



# KENYA FISHING INDUSTRIES CORPORATION

## STRATEGIC PLAN 2023-2027



**KENYA**  
**VISION 2030**  
Towards a globally competitive  
and prosperous nation

*“The backbone of the Kenya’s fishing industry”*



**KENYA FISHING INDUSTRIES CORPORATION**

**STRATEGIC PLAN 2023 - 2027**



## **VISION, MISSION AND CORE VALUES**

### **VISION**

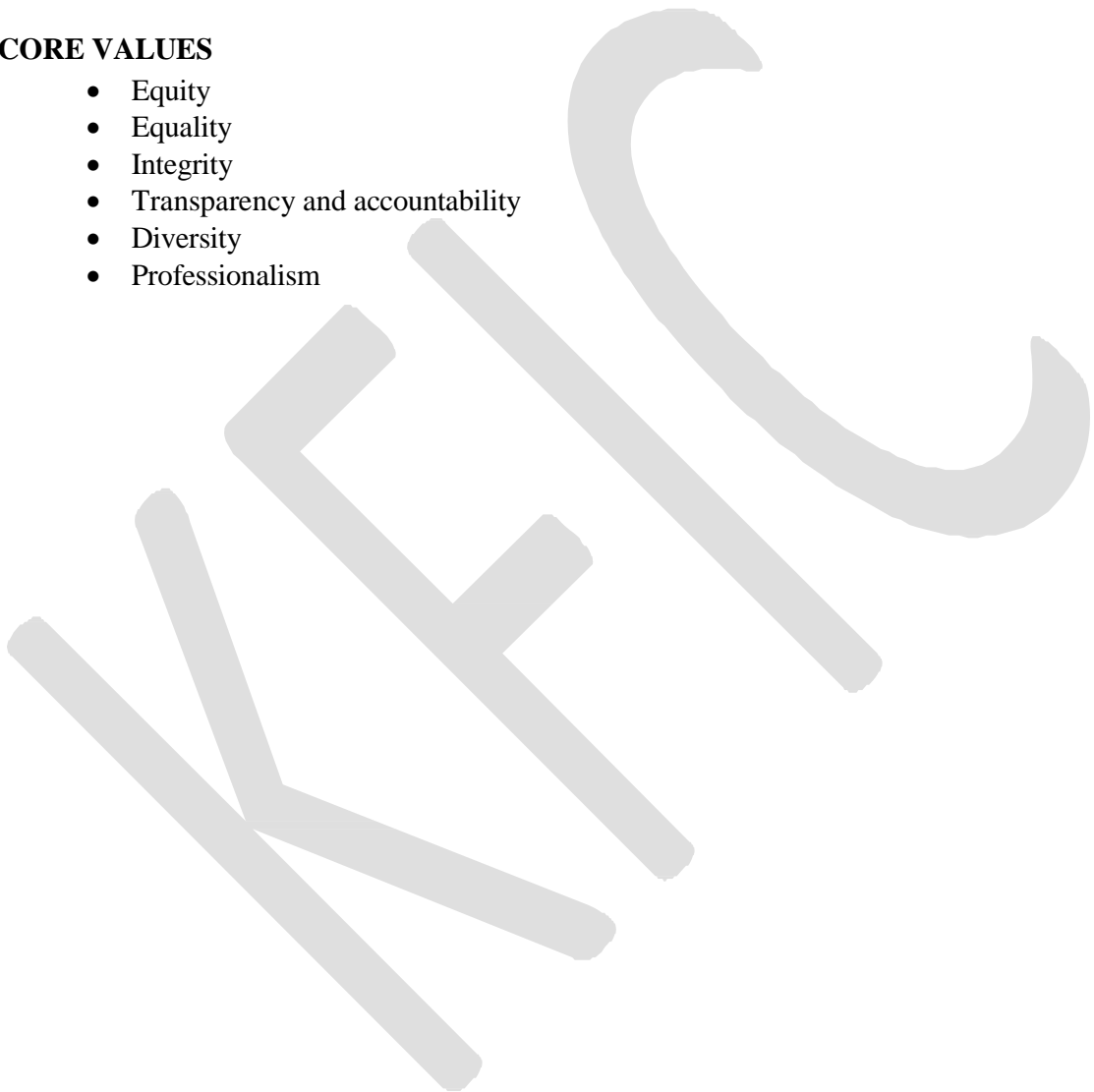
To be a global leader in the sustainable exploitation of fishery resources

### **MISSION**

To exploit fishery resources in a sustainable manner for socio-economic development

### **CORE VALUES**

- Equity
- Equality
- Integrity
- Transparency and accountability
- Diversity
- Professionalism





## FOREWORD



The Kenya Fishing Industries Corporation (KFIC) in line with The Kenya Kwanza Plan, 2022-2027 on the Bottom - Up Economic Transformation Agenda (BETA) priorities have developed its five-year Strategic Plan, 2023- 2027. The Plan is also anchored on the Kenya Constitution 2010, Kenya Vision 2030, the Fourth Medium Term Plan (MTP IV), 2023-2027; Africa Agenda 2063; and Agenda 2030, among other key policy documents.

The Plan lays firm foundation for fulfilling KFIC mandate to exploit fish and other marine resources and products in the Kenya fishery waters and high seas by promoting establishment and efficiency of business engaged in the fishing and fishing related activities. In delivering this mandate, KFIC will not lose sight of environmental, economic and social considerations that are critical for sustainable development.

The Plan as well sets out a number of strategic objectives and strategies that seek to address the current situation in the context of: - promoting efficient and effective service delivery; exploring alternative financing options to cushion dwindling resources; development of internal human capacity; enhancing the sector's capacity; and promoting good governance in the management and development of the available resources. For effective and efficient implementation of the aforementioned, the Plan also outlines a proposed organization structure consisting of five functional departments to encourage specialization that is required to support sustainable management and development of fisheries, aquaculture and the blue economy in the country.

A handwritten signature in blue ink, consisting of several overlapping loops and strokes, positioned above the name and title of the signatory.

Mr. John G. Msafari, FICS, MioD (K), CRG (Gambia)  
*Chairperson, Board of Directors Kenya Fishing Industries Corporation*



## PREFACE AND ACKNOWLEDGEMENT



The Kenya Fishing Industries Corporation (KFIC) Strategic Plan 2023-2027 is a comprehensive blueprint that outlines our strategic direction and priorities for the next five years. This Strategic Plan aims to guide our actions and initiatives in ensuring sustainable exploitation of fishery resources for socio-economic development.

To sharpen KFICs focus, the Plan identifies three Key Result Areas (KRAs) that form the foundation of our work namely: Investment in blue economy and fisheries sector; Utilization of fishery infrastructure; and General Administration, Planning and Support Services. From these KRAs, specific objectives and strategies have been outlined to guide our actions and initiatives towards realization of KFICs mandate in the plan period.

This Strategic Plan is a product of comprehensive consultations which involved and included key internal and external stakeholders working closely together. First to take stock of progress made under the previous plan covering the period 2018-2022, and then to review current and emerging challenges before determining the strategic priority actions needed to boost fish production in the Blue Economy and Fisheries Sector for socio-economic development in Kenya. The participatory approach has been useful in enriching the initiatives contained in the Plan and I acknowledge the invaluable contributions of each of our stakeholders during this process.

I sincerely thank and acknowledge the guidance, support and counsel provided by Hon. Hassan Ali Joho, E.G.H, the Cabinet Secretary for Ministry of Mining, Blue Economy and Maritime Affairs for his overall leadership the preparation process of this plan. I wish to acknowledge the guidance, support and counsel provided by Ms. Betsy Muthoni Njagi, the Principal Secretary for the State Department for Blue Economy and Fisheries, during the development of the Plan. Additionally, I would like to express my profound gratitude to the KFIC Board of Directors for their invaluable insight, time and guidance through-out the strategic planning process. I applaud the staff of the Corporation for the efforts and drive they demonstrated during development of this plan. I equally appreciate the staff from the State Department for Blue Economy and Fisheries, and its agencies who directly or indirectly offered the much-needed support and co-operation that made the preparation of the plan a success.

We are aware of the challenges and possible risks that we are likely to face in the process of implementing this Plan and generally in fulfilling our diverse mandate. This notwithstanding, KFIC remains committed to nurture a common determination and resolve, necessary for the progressive attainment of our priorities and goals in the Strategic Plan.

As we embark on the implementation journey in the medium term, I am confident that the KFIC Strategic Plan 2023-2027 will serve as a valuable resource, inspiring and guiding all stakeholders towards sustainable fisheries resources exploitation interventions and improved socio-economic status of the fishers, aquatic plant processors, fish traders and investors. The plan will also ensure food security and nutrition as well as enhanced revenue collection for the Government.

A handwritten signature in black ink, appearing to read 'Mikah O. Nyaberi'. The signature is written in a cursive style and is positioned above the printed name and title.

Dr. Mikah O. Nyaberi, PhD.  
Ag. *Chief Executive Officer*





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## DEFINITION OF CONCEPTS AND TERMINOLOGIES

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

**Corporation:** Means Kenya Fishing Industries Corporation

**Fisheries Groups:** Independent and private entities either limited company or co-operative society formed by members of the Beach Management Units (BMU) for managing and operating fishing vessels under the guidance and supervision of KFIC and Kenya Fisheries Department.

**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:** This is an outline of the Corporation'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:** Measures the intermediate results generated relative to the objective of the intervention.

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

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

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

**Strategic Plan:** This is a document that communicates an institution's vision, mission, goal and

sets of actions needed to achieve the vision, mission and mandate of the institution as well as time and resources required to undertake 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.

**The Plan:** Means the Kenya Fishing Industries Corporation Strategic Plan, 2023-2027

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

## ACRONYMS AND ABBREVIATIONS

AA	: Automobile Association of Kenya
ACCA	: Association of Chartered Certified Accountants
AI	: Artificial Intelligence
A-in-A	: Appropriation in Aid
Ag.	: Acting
AWPs	: Annual Work Plans
A+ OCA	: Oracle Certified Associate
BETA	: Bottom-Up Economic Transformation Agenda
CCNA	: Cisco Certified Network Associate
CCNP	: Cisco Certified Network Professional Certification
CCTV	: Closed Circuit Television
CDCP	: Certified Data Center Professional
CEO	: Chief Executive Officer
CISSP	: Certified Information Systems Security Professional
COVID-19	: Coronavirus Disease of 2019
CPA	: Certified Public Accountant
CPAK	: Certified Public Accountant of Kenya
CPDs	: Continuous Professional Development
CRG	: Collaborative Research Group
Dr.	: Doctor
EEZ	: Exclusive Economic Zone
ERP	: Enterprise Resource Planning
FICS	: Fellow of the International College of Surgeons
FY	: Financial Year
GLOSS	: Global Sea Level Observing System
GoK	: Government of Kenya
HRM&D	: Human Resource Management and Development
ICPAK	: Institute of Certified Public Accountant of Kenya
ICT	: Information and Communication Technologies
IFMIS	: Integrated Financial Management Information System
IIA	: Institute of Internal Auditors
IOTWS	: Indian Ocean Tsunami Warning System
ISACA	: Information Systems Audit and Control Association
ISMS	: Information Security Management System

IT	: Information Technology
IUU	: Illegal, Unreported and Unregulated
KCSE	: Kenya Certificate of Secondary School
KeFS	: Kenya Fisheries Service
KEMFRI	: Kenya Marine Fisheries Research Institute
KFIC	: Kenya Fishing Industries Corporation
KFMA	: Kenya Fish Marketing Authority
KIHBT	: Kenya Institute of Highways and Building Technology
KISM	: Kenya Institute of Supplies Management
KRAs	: Key Result Areas
KShs.	: Kenya Shillings
MCITP	: Microsoft Certified IT Professional
MCSA	: Microsoft Certified Solution Associate
MCSD	: Microsoft Certified Solution Developer
MCSE	: Microsoft Certified Systems Engineer
MDA	: Ministries, Departments and Agencies
M&E	: Monitoring & Evaluation
Mn	: Million
MTEF	: Medium Term Expenditure Framework
MTP IV	: Fourth Medium Term Plan
N/A	: Not Applicable
N <sup>+</sup>	: Network+ (Plus) Certification
PESTEL	: Political, Economic, Social, Technological, environmental and Legal
PESTEL+R	: Political, Economic, Social, Technological, Environmental, Legal & Regulatory
PhD	: Doctor of Philosophy
PPP	: Public Private Partnership
PSC	: Public Service Commission
RBM	: Rights Based Management
SCAC	: State Corporations Act Committee
SCMD	: Supply Chain Management Division
SDEP	: State Department for Economic Planning
SDGs	: Sustainable Development Goals
SP	: Strategic Plan
SPAS	: Staff Performance Appraisal System

STTs : Strategic Theme Teams  
SWOT : Strengths, Weaknesses, Opportunities and Threats  
TNTEP : The National Treasury and Economic Planning  
UN : United Nations  
UNCLOS : United Nations Convention on the Law of the Sea





## EXECUTIVE SUMMARY

The Kenya Fishing Industries Corporation is a State Corporation of the Government of Kenya established under Section 3 (1) of the State Corporations Act, Cap. 446 (Legal Notice No. 214 of 23rd November, 2018 and addendum 110 of 2020 of the Laws of Kenya to 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.

The KFIC Strategic Plan 2023-2027 maps out the pathway that will guide the organization in its endeavour to deliver its mandate. It acknowledges the dynamic nature of the operational environment and therefore, will continuously strive to adapt to emerging trends. KFIC aims to remain relevant by enhancing performance, meeting diverse expectations and keeping in line with the Kenyan Constitution 2010 Article 60, MTP IV, BETA, The African Agenda 2063, United Nations Sustainable Development Goals (SDGs) and other government policy documents.

During implementation of the Strategic Plan of 2018-2022, KFIC recorded the following key achievements: Supervised the construction of Liwatoni Fish Hub up to 65% completion level; rehabilitated 130 meters Jetty to operational level which enabled KFIC to collect revenue; rehabilitated Liwatoni Fisheries Complex including plumbing works to the offices and the construction of an overhead tank of 100,000 cubic litres capacity; completed construction of the Sea wall; Completed construction of bio digester with a capacity of 34,000 cubic litres to handle sewage and waste water and prepared various institutional the Manual for Standard Operating Procedures and Sanitary Standard Operating Procedures. In its endeavour to fully operationalize the corporation seven directors were appointed to the Board, got approvals of the Human Resource documents by SCAC, which were further submitted to PSC. These Human Resource documents included; Human Resource policy and procedures manuals, and the KFIC organizational structures, career guidelines, grading and staff establishment. Five Technical and one support staff were deployed to KFIC from different government agencies and offices refurbished to ensure efficient service delivery.

During the previous plan period the corporation experienced some of the following challenges; Inadequate funding and limited resource mobilization from development partners; Lack of KFIC staff as a result of non- approvals for recruitment of permanent staff; Inadequate infrastructure for fish processing and storage; Overreliance on funding from the exchequer and delayed approval on collection of A-in-A which delayed completion of the Liwatoni Project.

Under this Strategic Plan, KFIC aspires to be a global leader in the sustainable exploitation of fishery resources. The plan clearly provides the road map of projects and programmes to be undertaken over the medium- term period.

This strategic plan identifies three (3) Key Results Areas (KRAs) critical for realization of the plan.

- a) Investment in blue economy and fisheries sector
- b) Utilization of fishery infrastructure
- c) General Administration, Planning and Support Services

The strategic plan is organized into eight chapters. Chapter one gives the rationale of strategic planning and an overview of the KFIC background and its mandate/functions. In addition, it brings out the linkage of this strategic plan with key guiding national, regional and international policies and frameworks that support National Development Agenda.

Chapter two outlines the corporation's strategic direction in terms of its mandate, vision and Mission, strategic goals, core values and the quality policy statement. Chapter three gives a review of the previous strategic plan (2018-2022) by outlining the key achievements, challenges, emerging issues and the lessons learnt during the implementation of the plan. It also provides for environmental scanning through Strengths, Weaknesses, Opportunities and Threats (SWOT) and Political, Economic, Social, Technological, Ecological and Legal (PESTEL) analytical tools. The chapter further identifies stakeholders, their roles and responsibilities and highlights emerging strategic issues for the next planning period.

Chapter Four presents the Strategic Issues, Strategic Goals as well as the key result areas, which provide corporations aspirations over the medium term (2023- 2027) while Chapter Five outlines the strategic objectives and strategic choices. Chapter Six on the other hand highlights how the strategic plan will be operationalized through the development of implementation plan, action plan and performance period. It also highlights the organization structure and Staff Establishment.

Chapter Seven highlights the financial Resource Requirements, Resource Gaps, Resource Mobilization Strategies and the Resource Management Strategies for the Strategic Plan period whereas, Chapter Eight describes how the corporation will undertake monitoring, evaluation and reporting of the implementation process of the Strategic Plan 2023-2027.



## **CHAPTER 1: INTRODUCTION**

This chapter covers the background information of the Kenya Fishing Industries Corporation (KFIC), its mandate and functions as per the Legal Notices. This is vide Section 3 (1) of the State Corporations Act, Cap. 446 (Legal Notice No. 214 of 23 November 2018 and Legal Notice No. 110 of 22 May 2020). It also covers the Global, Regional and Kenya's Blue economy and fisheries development issues and KFIC'S role towards Kenya's development Agenda. This Chapter also outlines the rationale for the development of the Strategic Plan 2023-2027 and the development process.

### **1.1 Strategy as an imperative for Organizational Success**

The Strategic plan is an essential tool to guide the implementation of an organization's programs and enhance efficiency and effectiveness in service delivery. The Strategic Plan lays a firm foundation for fulfilment of the Corporation's mandate. KFIC was established to exploit fishery resources in the Kenyan waters and high seas by promoting the establishment, development and efficiency of business engaged in the fishing related activities. This plan will guide KFIC implements its activities and achieves its objective by providing a structured roadmap for action. The plan shall use Annual Work plans, Performance contracts and productivity matrix to ensure progress is monitored.

### **1.2 The Context of Strategic Planning**

The strategic plan has been developed in consideration of national development priorities, regional and international development frameworks which are outlined below. This also involves KFIC'S role vis-à-vis the Kenya's Development Agenda among other regional and international frameworks.

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

The 2030 Agenda for Sustainable Development was adopted by all United Nations Member States in 2015 to provide a shared blueprint for peace and prosperity for people and the planet for now and into the future. KFIC is committed towards the realization of the SDGs which recognize that ending poverty goes hand in hand with strategies that improve health, education and reduce inequality; spur economic growth while tackling climate change and working to preserve our oceans and forests. The following are the activities that KFIC shall undertake in line with the SDGs.

- i. Goal 1: End Poverty in all its forms everywhere; this will be achieved through capacity building of the local fishers.
- ii. Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable Agriculture: This will be achieved through encouraging value addition and increasing the market access for fish and fish products to all.
- iii. Goal 3: Ensure healthy lives and promote well-being for all at all ages: This will be achieved through promoting and educating the public on the nutritional value of our fish and fish products.
- iv. Goal 5: Achieve gender equality and empower all women, youth and people abled differently. This will be attained by financial and social inclusion of women, people abled differently and youths in the fisheries, aquaculture and the blue economy sub sectors through providing access to financiers and investors in pro-poor projects.

- v. Goal 6: Ensure availability and sustainable management of water and sanitation for all  
KFIC through its Quality Assurance department shall ensure that water sanitation is adhered to across the fish value chain.
- 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 decent jobs along the sub sector's value chains.
- vii. Goal 9: Build resilient infrastructure, promote sustainable industrialization and foster innovation. KFIC endeavours to operationalize the fish landing sites and ensure that value addition is promoted in small scale fisher groups and seaweed farmers through management of the equipment and facilities at the fish landing sites.
- viii. Goal 12: Ensure sustainable consumption and production patterns: This will be achieved through targeted interventions on reduction of post-harvest losses and increased access to fish.
- ix. 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.
- x. Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development: The focus will be on ensuring that the fish stocks are not depleted.
- xi. Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss. This will be done through encouraging women to venture in seaweed farming to protect the ecosystem.
- xii. Goal 17: Strengthen means of implementation and revitalize the global partnership for sustainable development: This will be achieved through strengthening of collaboration and partnerships at the national, regional and international levels for sustainable management and development of fisheries resources.

### **African Union Agenda 2063**

The Corporation contributes immensely to the Africa Union Agenda 2063 by supporting small scale fishers through upgrading them to deep sea fishers. This will be achieved by provision of boats, fishing gears and training. It will also support the development of the mini-processors and port facilities. KFIC will also enhance market access for its fish and fish products regionally. This will ultimately generate job creation, nutritional and revenue collection to the Government

### **East Africa Community Vision 2050**

KFIC will undertake measures within its mandate towards direct realization of relevant targets under the Regional Flagship Projects which include infrastructure development, industrialization, agriculture, food security and rural economy; natural resources and environment management; trade and services development. The strategies for realization of the targets include: fast tracking the renovation of the Uvuvi 1,2 and 3 which will increase the fish catch thus ensuring food security.

## Constitution of Kenya

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 endeavour to comply with these provisions of the constitution

## Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan

Under the Blue Economy sector, in the MTP IV KFIC will ensure it collaborates with the Government to transform the country into a rapidly industrializing middle-income nation enjoying a high-quality life by the year 2030. The vision aims to create a cohesive, equitable and just society based on democratic principles. The Kenya Vision 2030 is anchored on economic, social and political pillars. In the agricultural sector, fisheries is to deliver a national economic growth rate of 7% annually. KFIC contributes immensely to the BETA agenda by supporting small fishers through upgrading them to deep sea fishers. This will be achieved by provision of boats, gears and training; KFIC shall ensure increased market access and financial inclusion for all involved in the fish value chain. KFIC contributes to the reduction of post-harvest losses through acquisition and managing the cold stores in fish landing sites. This will ultimately ensure food security and nutrition as well as revenue collection for the Government.

## Sector Policies and Laws

The Blue economy and fisheries sector specific policies, laws and, international treaties and conventions are summarized in Table 1.1.

*Table 1-1 Policies and Law*

S/No.	Policies and Laws	Contribution of KFIC
1.	Constitution of Kenya	KFIC shall ensure that there's equitable sharing of national and local resources.
2.	State Corporations Act	KFIC shall adhere to the rules pertaining establishment, administration, management and operation of KFIC while carrying out its mandate.
3.	Fisheries Development and Management Act, 2016.	KFIC shall endeavour to protect, Manage, sustainably use and develop the aquatic resources in a manner which is consistent with ecologically sustainable development, to uplift the living standards of the fishing communities and to introduce fishing to traditionally non-fishing communities and to enhance food security.
4.	The Environmental Management and Coordination Act, 1999	KFIC shall ensure management and conservation of natural resources and the environment in carrying out its mandate
5.	Kenya Vision 2030	KFIC contributes to the economic pillar through food and nutrition security, employment creation and industrialization

6.	Africa Agenda, 2063	KFIC shall ensure that in delivering its mandate, there is inclusive and sustainable development for those involved in fishing.
7.	UN 2030 Agenda for Sustainable Development	KFIC shall adhere to SDG 14 – Call for conservation and sustainable use of oceans, seas and marine resources for sustainable development in its operations.
8.	UN Fish Stocks Agreements	KFIC shall Ensure the long-term conservation and sustainable use of struggling and highly migratory fish stocks
9.	Port State Measures Agreement	KFIC shall prevent, deter and eliminate IUU fishing by preventing vessels engaged in IUU fishing from using the designated fishing ports and landing sites.
10.	IOTC Agreement	KFIC shall take part in the management of tuna and tuna like species in the Indian Ocean during its operations.

### 1.3 History of the Kenya Fishing Industries Corporation

The Kenya Fishing Industries Corporation (KFIC) was established vide Section 3 (1) of the State Corporations Act, Cap. 446 (Legal Notice No. 214 of 23 November, 2018 and Legal Notice No. 110 of 22 May, 2020). This was after the Government of Kenya repossessed the facilities of Wananchi Marine Products (K) Ltd at Liwatoni in 2018 and revived the operations.

KFIC’S mandate is to 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. The functions of Kenya Fishing Industries Corporation as per the Legal Notice No. 214 of 23<sup>rd</sup> November 2018 and as amended by the Legal Notice No. 110 of 22<sup>nd</sup> 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;
  - (a) Exploit, buy, process, market and sell marine resources and products including aquatic plants,
  - (b) Facilitate and promote the development and trade of fish and other marine products, and
  - (c) Establish and manage auction center for fish and other marine resources.
    - (ii) Develop and operate facilities and establishments for the exploitation of fishery resources;
    - (iii) Acquire, hold or dispose of assets including equipment and accessories necessary for the capture, preservation, processing, selling and marketing of fish and fish products;
    - (iv) Formulate mechanisms for carrying out the functions under subparagraphs (i), (ii), (iii); and
    - (v) Undertake any other activities necessary or incidental to achieving the functions of the Corporation.

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

A highly participatory approach was used during the preparation of this plan. This was in recognition of the fact that the corporation works with several stakeholders who are critical in the realization of its mandate. A review of the National Government's policy documents such as vision 2030, the Constitution of Kenya 2010, the Bottom-Up Economic Transformation Agenda and previous strategic plan were used in preparation.

The State Department for Economic Planning provided the Revised Guidelines which introduced new approaches in strategic planning and thus generated new information and data gaps in the draft Strategic Plan. To achieve the aforementioned, a committee with the Board of Directors developed a draft document in September, 2023. The document was later subjected to the external stakeholders for review, validation and adoption before finalization. The same will be forwarded to the State Department for Economic Planning for review and advice. Subsequently, the SP was completed, published and disseminated for implementation.



## CHAPTER 2: STRATEGIC DIRECTION

This chapter presents the strategic direction and covers the Mandate, Vision Statement, Mission Statement, Strategic Goals, Core Values and Quality Policy Statement of the Corporation.

### 2.1 Mandate

KFIC is mandated to exploit fishery resources in Kenya fishery waters and high seas by promoting the establishment, development and efficiency of business engaged in the fishing and fishing related activities. The Corporation is an anchor institution on investment, processing and value addition in the fisheries sub sector.

The interventions from KFIC will go a long way in ensuring availability of fish for consumption as well as enhancing Protein Nutrition of the Populace. This will also create employment through employment of fishermen, fish traders, processors and other assorted fishing related businesses. There will also be an increase in foreign exchange earnings from fish exports to foreign countries as well as reducing the trade balance between the source of fish exporting countries and Kenya.

### 2.2 Vision Statement

A global leader in the sustainable exploitation of fishery resources.

### 2.3 Mission Statement

To exploit fishery resources in a sustainable manner for socio-economic development

### 2.4 Strategic Goals

- i. Enhanced investment in the blue economy and fisheries sector
- ii. Optimal utilization of fishery infrastructure in the blue economy and fisheries sector
- iii. Enhanced service delivery

### 2.5 Core Values

To fulfil its mandate and realize its mission and vision, the operations of Kenya Fishing Industries Corporation (KFIC) are guided by the following core values:

- i. **Equity**- The corporation commits to ensure fairness in implementing its functions
- ii. **Equality**: The Corporation will strive to provide equal opportunities to all stakeholders.
- iii. **Integrity**: The Corporation commits to act in an honest, transparent and responsible manner in discharging its mandate whilst maintaining the highest degree of accountability.
- iv. **Transparency and Accountability**: The Corporation will conduct its business in a transparent manner. KFIC will also ensure accountability with Government resources.
- v. **Diversity**: KFIC will ensure all opportunities to all range of human differences, including but not limited to race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values system, national origin, and political beliefs
- vi. **Professionalism**: KFIC commits to maintain high technical and ethical standards in service delivery.

### 2.6 Quality Policy Statement

KFIC is dedicated to ensure improvement in processes, engagement with stakeholders, customer focus while carrying out value addition and market access as well as improving livelihood of the people engaged in fishing and fishing related activities.

## **CHAPTER 3: SITUATIONAL AND STAKEHOLDER ANALYSES**

This chapter analyses the implications of both the external and internal factors on the effective implementation of this Strategic Plan. It presents the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis; Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis; and an analysis of the key stakeholders' roles in the implementation of the Plan between 2023/2024 and 2027/2028. It also presents a review of the former KFIC Strategic Plan 2018-2022, in terms of key achievements, challenges faced, and lessons learnt.

### **3.1 Situational Analysis**

#### **3.1.1 External Environment**

External environment are the outside factors that influence and affect the Corporation's operations. These factors include political, economic, social, technological, environmental, and legal factors (PESTEL).

##### **3.1.1.1 Macro-environment**

PESTEL analysis ensures that KFIC operates within the realms of the various factors and take cognizance of the factors on how they influence achievement of the vision, mission and mandate of KFIC. PESTEL analysis allows KFIC to focus on the environment in which it operates and appreciate the factors that will either support or impede the process of implementing the strategic plan.

##### **3.1.1.2 Micro-environment**

This gives an analysis of the immediate operating environment that affect access to resources which are necessary for the achievement of the strategic objectives. These factors are within the control of the Corporation. They include labour markets, trade unions, customer profiles, creditors, suppliers among others. They can be managed through measures like continuous engagement with key stakeholders, capacity building to cope with emerging issues and advancing innovations that are easy to adopt in the sector.

#### **3.1.2 Summary of Opportunities and Threats**

Based on the analysis of the external environment, the Corporation is aware of various opportunities that it needs to take advantage of and threats that may affect effective implementation of the Strategic Plan.

**Table 3-1. Summary of opportunities and threats**

<b>Environmental factor</b>	<b>Opportunities</b>	<b>Threats</b>
Political	<ul style="list-style-type: none"> <li>• Stable political environment to attract investments</li> <li>• Recognition of the role of blue economy sector in national development</li> <li>• Strong political and stakeholder good-will</li> <li>• Political cooperation in the management of the shared resources such as conservation, preservation</li> </ul>	<ul style="list-style-type: none"> <li>• Political uncertainties/change of regimes that brings about change in policies and priorities</li> <li>• Bureaucratic processes by National and County Governments that brings about change in policies and priorities</li> <li>• Weak coordination framework</li> </ul>

	<ul style="list-style-type: none"> <li>and decision making</li> <li>• Strong coordination between the National and county Governments.</li> <li>• Clear government development agenda in various blueprints and strategies</li> <li>• Devolved system of Government</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate funding</li> </ul>
Economic	<ul style="list-style-type: none"> <li>• Resilient economy amid considerable risks</li> <li>• Robust mitigation measures against risks/shocks</li> <li>• Robust private sector</li> </ul>	<ul style="list-style-type: none"> <li>• High commodity prices brought by prolonged international conflicts</li> <li>• Dwindling donor funding</li> <li>• Prolonged drought</li> <li>• Slow global economic recovery.</li> <li>• Illegal unreported and unregulated fishing</li> <li>• Introduction of non-tariff trade barriers</li> </ul>
Social	<ul style="list-style-type: none"> <li>• Availability of highly skilled youths</li> <li>• Equal investment opportunities for women, youth and people abled differently in the blue economy sector</li> <li>• Modernization of fish processing and preservation</li> </ul>	<ul style="list-style-type: none"> <li>• High unemployment rate amongst the youth</li> <li>• Social decadence of morals such as (increased drug abuse and prostitution) and hopelessness among others</li> <li>• Unsustainable utilization of blue economy resources</li> <li>• Increased fishing pressure</li> <li>• Social conflict over diminishing resources</li> <li>• Inadequate social amenities e.g. access to clean water and healthcare services</li> </ul>
Technological	<ul style="list-style-type: none"> <li>• Availability of fast and affordable internet</li> <li>• Availability of credit lines and other forms of financing, i.e. mobile financial transaction apps.</li> <li>• Available infrastructure for further IT development</li> <li>• Readiness to adopt and utilize Artificial Intelligence (AI).</li> <li>• Improving market access through digitization</li> <li>• Advancement in the use of</li> </ul>	<ul style="list-style-type: none"> <li>• Increased cases of cybercrime</li> <li>• Loss of jobs due to increased automation of processes</li> <li>• Inadequate technological infrastructure to monitor and combat IUU fishing activities</li> <li>• Rapid advancement in technology development</li> <li>• Low adoption of technologies</li> </ul>

	Information Communication Technology (ICT)	
Environmental	<ul style="list-style-type: none"> <li>• Availability of diverse inland and marine fishery resources</li> <li>• Underexploited Kenya EEZ and Lake Turkana fishery</li> <li>• Increased awareness amongst stakeholders on ecosystem approach to fisheries management and development</li> </ul>	<ul style="list-style-type: none"> <li>• Exploitative and natural-resource based economy degrades fishery resources.</li> <li>• Pollution from anthropogenic sources</li> <li>• Negative impacts of climate change and weather variability</li> <li>• Ineffective implementation of environmental laws and regulations</li> <li>• Natural disasters</li> </ul>
Legal	<ul style="list-style-type: none"> <li>• Enabling policy and legal frameworks to govern the blue economy and fisheries sector e.g. FMDA, Kenya Fisheries Policy</li> <li>• International and regional conventions such as UNCLOS</li> </ul>	<ul style="list-style-type: none"> <li>• Sections of Fisheries Management and Development Act 2016 invalidated by court of law</li> <li>• Ineffective implementation of laws and regulations.</li> <li>• Non-compliance to the legal framework</li> <li>• Litigation</li> <li>• Overlapping mandates</li> </ul>

### 3.1.3 Internal Environment

Focus has been laid on the corporation's internal variables such as the value chain activities, resource capabilities, skills, competences, structural design, and culture. It also entails assessment of the various functional areas to determine their relative contribution to the corporation's overall performance. Further analysis entails making meaningful comparisons with corporations past performance, benchmarking, and comparison with key success factors in the industry

#### 3.1.3.1 Governance and Administrative Structures

The successful implementation of this Strategic Plan (2023-2027) 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. The Management of KFIC is vested in the Board of Directors who provide policy and oversight while the day-to-day operations are delegated to the Chief Executive Officer. KFIC will be organized into 5 Departments, three (3) Divisions reporting directly to the Chief Executive Officer and one department reporting functionally to the Board and administratively to the CEO. It will also require full support and leadership from the Ministry/State Department for the Blue Economy, Fisheries, and Board of Directors besides full involvement and commitment of all the staff in the Corporation, and collaboration from the relevant stakeholders.

### 3.1.3.2 Internal Business Processes

KFIC is guided by policies, laws and regulations issued regionally, nationally and internationally such as the State Corporations Act, Fisheries Management and Development Act 2016 as well as the United Nations Convention on the Law of the Sea. The Corporation applies the Government human resource policies and manuals, regulations and guidelines issued by the government while dealing with the Human resource management. On matters, financial management, KFIC is guided by the Public Finance and Management Regulations and Public Procurement and Disposal Act for the matters of procurement in addition to advisory services provided by the Public Procurement Oversight Authority. Other measures include, Staff Performance Appraisal System and Productivity mainstreaming to ensure efficient service delivery.

### 3.1.3.3 Resources and Capabilities

KFIC's strengths towards the implementation of the plan include: - support of the top leadership, existence of policy and legal frameworks in the fisheries sector and availability of both financial and human resources. The weaknesses involve an incomplete fish processing plant, inadequate policy, legal, regulatory and institutional frameworks and weak monitoring and evaluation systems for projects and programs.

### 3.1.4 Summary of Strengths and Weaknesses

Based on the analysis of the internal environment, a summary of strengths and/or weaknesses are presented in Table 3.2.

**Table 3.2. Summary of Strengths and Weaknesses**

Factor	Strengths	Weaknesses
Governance and Administrative Structures	<ul style="list-style-type: none"> <li>• Existence of fully constituted board with diverse skills and competence</li> <li>• Existence of Internal policies approved by the board</li> </ul>	<ul style="list-style-type: none"> <li>• Corporation lacks its own staff, only few deployed staff who are not enough to run all the sectors</li> <li>• Inadequate funding to fully implement the approved staff establishment</li> </ul>
Internal Business Processes	<ul style="list-style-type: none"> <li>• Unique mandate to exploit fishery resources in Kenya fishery waters and high seas by promoting the establishment, development and efficiency of business engaged in the fishing and fishing related activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate documentation on the how to run the value addition processes and dependence on Public Private Partnership</li> </ul>
Resources and Capabilities	<ul style="list-style-type: none"> <li>• Well equipped office located at Liwatoni fisheries Hub</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient staff to address institutional needs</li> <li>• Lack of Ownership of KFIC office location and</li> </ul>

		processing facility at Liwatoni Fisheries Hub • Lack of KFIC owned Vessels
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### 3.1.5 Analysis of Past Performance

The Corporation successfully developed and implemented its first Strategic plan for the period 2018-2022. The review of the Strategic Plan reveals notable achievements in the targets set despite the challenges associated with COVID-19 pandemic and Ukraine-Russia crisis. The key achievements, challenges and lessons learnt are outlined below

#### 3.1.5.1 Key Achievements

During implementation of the Strategic Plan of 2018-2022, KFIC recorded key achievements in specific milestones as follows:

##### 3.1.5.1.1 Strategic Objective 1: To operationalize Liwatoni Fishing Port

- i. Supervised the construction of Liwatoni Fish Hub up to 65% completion level.
- ii. KFIC outsourced a security firm and the administration police to offer security at the Liwatoni Fish Port.
- iii. The 130 meters Jetty was rehabilitated to operational level. The jetty enabled KFIC to collect revenue.
- iv. Liwatoni Fisheries Complex was rehabilitated including plumbing works to the offices and the construction of an overhead tank of 100,000 cubic litres capacity.
- v. Completed construction of the seawall.
- vi. Completed construction of bio digester with a capacity of 34,000 cubic litres to handle sewage and waste water.

##### 3.1.5.1.2 Strategic Objective 2: To develop legal and institutional Frame work

During the Plan period KFIC prepared various institutional the Manual for Standard Operating Procedures and Sanitary Standard Operating Procedures.

##### 3.1.5.1.3 Strategic Objective 3: To operationalize KFIC.

- i. In November 2021, seven directors were appointed to the Board
- ii. KFIC got approvals of the Human Resource documents by SCAC, which were further submitted to PSC. These Human Resource documents included; Human Resource policy and procedures manuals, and the KFIC organizational structures, career guidelines, grading and staff establishment.

##### 3.1.5.1.4 Strategic Objective 4: To Build Capacity for KFIC.

- i. Five Technical and one support staff were deployed to KFIC from different government agencies
- ii. KFIC refurbished its offices to user friendly levels.
- iii. KFIC acquired office equipment such as Board room chairs (20) and tables (1), Air conditioning (3 ac's and 3 fans), stationeries among others.

### 3.1.5.2 Challenges

During the implementation period, KFIC experienced the following challenges which hindered the achievement of the set targets:

- a) Inadequate funding and limited resource mobilization from development partners;
- b) Lack of KFIC staff as a result of non- approvals for recruitment of permanent staff;
- c) Inadequate infrastructure for fish processing and storage;
- d) Overreliance on funding from the exchequer and delayed approval on collection of A-in-A by KFIC; and
- e) Delayed completion of the Liwatoni Project.

### 3.1.5.3 Lessons Learnt

The following lessons were learnt during the implementation of the previous Strategic Plan:

- a) Support from other Agencies is very critical in the achievement of KFIC mandate;
- b) Need to leverage in ICT in KFIC activities;
- c) Need to undertake resource mobilization from development partners and other relevant stakeholders to supplement the exchequer funding as well as widening A-in-A collection base; and
- d) Need to enhance collaborations, partnership and synergies with relevant actors e.g., Public Private Partnership.

## 3.2 Stakeholder Analysis

The stakeholders' analysis was undertaken to identify the internal and external stakeholders that KFIC collaborates or interacts with for the efficient and effective delivery of services. Table 3.3 provides the key stakeholders, their expectations, and their potential contribution

**Table 3.3 Stakeholder Analysis**

No.	Stakeholder	Role	Expectation of the Stakeholder	Expectation of the Organization
1.	Cabinet Secretary (Ministry of Mining, Maritime Affairs and Blue Economy)	<ul style="list-style-type: none"> <li>• Facilitate inter-ministerial coordination of cross-functional initiatives and program me.</li> <li>• Coordinate and supervise the technical monitoring and evaluation of Government policies, programs and projects in the ministry</li> </ul>	<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</li> </ul>

				<p>of the National Assembly</p> <ul style="list-style-type: none"> <li>• Submission of required audit responses to the relevant committee of Parliament</li> <li>• Resource mobilization (Human and Capital)</li> </ul>
2.	Kenya Fishing Industries Corporation Board of Directors	<ul style="list-style-type: none"> <li>• Implementing government policies and the Strategic Plan for KFIC.</li> <li>• Facilitating the achievement of the goals and objectives of KFIC and Inter-Governmental programs and projects</li> </ul>	<ul style="list-style-type: none"> <li>• High standards of professional ethics by the staff of KFIC</li> <li>• Accountability and transparency in provision of services by KFIC staff</li> <li>• Efficient and effective use of resources by KFIC staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Policy direction and guidance of the Board.</li> <li>• Strategic direction and leadership in the implementation of the Government and KFIC's policies, strategies, plans, programs and projects</li> <li>• Facilitate resources mobilization (Human and Capital)</li> <li>• Proper management of KFIC's capital and human resources</li> </ul>
3.	Local Fisher Communities	<ul style="list-style-type: none"> <li>• Work with government to understand and respond to people's problems and needs on the ground.</li> </ul>	<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 programs and projects.</li> </ul>
4.	International Governance Bodies	<ul style="list-style-type: none"> <li>• Establishing binding measures for conservation and sustainable management of highly migratory or straddling fish species.</li> </ul>	<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 in development and implementation of policies, laws and regulations, strategies, plans and programs/projects relating to the blue</li> </ul>



				economy sector where relevant.
5.	KFIC Staff	<ul style="list-style-type: none"> <li>• Ensure government policies are implemented and services are delivered effectively.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducive Work Environment;</li> <li>• Equity and social fairness</li> <li>• Sharing of information</li> <li>• Favourable terms and conditions of service</li> </ul>	<ul style="list-style-type: none"> <li>• Adhere to KFIC's core values.</li> <li>• Implementation of the Government and Corporation's policies</li> </ul>
6.	Parliament, Ministries, Department and Agencies	<ul style="list-style-type: none"> <li>• Representing the electorate,</li> <li>• Making laws</li> <li>• Authorizing Government to spend public money</li> <li>• Implement various government polies and ensure efficient and effective service delivery.</li> </ul>	<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> <li>• Transparency and accountability.</li> <li>• Efficient and effective in-service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Legal advice</li> <li>• Allocating of funds</li> <li>• Enactment of policies and act</li> <li>• Collaborate with KFIC in discharging of its mandate</li> </ul>
7.	Research Institutions and Universities	<ul style="list-style-type: none"> <li>• Conduct education and research.</li> <li>• Promote economic, social and cultural development of Kenya</li> </ul>	Identification of research priorities	<ul style="list-style-type: none"> <li>• Timely dissemination of research findings and sharing of scientific information</li> </ul>
8.	County Governments	<ul style="list-style-type: none"> <li>• Oversee the management and development of all devolved functions.</li> </ul>	<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 co-operate when required</li> </ul>
9.	Development partners	<ul style="list-style-type: none"> <li>• Collaborate with government to improve infrastructure and service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Prudent management of funds</li> <li>• Transparency and accountability.</li> <li>• Timely provision of required</li> </ul>	<ul style="list-style-type: none"> <li>• Financial and technical support</li> <li>• Timely disbursement of agreed funds</li> </ul>

			information and reports	
10.	Service Providers, Customers Suppliers and merchants	<ul style="list-style-type: none"> <li>• Provide goods and service.</li> </ul>	<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>
11.	Media	<ul style="list-style-type: none"> <li>• Educate, inform and entertain through news, features and analysis in the press.</li> </ul>	<ul style="list-style-type: none"> <li>• Receive timely information</li> <li>• Access facts/information for transparency</li> </ul>	<ul style="list-style-type: none"> <li>• Factual reporting on the KFIC's affairs</li> </ul>

## **CHAPTER 4: STRATEGIC ISSUES, GOALS AND KEY RESULTS AREAS**

This chapter entails the strategic issues, strategic goals and key result areas (KRAs) derived from the situational and stakeholders’ analyses. These are in line with our mandate, vision and mission as a Commercial State Corporation.

### **4.1 Strategic Issues**

KFIC identified the following strategic issues based on situational and stakeholder analyses:

- a) Low investment in the blue economy and fisheries sector
- b) Poor income from fishing due to post-harvest losses
- c) Inefficiency in service delivery

### **4.2 Strategic Goals**

The following are the strategic goals that will be realized in addressing the strategic issues identified.

- a) Enhanced investment in blue economy and fisheries sector
- b) Optimal utilization of fishery infrastructure in the blue economy and fisheries sector
- c) Enhanced service delivery

### **4.3 Key Result Areas**

- i. Investment in blue economy and fisheries sector
- ii. Utilization of fishery infrastructure
- iii. General administration, planning and support services

**Table 4-1 Strategic Issues, Goals and KRA**

<b>Strategic Issue</b>	<b>Goal</b>	<b>KRA</b>
Low investment in the blue economy and fisheries sector	Enhanced investment in blue economy and fisheries sector	Investment in blue economy and fisheries sector
Poor income from fishing due to post-harvest losses	Optimal utilization of fishery infrastructure in the blue economy and fisheries sector	Utilization of fishery infrastructure
Inefficiency in service delivery	Enhanced service delivery	General administration, planning and support services

## CHAPTER 5: STRATEGIC OBJECTIVES AND STRATEGIES

This chapter outlines the strategic objectives and strategies, which are based on strategic goals and Key Result Areas (KRAs), and the Corporation’s aspirations over the medium term (2023-2027). Strategic objectives were formulated based on the strategic issues identified in Chapter 4 for each KRA as well as strategies that will be pursued for the attainment and realization of the Vision and Mission of the Corporation.

### 5.1 Strategic Objectives

The strategic objectives of the Corporation are listed below and their 5-year projections set out in the table.

- i. To increase fish production for socio-economic development
- ii. To operationalize fishery infrastructure for development of the blue economy and fisheries sector
- iii. To enhance efficiency in delivery of service, performance and operations

**Table 5.1 Outcomes Annual Projections**

Strategic Objective	Outcomes	Outcome indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
To increase fish production for socio-economic development	Increased fish production	Quantity of fish landed in Metric Tonnes (MT)	2,000	1,000	1,500	2,000	2,500
		No. of deep sea vessels	-	2	3	2	4
To operationalize fishery infrastructure for development of the blue economy and fisheries sector	Increased revenue generation	Amount of revenue generated in KShs (Mn)	28	30.8	35.4	42.5	46
To enhance efficiency in delivery of service, performance and operations	Improved service delivery	No of staffs recruited	-	-	10	20	31

### 5.2 Strategic Choices

KFIC will make choices of strategies that it will pursue to achieve strategic objectives. In making the choices KFIC came up with a number of feasible alternatives, evaluated those

alternatives, and chose a specific course of action (strategy). A strategic objective will be addressed by pursuing various strategies as depicted in Table 5.1.

**Table 5-2 Strategic Objectives and Strategies**

<b>KRA</b>	<b>Strategic Objectives</b>	<b>Strategies</b>
Investment in blue economy and fisheries sector	To increase fish production for socio-economic development	<ul style="list-style-type: none"> <li>• Promote deep sea fishing; and</li> <li>• Establish collaborations and partnerships</li> </ul>
Utilization of fishery infrastructure	To operationalize fishery infrastructure for development of the blue economy and fisheries sector	<ul style="list-style-type: none"> <li>• Operationalize fish landing sites; fish ports; and fish processing plants</li> </ul>
General administration, planning and support services	To enhance efficiency in the delivery of services, performance and operations	<ul style="list-style-type: none"> <li>• Enhance human resource capacity;</li> <li>• Automation and digitization;</li> <li>• Strengthen institutional security;</li> <li>• Enhance record management;</li> <li>• Enhance support and coordination for effective service delivery;</li> <li>• Enhance risk management;</li> <li>• Fleet support services;</li> <li>• Performance management and reporting; and</li> <li>• Efficient asset management</li> </ul>

## **CHAPTER 6: IMPLEMENTATION AND COORDINATION FRAMEWORK.**

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

### **6.1 Implementation Plan**

This describes how the Strategic Plan will be operationalized. This will be through the development of an elaborate action plan. The action plan gives the strategic objectives of each Key Result Area with well-defined Annual Targets, Annual Budgets and Responsibility for execution of those activities. The concept of Performance Contracting will also be deployed in operationalizing of the Strategic Plan.

#### **6.1.1 Action Plan**

The action plan constitutes Strategic Issues, Strategic Goals, Key Result Areas, Outcomes, Strategic Objectives, Strategies, Key Activities, Expected Outputs, Output Indicators, Annual Targets, Annual Budgets and Responsibility for execution of the activities as outlined in Table 6.1 below

**Table 6-1. IMPLEMENTATION MATRIX**

<b>STRATEGIC ISSUE: Low investment in the blue economy and fisheries sector</b>																
<b>STRATEGIC GOAL: Enhanced investment in the blue economy and fisheries sector</b>																
<b>KEY RESULT AREA 1: Investment in blue economy and fisheries sector</b>																
<b>OUTCOME: Increased fish production</b>																
<b>STRATEGIC OBJECTIVE: To increase fish production for socio-economic development</b>																
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 Years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Promote deep sea fishing	Refurbish /Acquire and operationalize deep sea fishing vessels	Deep sea fishing vessels refurbished	Number of deep-sea fishing vessels refurbished	3	-	2	1	-	-	-	12	7	-	-	Operations and Business Development Department	CEO
		Deep sea fishing vessels procured	Number of deep-sea fishing vessels procured	8	-	-	2	2	4	-	-	70	70	140	Infrastructure Development and Operations Department	CEO
		Deep sea fishers contracted	Number of deep-sea fishers contracted	88	-	16	24	16	32	-	0.48	0.72	0.96	-	Corporate Services Department	CEO

Establish collaborations and partnerships	Establish linkages between financial institutions and fisheries groups	Fisheries groups supported with credit facilities	No. of fisheries groups supported	50	-	5	15	15	15	-	-	-	-	-	Operations and Business Development Department	CEO
Sub total			301.16							0	12.48	77.72	70.96	140		
<b>STRATEGIC ISSUE: Poor income from fishing due to post-harvest losses</b>																
<b>STRATEGIC GOAL: Optimal utilization of fishery infrastructure in the blue economy and fisheries sector</b>																
<b>KEY RESULT AREA 2: Utilization of fishery infrastructure</b>																
<b>OUTCOME: Increased revenue generation</b>																
<b>STRATEGIC OBJECTIVE: To operationalize fishery infrastructure for development of the blue economy and fisheries sector</b>																
Operationalize fish landing sites, Fish ports and Fish Processing plant.	Operationalization of fish landing sites	Fish landing sites operationalized	Number of fish landing sites operationalized	17	-	1	5	5	6	-	5	25	25	30	Operations and Business Development Department	CEO
	Operationalization of fish port	Fish port operationalized	Number of fish ports operationalized	4	1	1	1	1	-	10	100	100	100	-	Operations and Business Development Department	CEO



	Operationalization of fish processing plant	Fish processing plant operationalized	Number of Fish processing plant operationalized	3	0	0	1	1	1	0	0	40	40	40	Operations and Business Development Department	CEO
Sub total			605							100	105	165	165	70		
<b>STRATEGIC ISSUE: Inefficiency in service delivery</b>																
<b>STRATEGIC GOAL: Enhanced service delivery</b>																
<b>KEY RESULT AREA 3: General Administration, planning and support services</b>																
<b>STRATEGIC OBJECTIVE: To enhance efficiency in the delivery of services, performance and operations</b>																
<b>EXPECTED OUTCOME: Improved service delivery</b>																
Enhance human resource capacity	Recruitment of technical and non-technical staff	Technical and non-technical staff recruited	No. of staff recruited	61	-	-	10	20	31	-	-	10	20	33	HRM&D	CEO
	Training of technical and non-technical staff	Technical and non-technical staff trained	No. of staff trained	30	-	-	10	10	10	-	-	2.5	2.5	2.5		
Automation and digitization	Development of data back-up system	Data back-up system developed	% completion level of data back-up system	100	-	-	30	60	100	-	-	3	3	4	ICT	CEO
	Acquisition ICT equipment	ICT equipment acquired	No. of ICT equipment procured	25	-	-	5	10	10	-	-	2	4	4	ICT	CEO
	Procurement of Integrated Accounting System	Procurement of Integrated Accounting System	% completion level	100	-	-	100			-	-	10	5	5	Finance	CEO

Strengthen institutional security	Installation of biometric system at the entrance	Biometric system at the entrance installed	% level of installation	100	-	30	60	100	-	-	2	3	5	-	ICT	CEO		
	Installation of CCTV	CCTV installed	% level of installation	100	-	30	60	100	-	-	-	-	-	-				
	Development and review of port facility security plan	Port facility security plan developed and reviewed	% level of development and reviewed	100	80	100	-	-	-	2	2	2	2	2				
	Construction of perimeter wall	Perimeter wall constructed	% level of completion	100	-	-	100	-	-	-	-	10	-	-	Infrastructure and operational Development	CEO		
Enhance records management	Establishment of documentation and archival centre	Documentation and archival centre established	Established documentation and archival centre	1	-	-	1	-	-	-	-	1	-	1	Records Management	CEO		
	Procurement of fireproof cabinets for storage of records	Fireproof cabinets procured	No. of Fireproof cabinets procured	15	-	-	5	5	5	-	-	15	15	15				
Enhance support and coordination for effective service delivery	Enhanced expenditure management control and accounting	Due diligence, prompt payments & reports prepared and submitted	No. of Financial reports, audit query reports	10	2	2	2	2	2	3	3	3	3	3	Finance and Accounts	CEO		
Enhance Risk management	Development of Risk Management Policy	Risk Management Policy developed	% level of completion	100	-	-	100	-	-	-	-	2	-	-				

Fleet support services	Acquisition of motor vehicles	Motor vehicles procured	No. of vehicles procured	3	-	-	1	1	1	-	-	12	12	12	Finance and Accounts	CEO
Performance management and reporting	Undertake Mid-term and end-term review of the strategic plan	Mid-term and end-term review of the strategic plan undertaken	Undertake Mid-term and end-term review reports	2	-	-	1	-	1	-	-	3	-	4	Corporate Service	CEO
	Preparation of the Annual Performance Contract	Annual Performance Contract prepared	No. of Performance Contracts	5	1	1	1	1	1	2	2	2	2	2	Corporate Service	CEO
	Preparation of Annual Work-plan	Annual Work-plan prepared	No. of Work-plans	5	1	1	1	1	1	-	-	1	1	1	Corporate Service	CEO
Efficient asset management	Development and updating of assets register	Asset register developed and updated	Updated assets register	5	1	1	1	1	1	-	-	-	-	-	SCMD	CEO
	Disposal of obsolete and unserviceable assets	Obsolete and unserviceable assets disposed	Disposal report	5	1	1	1	1	1	-	-	-	0.5	0.5		
Sub total			141							7	7	51	35.5	40.5		
Grand Total			<b>1047.16</b>							<b>107</b>	<b>124.48</b>	<b>293.72</b>	<b>271.46</b>	<b>250.5</b>		

### **6.1.2 Annual Work Plan and Budget**

The Annual Work Plans will be extracted from the Action Plan. Activity-based costing will be adopted in the development of the Annual Budgets. The Corporation will develop Annual Work plan for each Financial Year of Implementation Matrix of the Strategic Plan period. This will further be cascaded to departmental and individual performance targets. The Work plans will be costed based on corresponding activities and available budget

### **6.1.3 Performance Contracting**

The Corporation will operationalize the strategic plan through the performance contracting initiative in line with guidelines issued by the Government. Focus will be on ensuring continuous improvement in service delivery and accountability for results. The Corporation will develop Performance Contract for each Financial Year of the Plan period as a key accountability tool to ensure efficient service delivery.

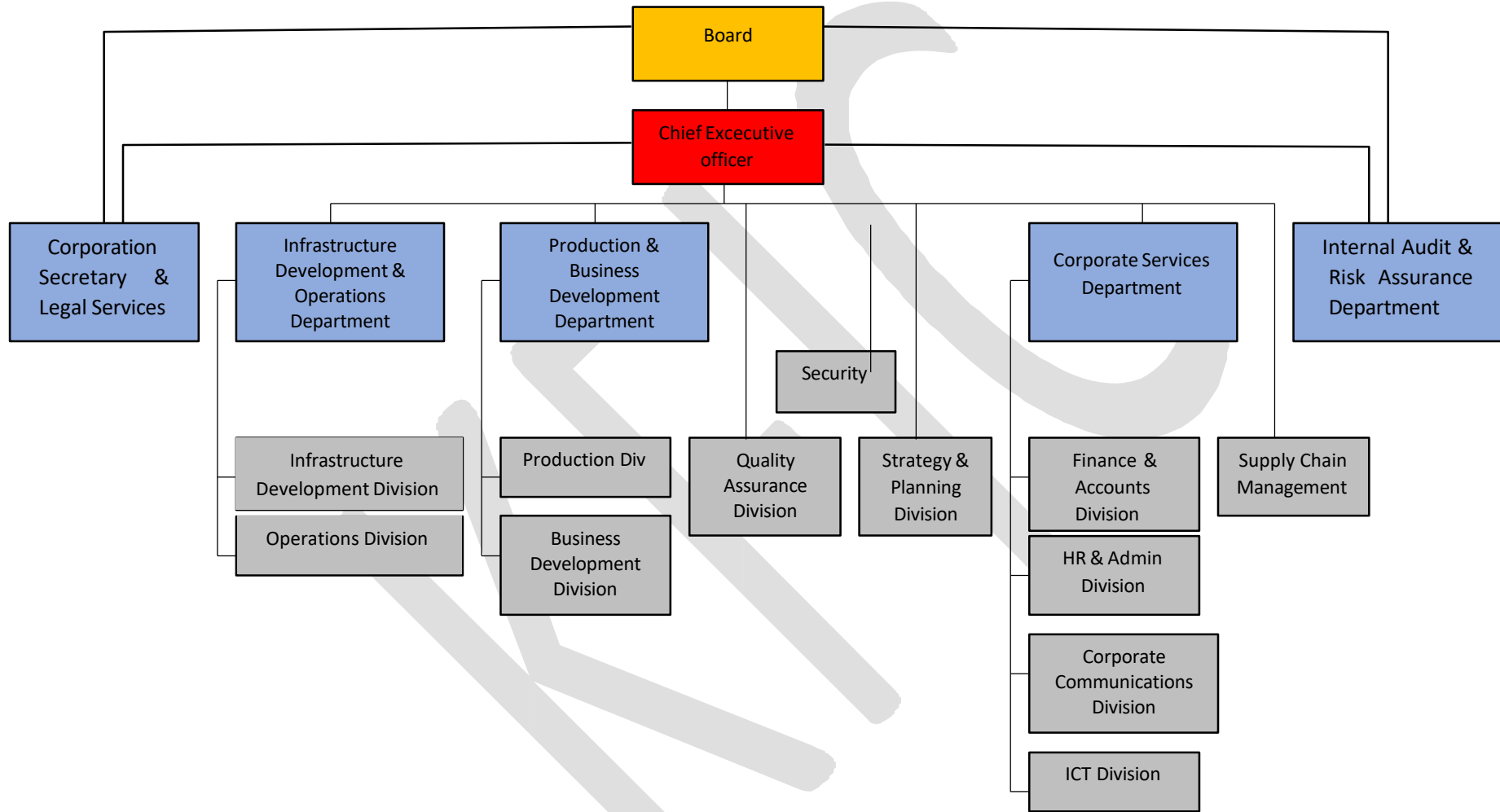
## **6.2 Coordination Framework**

The implementation of the Strategic Plan,2023-2027 will be coordinated by the Chief Executive Officer who will be reporting to the Board of Directors. The heads of departments will be responsible for delivery of the strategies, programmes/ projects and activities that fall within their functional areas. The programmes/projects and activities that will be implemented from time to time will be teased out in the AWP's for consideration and approval by the KFIC's Board of Management.

### **6.2.1 Institutional Framework.**

The Corporation has an existing organizational structure, policies, laws and regulations that support the implementation of the strategic initiatives. The successful implementation of this Strategic Plan hinges on both human and financial 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 Board of Directors, the Ministry's top management besides full involvement and commitment of all the staff in the Corporation, and collaboration from the relevant stakeholders. KFIC organization structure is as provided below in figure 1.

Figure 6-1 KFIC Organizational Structure



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

The Corporation is faced with the challenge of inadequate human resource with respect to numbers, skills and competencies needed for implementation of the plan. As of July 2023 KFIC staff establishment across all cadres was 71 staff against an in post of 10 and thus leaving a deficit of 61. The personnel in-post are deployed from different institutions and some employed on contractual terms.

The Corporation will need to recruit additional 61 employees in order to deliver the Plan as scheduled. This will be done in phases in the planned period.

The optimal staff levels, relevance and appropriateness of the skills and competencies required to efficiently and effectively implement the Strategic Plan are presented in the Tables 6.2 and 6.3.

**Table 6.2 Staff Establishment**

<b>Cadre</b>	<b>Proposed Establishment (A)</b>	<b>Optimal Staffing levels (B)</b>	<b>In post(C)</b>	<b>Variance D=(B-C)</b>
Chief Executive Officer	1	1	0	(1)
Office Administrator/Senior	1	1	0	(1)
Driver/Senior	1	1	1	0
Office Assistant/Senior	1	1	5	4
Manager, Infrastructure Development and Operations	1	1	0	(1)
Driver/Senior	1	1	0	(1)
Assistant Manager, Infrastructure Development/ Principal Infrastructure Development Officer	1	1	0	(1)
Infrastructure Development Officer/Senior/ Assistant Infrastructure Development Officer/Senior	1	1	0	(1)
Assistant Manager, Plant Operations/ Principal Plant Operations Officer	1	1	0	(1)
Principal Plant Operator/ Plant Operator/Senior (plumber, electrician, mechanic, welder)	6	6	0	(6)
Manager, Production and Business Development	1	1	0	(1)
Driver/Senior	3	3	1	(2)
Assistant Manager, Production/ Principal Production Officer	1	1	0	0
Production Officer/Senior	4	4	0	(4)
Assistant Production Officer/Senior	10	10	3	(7)

<b>Cadre</b>	<b>Proposed Establishment (A)</b>	<b>Optimal Staffing levels (B)</b>	<b>In post(C)</b>	<b>Variance D=(B-C)</b>
Assistant Manager, Quality Assurance/ Principal Quality Assurance Officer	1	1	0	(1)
Quality Assurance Officer/Senior	1	1	0	(1)
Principal Laboratory Technologist	1	1	0	(1)
Laboratory Technician/Senior	2	2	0	(1)
Assistant Manager, Business Development, Marketing and sales	1	1	0	(1)
Principal Business Development Officer	1	1	1	1
Business Development Officer/Senior	1	1	0	(1)
Principal Marketing and Sales Officer	1	1	0	(1)
Marketing and Sales Officer/Senior	2	2	0	(2)
Marketing and Sales Assistant Officer/Senior	4	4	0	(4)
Manager, Corporate Services	1	1	1	0
Office Administrator/Senior	1	1	0	(1)
Driver/Senior	1	1	0	(1)
Assistant Manager, Finance and Accounts	1	1	0	(1)
Principal Accountant	1	1	0	(1)
Accounts/Senior	2	2	1	(1)
Assistant Manager, Human Resource and Administration/ Principal Human Resource Officer	1	1	0	(1)
Human Resource Officer/Senior	1	1	1	0
Principal Administration Officer/ Administrative Officer/Senior	1	1	0	(1)
Records Management Assistant/Senior	1	1	1	0
Assistant Manager, Information Communication Technology/ Principal Information Communication Technology Officer	1	1	0	(1)
Information Communication Technology Officer/Senior	1	1	1	0

Cadre	Proposed Establishment (A)	Optimal Staffing levels (B)	In post(C)	Variance D=(B-C)
Assistant Manager, Corporate Communications/ Principal Corporate Communication Officer	1	1	0	(1)
Corporation Secretary and Manager Legal Services/ Assistant manager Legal Services	1	1	0	(1)
Principal Legal Officer/ Legal Officer/Senior	1	1	0	(1)
Manager, Internal Audit / Assistant Manager, Internal Audit	1	1	0	(1)
Principal Internal Auditor/ Internal Auditor/Senior	1	1	0	(1)
Assistant Manager, Strategy and Planning	1	1	0	(1)
Principal Planning Officer/ Planning Officer/Senior	1	1	0	(1)
Assistant Manager, Supply Chain Management/ Principal Supply Chain Management	1	1	0	(1)
Supply Chain Management/Senior	1	1	0	(1)
Supply Chain Management Assistant/Senior	1	1	0	0
<b>Sub Total</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>(2)</b>
<b>Total</b>	<b>22</b>	<b>22</b>	<b>0</b>	<b>19</b>
<b>Grand Total</b>	<b>71</b>	<b>71</b>	<b>10</b>	<b>(61)</b>

**Table 6-3 Skills Set and Competence Development**

Cadre	Skills Set	Skills Gap	Competence Development
Top leadership Management	Bachelor's degree in any of the following disciplines: Natural Resource, Food Science and Technology, Fisheries Studies, Marine Affairs, Aquatic Science or equivalent qualification from a recognized institution;  Master's degree in any of the following disciplines: Natural Resource, Food Science and Technology, Fisheries Studies, Marine Affairs, Aquatic Science, or	i. Analytical Skills;  ii. Communication Skills;  iv. Strategic and innovative thinking;  v. Commercial acumen;  vi. Project planning and management;	✓ Training ✓ Mentorship ✓ Benchmarking



Cadre	Skills Set	Skills Gap	Competence Development
	equivalent qualification from a recognized institution;	vi. Budgeting and Resource mobilization; vii. Ability to drive change and transformation; viii. managerial skills and ability to lead teams; ix. Mentoring and coaching skills; and ix. Interpersonal skills.	
Infrastructure development	i. Bachelor's degree in any of the following disciplines: - Civil/Mechanical/Marine/Electrical & Electronics Engineering, Quantity Survey or equivalent and relevant qualification from a recognized institution; ii. Master's degree in Engineering in any of the following disciplines: - Mechatronics, Mechanical, Production/Manufacturing, Electrical, Electronics, Project, Energy, Thermal, Power, Environmental, Process or equivalent and relevant qualification in Engineering from a recognized institution;	i. Analytical skills ii. Communication skills iv. Strategic and innovative thinking iv. Interpersonal skills v. Ability to mobilize resources vi. Negotiation skills	✓ Training ✓ Recruitment
Administrative officers	i. A Bachelor's Degree in management or other relevant social services ii. Master's degree in public administration, management and other social sciences.	✓ Supervisory skills ✓ Ability to collaborate with other functional areas.	

Cadre	Skills Set	Skills Gap	Competence Development
	iii. Supervisory course lasting not less than two (2) weeks from a recognized institution;	<ul style="list-style-type: none"> <li>✓ Interpersonal skills</li> <li>✓ Communication skills</li> <li>✓ Resources management</li> </ul>	
Information Communication and Technology	<p>i. Diploma in any of the following fields: Computer Science, Information Technology Management or other relevant and equivalent qualifications from a recognized Institution.</p> <p>ii. Bachelor's Degree in any of the following disciplines: - Information Technology, Computer Science, Business IT, Software Engineering, ICT Project Management, Computer Engineering or any other relevant and equivalent qualification from a recognized Institution.</p> <p>iii. Master's Degree in any of the following disciplines: - Information Technology, Computer Science, Business IT, Software Engineering, ICT Project Management, Computer Engineering or any other relevant and equivalent qualification from a recognized Institution.</p>	<p>Member of an ICT professional body.</p> <p>Professional certification such as CCNP, CDCP, CCNA Cloud, CCNA Industrial/IoT, CCNA, MCSE, MCSA, MCSA, N+, A+ OCA, CISSP, Linux+, Network+, Microsoft</p> <p>Certified IT Professional (MCITP) or their equivalent.</p> <p>Certificate in Supervisory Course lasting not less than two (2) weeks from a recognized institution.</p> <p>Certificate in Management Course lasting not less than four (4) weeks from a recognized institution.</p> <p>Certificate in Leadership course lasting not less than four (4) weeks</p>	Recruitment Training Seminars

Cadre	Skills Set	Skills Gap	Competence Development
		from a recognized institution.	
Drivers	i. Kenya Certificate of Secondary Education (KCSE) mean Grade D+ or its equivalent qualification; ii. Occupational Trade Test I/II/III for Drivers; iii. Valid driving license free from any current endorsements and valid for any of the classes of vehicles which the Officer is required to drive. vi. Passed the Suitability Test for Drivers Grade I from the Ministry of Roads and Public Works. vii. First-Aid Certificate Course lasting not less than one (1) week from St. John Ambulance or Kenya Corporation of Highway and Building Technology (KIHBT) or any other recognized institution	✓ Defensive driving certificate from Automobile Association (AA) of Kenya or its equivalent qualification from a recognized Institution. ✓ Refresher Course for drivers lasting not less than one (1) week at the Kenya Corporation of Highway and Building Technology (KIHBT) or any other recognized Institution.	Recruitment Training
Plant operation	Diploma in Mechanical, Electrical, production engineering, Project Management or any other related field.	✓ Supervisory skills ✓ Ability to collaborate with other functional areas. ✓ Interpersonal skills ✓ Communication skills ✓ Resources management ✓ Risk management skills ✓ Report writing skills	✓ Recruitment ✓ Training ✓ Mentorship ✓ Coaching

Cadre	Skills Set	Skills Gap	Competence Development
Human resource management	<ul style="list-style-type: none"> <li>i. Bachelor's Degree in Human Resource Management or equivalent qualification from a recognized institution.</li> <li>ii. Master's Degree Human Resource Management or equivalent qualification from a recognized institution</li> <li>iii. Diploma in Human Resource Management or equivalent qualification from a recognized institution.</li> <li>iv. Certificate in Supervisory Skills course not lasting less than two (2) weeks from a recognized institution;</li> <li>v. Certificate in Management Course lasting less than four (4) weeks from a recognized institution;</li> <li>vi. Proficiency in computer applications;</li> <li>vii. Member of a relevant Human Resource professional body in good standing.</li> </ul>	<ul style="list-style-type: none"> <li>i. Ability to work collaboratively;</li> <li>ii. Demonstrated skills in consensus building;</li> <li>iii. Is able to disagree without being disagreeable;</li> <li>iv. Ability to relate to a wide range of people and establish quality relationships, and values the contributions of all;</li> <li>iv. Invites, seeks, values, and uses feedback;</li> <li>v. Able to deliver a clear message;</li> <li>vi. Ability to maintain objectivity;</li> <li>vii. Can articulate thoughts, opinions, rationales, and points in a clear, concise, and logical manner;</li> <li>ix. Can influence and persuade others; and</li> <li>x. Manage conflict effectively.</li> </ul>	Recruitment Training Seminars

Cadre	Skills Set	Skills Gap	Competence Development
Accounts management	<p>i. Master's Degree in any of the following disciplines: - Business Administration preferably in Finance/Accounts or equivalent qualifications from a recognized institution.</p> <p>ii. Bachelor's Degree in any of the following disciplines: - Commerce, Business Administration, Business management (Accounting/Finance Option) or equivalent qualifications from a recognized institution;</p> <p>iii. Diploma Certificates in Accounting/Finance and it's Equivalent.</p> <p>iv. Professional Exams such as CPA, ACCA from a recognized institution;</p>	<p>i. Planning skills</p> <p>ii. Analytical skills</p> <p>iii. Communication and reporting skills</p> <p>iii. Ethical and integrity</p>	Recruitment Training Seminars
Quality Assurance	<p>i. Bachelor's degree in any of the following disciplines: - Fisheries Science, Microbiology, Chemistry, Biological Sciences, Biochemistry, Food Science, Nutrition or equivalent and relevant qualification from a recognized institution;</p> <p>ii. Proficiency in Computer Applications</p>	<p>i. Good communication</p> <p>ii. Good reporting skills</p> <p>iv. Attention to detail and quality orientation</p> <p>vii. Good interpersonal</p> <p>viii. Negotiation skills</p> <p>vi. Analytical skills</p>	Recruitment Training Seminars
Planning Officers	<p>i. Bachelor's degree in any of the following disciplines: Economics, Statistics, Economics and Mathematics, Economics and Finance, Economics and Statistics or equivalent qualification from a recognized institution;</p>	<p>i. Proficient in use of relevant IT software;</p> <p>ii. Excellent communication and</p>	Recruitment Training Seminars

Cadre	Skills Set	Skills Gap	Competence Development
		<p>interpersonal skills.</p> <p>iii. Ability to work under pressure</p> <p>iv. High standards of professionalism</p> <p>v. Excellent organization skills</p> <p>vi. Team player</p>	
Internal auditors	<p>i. Bachelor's Degree in any of the following disciplines: Accounting, Finance or Business Administration (Finance and Accounting option) or relevant field from a recognized Institution.</p> <p>ii. Master's Degree in any of the following disciplines: Business Administration (Accounting/Finance Option) or relevant field from a recognized institution.</p> <p>iii. Passed Certified Public Accountant of Kenya (CPAK).</p> <p>iv. Membership to relevant professional bodies such as Corporation of Certified Accountants of Kenya (ICPAK), Corporation of Internal Auditor (IIA), Information Systems Audit and Control Association (ISACA) in good standing.</p> <p>v. Management course not lasting less than four (4) weeks from a recognized institution;</p>	<p>i. Auditing for internal auditor,</p> <p>ii. ICT for Auditors, monitoring and evaluation, report writing, minute writing,</p> <p>iii. Computerized financial audit, supply chain management audit skills, forensic and investigation,</p> <p>iv. Document analysis, research, public relations and management,</p> <p>v. Quality management system;</p>	Recruitment Training Seminars

Cadre	Skills Set	Skills Gap	Competence Development
Supply chain management	<ul style="list-style-type: none"> <li>i. Master's Degree in Supply Chain Management, Logistics or equivalent qualification from a recognized institution;</li> <li>ii. Bachelor's Degree in Procurement, Purchasing, logistics, Business Administration, Commerce, Economics or its equivalent qualification from a recognized institution.</li> <li>iii. Diploma in Procurement, Purchasing and Supplies Management, Logistics or its equivalent;</li> <li>iv. A member of the Kenya Corporation of Supplies Management (KISM) or Chartered Corporation of Supplies in good standing;</li> <li>vi. Management course lasting not less than four (4) weeks from a recognized Institution;</li> </ul>	<ul style="list-style-type: none"> <li>i. Interpersonal relations,</li> <li>ii. Public relations,</li> <li>iii. Team management,</li> <li>iv. Procurement law and risk management,</li> <li>v. Senior management and strategic leadership,</li> <li>vi. Tender processing evaluation,</li> <li>vii. Work planning and target setting,</li> <li>viii. Computer skills,</li> <li>ix. Record management,</li> <li>x. Project planning and management,</li> <li>xi. Financial management, and</li> <li>xii. Budgeting process</li> </ul>	Recruitment Training Seminars
Corporate communications Officers	<ul style="list-style-type: none"> <li>i. Master's degree in Communication, Journalism, Business Administration or its equivalent</li> <li>ii. Bachelor's degree in Journalism and mass communication, public Relations, or its equivalent from a recognized institution.</li> <li>iii. Management course lasting less than four (4) weeks;</li> <li>iv. Senior Management Course; and</li> </ul>	<ul style="list-style-type: none"> <li>i. Protocol,</li> <li>ii. Etiquette,</li> <li>iii. Event management, marketing,</li> <li>iv. Graphic designing,</li> <li>v. Editing information,</li> <li>vi. Social media management,</li> <li>vii. Conflict management,</li> </ul>	Recruitment Training Seminars

Cadre	Skills Set	Skills Gap	Competence Development
	v. Supervisory Course lasting not more than (2) weeks	viii. Videography, ix. Public communication x. Report and minute writing, xi. Customer care and public relations, xii. Leadership skills, xiii. Interpersonal skills, xiv. Public speaking, xv. Editing skills, xvi. Basic planning skills, xvii. ICT application skills.	

### 6.2.3 Leadership

The Chief Executive Officer (CEO) who is the accounting officer for the Corporation will exercise overall leadership for the execution of the Strategic Plan while the Board of Management will provide oversight. The CEO is responsible for day-to-day operations of the Corporation, and ensuring achievement of the mandate, objectives and strategies of KFIC, formulation of legal operating documents, and prudent management of resources including financial and human resources. The CEO also ensures implementation of the Board's decisions and enhancing the corporate image of KFIC. Implementation of the strategic plan will be actualized through formation of Strategic Theme Teams (STTs). The STTs are aligned to the strategic issues for purposes of responsibility and accountability in leading and coordinating the execution of strategic activities relevant to the Key KRAs. The STTs and their terms of reference are provided in Annex I

### 6.2.4 Systems and Procedures

The Corporation uses official email address and social media platforms for ease of communication. To enhance efficient and effective service delivery during the plan period, the Corporation will digitize and automate its processes, data and information. This will be in line with government policy towards digitization and automation of all government critical processes and make available 80% of government services online as per the BETA. This will minimize challenges related to information asymmetry along the Corporation's value chain execution framework. This will entail: Re-engineering of Human Resource Management



Systems; Transport system; and Finance, Accounts and Procurement systems. This will be in addition to re-engineering the Corporation’s Fleet Management System for effective vessels management. Regarding security and safety, guidelines for health and safety will be developed to guide installation of biometric system; closed – circuit television surveillance system; digitization of records for safety and ease of retrieval; development of back-ups for record storage; data center back up outside the station like Treasury and Konza Techno-City; and installation of ant - virus for equipment protection.

### 6.3 Risk Management Framework

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

Table 6.4 Risk Management Framework

<i>S/No.</i>	<i>Risks</i>	<i>Risk Likelihood (L/M/H)</i>	<i>Severity (L/M/H)</i>	<i>Overall Risk Level (L/M/H)</i>	<i>Mitigation Measure(s)</i>
1.	<b>Financial:</b> Inadequate funding will delay the operationalization of the fish processing facilities	High	High	High	PPP arrangements for faster operationalization of the facilities
2.	<b>Operational: -</b> Limited awareness by stakeholders on the mandate of KFIC.	High	High	High	Adherence to Articles 10 and 232 of the Constitution
3.	Disputes and breach of contracts	High	High	High	Adherence to laws and regulations
4.	<b>Legal:</b> Lack of necessary guidelines/regulations and adequate human capacity may hinder the operations of KFIC	High	High	High	Development of guidelines and regulations for the recruitment of staff
5.	<b>Technological:</b> Obsolete and inappropriate technologies Mismatch of skills and	Medium	Medium	Low	Keep abreast and adapt to relevant global technologies Undertake regular training of staff

	<p>technology</p> <p>Rapid change of technology, loss of data and cyber- crimes e.g. hacking</p>				<p>within KFIC on ICT</p> <p>Upgrade equipment</p>
6.	<p><b>External:</b></p> <p>Natural disasters</p> <p>Climate change (Floods&amp;Droughts)</p>	High	High	High	<p>Develop disaster management plans</p> <p>Develop and implement climate resilient projects</p>

## CHAPTER 7: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

This chapter gives a summary of the resource requirements for implementing the Strategic Plan for the FYs 2023/2024 - 2027/2028, resource gaps, Resource Mobilization Strategies and Resource Management

### 7.1 Financial Requirements

To implement the Plan and KRAs highlighted in this plan, the financial resources required by KFIC is estimated to be KSh. **1,372.16 million**. A summary of the resource requirements for the FYs 2023/2024 - 2027/2028 is provided in Table 7.1

**Table 7-1 Financial Requirements for Implementing the Strategic Plan**

Cost Item	Projected Resource Requirements KSh. Mn					
	2023/24	2024/25	2025/26	2026/27	2027/28	Total
KRA 1: Investment in blue economy and fishery sector	7	7	51	35.5	40.5	301.16
KRA 2: Utilization of fishery infrastructure	100	105	165	165	70	605
KRA 3: General administration, planning and support services	0	12.48	77.72	70.96	140	141
Administrative Cost	65	65	65	65	65	325
<b>Total</b>	<b>172</b>	<b>189.48</b>	<b>358.72</b>	<b>336.46</b>	<b>315.5</b>	<b>1,372.16</b>

### Resource Gap

Table 7.2 sets out a summary of the variance between resource requirement and estimated resource allocation over the five-year period.

**Table 7-2 Resource Gap**

Financial Year	Estimated Financial Requirements (KSh. Mn)	Estimated Allocations (KSh. Mn)	Variance (KSh. Mn)
2023/2024	172	98	26.5
2024/2025	189.48	48	(63.48)
2025/2026	358.72	113	(164.22)
2026/2027	336.46	130	(128.98)
2027/2028	315.5	150	(154)
<b>Total</b>	<b>1,372.16</b>	<b>539</b>	<b>(833.16)</b>

## **7.2 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. KFIC will continue to mobilize funds from development partners and embrace PPPs to support some of the projects as outlined below.

### **7.2.1 Government Financing**

KFIC will effectively bid for allocation of more resources through the Medium-term Expenditure Framework Budgets, focusing on priority programs in line with the Kenya Vision 2030, Medium Term Plan IV, the Bottom-up Economic Transformation Agenda and other Policy documents. In addition, it will explore opportunities for generating A-In-A form the existing service delivery charter, implement cost reduction through “e-technology” and outsource services to improve its financial status.

### **7.2.2 Public Private Partnerships**

The Organization will seek Public Private Partnerships to undertake the implementation of the various programs and projects.

### **7.2.3 Development Partners**

KFIC will develop project concept notes on socio-economic development and investment opportunities for donor funding.

## **7.3 Resource Management**

The KFIC will put in place measures to ensure efficient, effective and economic 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 (e.g. use of e-mails, WhatsApp and virtual meetings);
- ii. Undertake group trainings;
- iii. Pooling of common user resources such as pool transport for officers,
- iv. Ensure adherence to approved budget and use of the Integrated Financial Management System (IFMIS),
- v. Ensure quarterly, bi- annual and annual monitoring of policies, programs and Projects and submission of quarterly Expenditure Budget reports to the Controller of Budget and the National Treasury,
- vi. Use Domain email to ensure security of information and data, and
- vii. Ensure that government services are digitalized to increase revenue collection, minimize the cost of collection and enhance service deliver;

## **CHAPTER 8: MONITORING, EVALUATION AND REPORTING FRAMEWORK**

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 to examine the relevance, effectiveness, efficiency and impact of the strategies. Evaluation will be done through assessments and will look at what will be accomplished against the set targets. Three major evaluations will be undertaken. These include mid-term evaluation; end term evaluation and where necessary, ad hoc evaluation. Reference will be made to the Kenya Evaluation Guidelines 2020 and the Kenya Norms and Standards for M&E. The results from the analysis of M&E will then be compiled into reports that will be used to make informed decisions.

### **8.1 Monitoring Framework**

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

- i. key performance indicators that will be objectively determined from the implementation matrix for tracking the outputs and outcomes;
  - ii. established baseline data on monitoring indicators; and
  - iii. continuous improvement on the targeted results for efficiency and effectiveness as planned.
- The M&E system for the Corporation comprises of heads of all the Departments and Divisions under the leadership of the Board of management which will provide oversight on the M&E of the projects/programmes contained in the SP.

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 (2025) 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 annual M & E reports and submit to the Board of Directors to assess the implementation of the Strategic Plan. The strategic control mechanisms will include;

- Annual work plans.
- Quarterly and annual performance reports.
- SPAS

Towards tracking, KFIC will; Objectively determine key performance indicators from the action plan implementation matrix for tracking the outputs and outcomes; Establish the baseline data on indicators to be monitored; and Plan for continuous improvement on the targeted results for efficiency and effectiveness.

## 8.2 Performance Standards

The monitoring and evaluation framework being used by the KFIC will be based on internationally accepted norms and standards and will include: relevance, efficiency, effectiveness, success and sustainability. KFIC will outline the standards for tracking performance for the strategic plan. This includes defining the Key Performance Indicators identified at outcome, output and efficiency level. The Strategic Theme Teams, through the coordination of the Heads of Departments and divisions will be responsible for data collection for the respective KRAs.

## 8.3 Evaluation Framework

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

**Table 8-1 Outcome Performance Matrix**

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
KRA 1: Investment in blue economy and fishery sector	Increased fish production	Quantity of fish landed in MT	1,000	2023	4,500	4,500
		No. of deep sea vessels procured/rehabilitated	0	2023	5	6
KRA 2: Utilization of fishery infrastructure	Increased revenue generation	Amount of revenue generated (Mn)	13	2023	94.2	88.5
KRA 3: General administration, planning and support services	Improved service delivery	No. of staff recruited	0	2023	10	51

### 8.3.1 Mid-Term Evaluation

The mid-term evaluation will be undertaken in the 2025/2026 FY. The review will ensure necessary changes in the objectives, strategies and activities are affected, informed by new information regarding the Corporation and the environment. This review will ensure that the plan remains relevant, feasible and delivers outputs that contribute to our mandate. The evaluation will be spearheaded internally by the different Departments led by the technical team. Reference will be made to the Kenya Evaluation Guidelines 2020 and the Kenya Norms and Standards for M&E.

### **8.3.2 End-Term Evaluation**

The End-Term evaluation will be undertaken by the end of the plan period (2027/2028 FY) to assess the implementation performance in terms of outcomes of the Strategic Plan. In addition, the evaluation will provide the challenges, lessons learnt and recommendations that will inform the next cycle of the strategic planning process of the Corporation.

### **8.4 Reporting Framework and Feedback Mechanism**

All Department/Divisions in the Corporation will be involved in monitoring and reporting on the progress of achievement of results and objectives based on indicators agreed upon in this Strategic Plan. This will be achieved by ensuring collection and provision of timely and accurate data during the plan period. The Department/Divisions will be expected to generate Monitoring and Evaluation reports on quarterly, bi-annual, and annual basis to serve as documentation of best practices which will be disseminated to senior management for learning and decision-making purposes. The Corporation will ensure that lessons learnt are captured and fed into a continual adjustment and improvement of the necessary corrective interventions in the strategy. The monitoring reports will be shared with stakeholders as a feedback mechanism from within and without to facilitate informed decision making.

The Corporation will prepare quarterly, annual and evaluation reports using the prescribed format as provided in Tables 8.1, 8.2 and 8.3 respectively.

**Table 8-2 Quarterly Progress Reporting Template**

**Kenya Fishing Industries Corporation  
 Quarterly Progress Report  
 Quarter Ending.....**

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

**Table 8-3 Annual Progress Reporting Template**

**Kenya Fishing Industries Corporation  
 Annual Progress Report  
 Year Ending .....**

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

**Table 8-4 Evaluation Reporting Template**

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



Annex i: Strategic Plan Theme Teams

Theme Teams	Strategic Issue	Responsibility for Implementation of Projected Targets	Theme Team Members
Theme Team 1	Low investment in the blue economy and fisheries sector	<ul style="list-style-type: none"> <li>• Operations and Business Development Department;</li> <li>• Infrastructure Development and Operations Department; and</li> <li>• Corporate Services Department</li> </ul>	Head, Operations and Business Development Department
Theme Team 2	Poor income from fishing due to poor post-harvest practices	<ul style="list-style-type: none"> <li>• Operations and Business Development Department</li> </ul>	Head, Operations and Business Development Department
Theme Team 3	Inefficiency in provision of legal services	<ul style="list-style-type: none"> <li>• Administration;</li> <li>• Strategy and Planning;</li> <li>• Human Resource Department;</li> <li>• Legal services;</li> <li>• Finance and Accounts;</li> <li>• Supply Chain Management Unit; and</li> <li>• Information Communication Technology</li> </ul>	Head, Corporate Services Department
<p><b>Theme Teams Terms of Reference</b></p> <ol style="list-style-type: none"> <li>i. Provide leadership that will be responsible for the execution of the strategic plan;</li> <li>ii. Cascade the strategic plan targets to the MTEF framework, annual work plans and performance contracts to ensure realization of the planned targets;</li> <li>iii. Coordinate development/review of policies, rules and regulations to support the implementation of the strategic initiatives;</li> <li>iv. Coordinate activities that are key in the implementation of the strategic plan;</li> <li>v. Explore alternative resource mobilization strategies e.g. donor support to finance the resource requirements gaps for the implementation of various strategies in the plan;</li> </ol>			

- vi. Ensure that resources are applied on the Strategic Plan critical activities. Towards this, BETA principle of prioritization and sequencing in the utilization of scarce resources to achieve desired outcomes should be adopted;
- vii. Track performance of the strategic plan targets by providing implementation status data for respective KRAs annually for continual adjustment and improvement of the necessary corrective interventions in the strategy;
- viii. Undertake mid-term review of the strategic plan targets and provide implementation status report; and
- ix. Ensure staff skills and competencies are employed for effective and efficient implementation of the strategic plan.



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