |     |     |     |     |     |       |       |       |  |
| Board of Directors operationalized                                       | Level of operationalization of Board of Directors                 | %   | N/A | N/A | N/A | N/A | N/A | -   | 100 | N/A | N/A | N/A | 0     | 30    | C.E.O |  |
| Human Resource Policy Instruments approved                               | Number of HR Policy Instruments approved                          | No. | N/A | N/A | N/A | N/A | N/A | 4   | -   | N/A | N/A | N/A | 3     | 0     | C.E.O |  |
| Staff appointed  | Number of Staff appointed   | No. | N/A | N/A | N/A | N/A | N/A | -   | 20  | N/A | N/A | N/A | 0     | 100   | C.E.O |  |
| <b>SUB-TOTAL</b>   |   |     |     |     |     |     |     |     |     |     |     |     | 3     | 130   |       |  |
| <b>STRATEGIC FOCUS AREA 4: Capacity for KFIC</b>                         |   |     |     |     |     |     |     |     |     |     |     |     |       |       |       |  |
| <b>STRATEGIC OBJECTIVE: To build capacity for KFIC</b>                   |   |     |     |     |     |     |     |     |     |     |     |     |       |       |       |  |
| <b>EXPECTED OUTCOME: Improved service delivery</b>                       |   |     |     |     |     |     |     |     |     |     |     |     |       |       |       |  |
| Human Resource Capacity Built  | Number of KFIC Officers capacity built                            | No. | N/A | N/A | N/A | N/A | N/A | -   | 20  | N/A | N/A | N/A | 0     | 5     | C.E.O |  |
| Office space, facilities, and equipment acquired                         | Level acquisition of Office space, facilities, and equipment      | %   | N/A | N/A | N/A | N/A | N/A | 5   | 20  | N/A | N/A | N/A | 50    | 100   | C.E.O |  |
| <b>SUB - TOTAL</b>   |   |     |     |     |     |     |     |     |     |     |     |     | 50    | 105   |       |  |
| <b>GRAND TOTAL</b>   |   |     |     |     |     |     |     |     |     |     |     |     | 2,289 | 2,435 |       |  |