



# MINISTRY OF MINING, BLUE ECONOMY AND MARITIME AFFAIRS

## STATE DEPARTMENT FOR SHIPPING AND MARITIME AFFAIRS



## STRATEGIC PLAN 2023-2027

## **Vision**

A global leader in shipping and maritime services

## **Mission Statement**

To provide efficient, effective, safe, secure and reliable shipping and maritime services for sustainable economic growth and development

## **Core Values**

The core values of the State Department for Shipping and Maritime Affairs are:

- i. Integrity
- ii. Efficiency and Effectiveness
- iii. Inclusivity
- iv. High Standards of Professional Ethics
- v. Equity and Equality

## FOREWORD



The Maritime Sector is one of the key sectors under the Blue Economy and plays a significant role in Kenya's economy due to the country's strategic location along the Eastern Coast of Africa. Kenya has a long coastline along the Indian Ocean with inland waterways endowed with vast marine resources which are key to eradicate poverty, create jobs and spur economic growth for Kenya's Sustainable Development.

The Maritime sector has the potential to generate a substantial number of direct and indirect employment opportunities, increasing manufacturing, increasing trade, and seabed exploration among others. Expanding the shipping and maritime industry will contribute to economic diversification by promoting related sectors such as shipbuilding, maritime transport, offshore oil and gas exploration, ship repair, marine services, and coastal tourism among others. Developing a comprehensive maritime cluster can foster innovation, entrepreneurship, and investment in associated industries, leading to sustainable economic development.

The State Department has invested in the development of maritime infrastructure to support the growth of the sector. This includes the construction and critical maritime infrastructure for maritime education and training, development of modern shipyards, building of piers and jetties for the improvement of maritime transport connectivity.

In order to successfully implement this Strategic Plan, the State Department will implement the identified strategies under the six thematic areas guided by our vision and mission. We will provide the necessary leadership and direction and collaborate with both national and international partners. The Republic of Kenya being a party to UNCLOS will explore, exploit, conserve and manage the natural resources within the areas of her Exclusive Economic Zone and Continental Shelf.

This Strategic Plan 2023– 2027, is the second plan for the State Department for Shipping and Maritime Affairs and is corroborated with the Fourth Medium Term Plan (MTP IV) 2023-2027 of

the Kenya Vision 2030. It is in line with the Government's Bottom-up Economic Transformation Agenda (BETA) and the United Nations Sustainable Development Goals. The preparatory process of this Strategic Plan was participatory, involving key stakeholders for ownership, sustainability and successful implementation.

Finally, it is my strong conviction that the successful implementation of this Strategic Plan will expand our economy, improve youth employment, the country's competitiveness in international trade, income generation, skills development and contribute greatly towards the realization of the Kenya Vision 2030.

**Hon. Salim Mvurya, EGH**  
**Cabinet Secretary**  
**Ministry of mining, Blue Economy and Maritime Affairs**

## PREFACE AND ACKNOWLEDGEMENT



The Maritime sector encompasses the use and exploitation of the sea and inland waterways-based resources for sustainable economic development. It covers both aquatic and marine spaces including oceans, seas, coasts, lakes, rivers, and underground water. The State Department is mandated to create an enabling environment in the sub-sector through review and development of regulatory policy framework, Infrastructural development and skills development. These are key components in the sub-sector and geared towards exploitation of untapped blue economy resources, creation of investment opportunities for both off-shore and on-shore maritime transport as well as creation of job opportunities. It is out of this realization, that the government recognized this sub-sector under the Blue Economy sector in the Executive Order No. 1 of 2023 on reorganization of Government.

There is immense potential in the maritime sector, under the Bottom-Up Economic Transformation Agenda (BETA) as provided in the Fourth Medium Term Plan of the Kenya Vision 2030 and the Government proposes a number of interventions whose successful implementation will drive the country to a higher economic growth. These includes but not limited to: Maritime transport management, trade and trade facilitation; Maritime planning, research, innovation and knowledge management; Marine governance, environmental and resource protection; Maritime infrastructure development; Maritime education, training and labour placement and Institutional strengthening and capacity development. The implementation of this Strategic Plan and its financing framework will lead to the exploitation of the huge potential in the Maritime sector.

The State Department for Shipping and Maritime Affairs appreciates the leadership and overall policy guidance of the Cabinet Secretary, Ministry of Mining, Blue Economy and Maritime Affairs in developing this Strategic Plan and spearheading the country's transformative development agenda in the maritime sector

The preparation of this Strategic Plan commenced in January 2023. The process was highly consultative and participatory involving many stakeholders both directly and indirectly. I would like to acknowledge and commend our staff who were responsible for developing the Strategic Plan. The technical team comprised of the following: M.C Chishambo, Gideon Mwangi, Wilfred

Kagimbi, Simon Mungai, Joel Ngao, Henry Mobegi, Joseph Juma, Catherine Muiruri, Linda Kitavi, Dennis Tiyo, Faith Kiprono, Fiddy Ochar, Sharon Ketty, Beryl Ochieng, Evans Oyieyo, Mustafa Yassin, Abdulhakim Aden, Patricia Soi, Cynthia Mebur, Abraham Wachira, Edwin Were, Rosemary Odera, Maina Chira, Joseph Okhako, Gerald Kamau, Abdallah Boto, Enock Okemwa, Lynette Bunei, and Erick Musyoka. Their hard work, teamwork and commitment is duly acknowledged. In addition, I would like to thank all Heads of Departments and their staff at the State Department and the Chief Executives of the KMA, BMA and KNSL and their staff for their invaluable contribution and support to the process.

It is my sincere desire, hope and conviction that thorough commitment, teamwork and result-oriented mind-set we will actualize the implementation of this strategic plan.

**Geoffrey E. KAITUKO**  
**Principal Secretary**  
**State Department for Shipping and Maritime Affairs**

## TABLE OF CONTENTS

Foreword.....	i
Preface and Acknowledgement.....	ii
List of tables.....	iv
List of Annexes.....	v
Concepts and terminologies.....	vi
Acronyms and abbreviations.....	vii
Executive summary.....	
CHAPTER ONE: .....	19
INTRODUCTION .....	19
1.0 Overview .....	19
1.1 Strategy as an imperative for Organizational Success.....	19
1.2 The context of Strategic Planning .....	20
1.2.1. United Nations 2030 Agenda for Sustainable Development .....	20
1.2.2. African Union Agenda 2063 .....	21
1.2.3. East Africa Community Vision 2050 .....	22
1.2.4 Constitution of Kenya.....	24
1.2.5 Kenya Vision 2030, Bottom-up Economic Transformation Agenda and Fourth Medium Term Plan.....	24
1.2.6 Sector Policies and Laws .....	26
1.3 History of the State Department .....	27
1.4 Methodology of Developing the Strategic Plan.....	28
CHAPTER TWO .....	30
STRATEGIC DIRECTION .....	30
2.0. Overview .....	30
2.1 Mandates .....	30

2.2 Vision Statement.....	30
2.3 Mission statement.....	30
2.4 Strategic Goals .....	30
2.5 Core Values.....	31
2.6 Quality Policy Statement.....	31
CHAPTER THREE .....	32
SITUATIONAL AND STAKEHOLDER ANALYSIS.....	32
3.0 Overview .....	32
3.1 Situational Analysis.....	33
3.1.1 External Environment.....	33
3.1.2 Summary of Opportunities and Threats.....	36
3.1.3 Internal Environment .....	37
3.1.5 Analysis of Past Performance.....	39
3.2 Stakeholder Analysis.....	42
CHAPTER FOUR.....	52
STRATEGIC ISSUES, GOALS AND KEY RESULTS AREAS .....	52
4.1 Strategic issues.....	52
4.2 Strategic Goals .....	54
4.3 Key Results Areas (KRAs).....	54
4. Strategic Objectives and Strategies .....	57
CHAPTER FIVE .....	59
STRATEGIC OBJECTIVES AND STRATEGIES.....	59
5.0 Overview .....	59
5.1 Strategic Objectives.....	59
5.2 Strategic Choices.....	63

CHAPTER SIX .....	67
IMPLEMENTATION AND COORDINATION FRAMEWORK .....	67
6.0 Overview .....	67
6.1 Implementation Plan .....	67
6.1.1 Action Plan .....	67
6.1.2 Annual Workplan and Budget .....	67
6.1.3 Performance Contracting.....	67
6.2 Coordination Framework.....	67
6.2.1 Institutional Framework.....	67
6.2.2 Staff establishment, skills set and competence development.....	94
6.2.3 Leadership.....	101
6.2.4 Systems and procedures.....	101
6.3 Risk Management Framework.....	102
CHAPTER SEVEN .....	105
RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES .....	105
7.0 Overview .....	105
7.1 Financial Requirements .....	105
7.2: Resource Mobilization Strategies .....	106
7.3 Resource Management.....	106
CHAPTER EIGHT.....	108
MONITORING, EVALUATION ANG REPORTING FRAMEWORK.....	108
8.0 Overview .....	108
8.1 Monitoring Framework.....	108
8.2 Performance Standards .....	108
8.3 Evaluation Framework.....	109

8.3.1 Mid-Term Evaluation.....	111
8.3.2 End-Term Evaluation.....	111
8.4 Reporting Framework and Feedback Mechanism .....	111

## LIST OF TABLES

Table 3.1 1.2: Summary of broad Issues and Action Areas for Agenda 2063.....	22
Table 3.1 2.1 PESTEL Analysis.....	34
Table 3.1 Summary of opportunities and threats.....	37
Table 3.2 Summary of strength and weaknesses.....	39
Table 3.3 Stakeholders Analysis.....	45
Table 4.1 Key Result areas, strategic objectives and strategies.....	57
Table 5.1Outcomes Annual Projections.....	60
Table 5.2 Strategic objectives and strategies.....	63
Table 6.2 Staff establishment.....	95
Table 6.3 skills set and competence Development.....	101
Table 6.4 Risk Management Framework.....	103
Table 7.1 Financial Resource requirement.....	106
Table 7.2 Resource Gaps.....	107
Table 8.1 Outcome Performance matrix Matrix.....	110

## **List of Annexes**

Annex 1; Implementation Matrix.....	113
Annex II: Strategic Plan theme teams.....	140

## **CONCEPTS AND TERMINOLOGIES**

Berths-It a point where ships dock to be offloaded or loaded

Berth dues- Charges for the use of a berth

Cabotage-Shipment of cargo between a nation's ports

Cargo-The freight carried by a ship.

Hydrographic vessel- Vessel designed to conduct hydrographic research and survey

Vijana baharia-This is a programme that entails training and recruitment of seafarers

## ACRONYMS AND ABBREVIATIONS

AAMA	Association of African Maritime Administrations
AfCTA	Africa Continental Free Trade Area
AG	Attorney General
AIMS	Africa's Integrated Maritime Strategy
ASAL	Arid and Semi-arid Land
AU	African Union
AWP	Annual Work Plan
BIMCO	Baltic and International Marine Council
BMA	Bandari Maritime Academy
EAC	East African Community
EEZ	Exclusive Economic Zone
EIA	Environmental Impact Assessment
FAO	Food and Agricultural Organization
GCA	Government Clearing Agency
GDP	Gross Domestic Product
GDPI	Gross Direct Premium Income
GHG	Green House Gas
GLP	Glo-Litter Partnerships
GoK	Government of Kenya
HELB	Higher Education Loans Board
HR	Human Resource
HRA	High Risk Area
HRD	Human Resource Development
IAMU	International Association of Maritime Universities
ICZM	Integrated Coastal Zone Management
ILO	International Labour Organization
IMO	International Maritime Organization
IMSAS	IMO Member State Audit Scheme
INCOTERMS	International Commercial terms
IOMOU	Indian Ocean Memorandum of Understanding
IORA	Indian Ocean Rim Association
IRA	Insurance Regulatory Authority
ISCOS	Intergovernmental Standing Committee on Shipping
ISO	International Organization for Standardization
ISPS	International Ship and Port Facility Security
IWD	Inland waterways Development
KMA	Kenya Maritime Authority
KMDB	Kenya Maritime Data Bank
KNBS	Kenya National Bureau of Statistics

KNQA	Kenya National Qualifications Authority
KNSL	Kenya National Shipping Line
KRA	Key Result Area
LPC	Lead Partnering Country
LVBC	Lake Victoria Basin Commission
M&E	Monitoring and Evaluation
MARPOL	The International Convention for the Prevention of Pollution from Ships, 1973
MASS	Marine Autonomous Surface Ships
MCS	Monitoring Control and Surveillance
MDACs	Ministries, Departments, Agencies and County Governments
MET	Maritime Education and Training
ML	Maritime Labour
MLC	Maritime Labour Convention, 2006
MOU	Memorandum of Understanding
MPCS	Maritime Pollution Control, Safety and Security
MPNCCC	Mombasa Port and Northern Corridor Community Charter
MPR	Maritime Policy and Research
RMRCC	Regional Maritime Rescue Coordination Center
MSA	Merchant Shipping Act No. 4 of 2009
MSC	Mediterranean Shipping Company
MSP	Maritime Spatial Plan
MTCC	Maritime Technology Cooperation Centre
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NPC	New Pilot Country
PESTELE	Political, Economic, Social, Technological, Environmental, Legal & Ethical
PFM	Public Finance Management
PIDA	Programme for Infrastructure Development in Africa
PMAESA	Port Management Association of Eastern & Southern Africa
PPP	Public Private Partnership
PSC	Public Service Commission
REC	Regional Examination Centre
SAR	Search and Rescue
SBEC	Global Sustainable Blue Economy Conference
SDG	Sustainable Development Goals
SDSMA	State Department for Shipping and Maritime Affairs
SEZ	Special Economic Zone
SID	Seafarers Identity Document
SLA	Service Level Agreement
SOLAS	The International Convention for the Safety of Life at Sea, 1974

STCW	International Convention on Standards of Training, Certification and Watchkeeping for Seafarers, 1978
SWOT	Strengths, Weakness, Opportunities and Threats
TNA	Training Needs Assessment
TVET	Technical and Vocational Education and Training
TVET CDACC	Technical and Vocational Education and Training- Curriculum Development, Assessment and Certification Council
TVETA	Technical and Vocational Education and Training Authority
UNCLOS	United Nations Convention on the Law of the Sea, 1982
UNDP	United Nations Development Programme
WHO	World Health Organization
WMU	World Maritime University
WTO	World Trade Organization
WWF	World Wildlife Fund for Nature

## EXECUTIVE SUMMARY

The State Department for Shipping and Maritime Affairs is mandated to promote the maritime and shipping industry in Kenya. In order to continuously focus on its mandate, the State Department works within the government operational frameworks and interfacing with the numerous key stakeholders who contribute to different aspects of operations, management and policy formulation and implementation.

This strategic plan is anchored on the MTP IV of the Kenya Vision 2030 and focuses on providing a roadmap towards the delivery of quality services to stakeholders. It covers the period 2023 – 2027 and was prepared through a participatory approach that ensured consultations and involvement of stakeholders at all stages. It has set out its vision, mission, core values, goals and strategic objectives as well as strategies and targets.

This Strategic Plan has six (6) focus areas namely: **Maritime transport management, trade and trade facilitation** whose objectives are to enhance maritime safety and security at the water bodies ,to formulate and review legislative /regulatory framework and to participate in the maritime trade and investment ; **Maritime, research and innovation** meant to map and explore resources within marine ecosystem for sustainable use and to monitor the usage of Kenya's Economic Exclusive Zone; **Marine governance, environmental and resource protection** whose objective is to protect marine ecosystems and secure resources in the Exclusive Economic Zone ; **Maritime infrastructure development** meant to develop requisite infrastructure for the development of the maritime sector, to provide up to date, reliable and informative data on the maritime sector and to build cargo carrying capacity. **Maritime education, training and labour placement** whose key objectives are to promote and facilitate placement of competent seafarers and to develop and strengthen maritime education and training capacity; and **Institutional strengthening and capacity development** meant to build institutional capacity.

The plan has eight chapters that include an Introduction; Strategic direction, Situational and stakeholder analysis, Strategic issues, goals and key results areas, Strategic objectives and strategies Implementation and coordination framework, Resource requirements and mobilization strategies and a final chapter on Monitoring, evaluation and reporting framework. It also contains the strategic implementation matrix, attached as an annex.

To implement the plan, the State Department will require approximately **Kshs. 39.9B** during the plan period while the current allocation is **Kshs. 18.3B**. This estimated amount falls short of the sub-sector budget of **Ksh 21.6B**. The State Department will need to mobilize resources to bridge this gap. This will include among others engaging The National Treasury to allocate more resources, engaging Development Partners to raise resources to implement bankable projects in the sub-sector and engaging in the Public Private Partnership (PPP).

The State Department will undertake continuous monitoring, periodic reviews, mid and end-term reviews of the Strategic Plan in line with the broader Government performance management framework. Successful implementation of this strategic plan will depend on how effectively the planned activities are undertaken and outputs and outcomes are measured and verified. In that regard, monitoring and evaluation reports will be prepared to provide feedback on progress made, form the basis of implementing the plan and guide the State Department's management in decision making.

## CHAPTER ONE:

### INTRODUCTION

#### **1.0 Overview**

This chapter gives the background of the State Department for Shipping and Maritime Affairs, its, mandate and growth trajectory. The chapter describes the Department's role in achieving national development priorities, regional and international development frameworks which includes Sustainable Development Goals, Africa Union Agenda 2063, and East Africa Community Vision 2050. The Chapter also states the provisions of the Constitution that are relevant to its mandate and how the Strategic Plan will help in the implementation of its provisions. It then identifies and describes the State Department for Shipping and Maritime Affairs contribution to the implementation of the Kenya Vision 2030, BETA and MTP IV. Lastly, the chapter describes how the Strategic Plan will integrate the sector specific policies, laws and international treaties and conventions.

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

##### **1.1.1. Background**

The establishment of the State Department for Shipping and Maritime Affairs finds its roots from the Economic Commission for Africa Sub-Regional Office for Eastern Africa 19th Session of the Intergovernmental Committee of Experts on “Harnessing the Blue Economy for the development of Eastern Africa”, held from 2nd to 5th March 2015 in Antananarivo, Madagascar. During the meeting, States in Africa were urged to mainstream Blue Economy into their national and regional development plans. The States were encouraged to establish necessary institutions and build relevant capacities to better harness the potential in the Blue Economy Sector.

In view of this, the Government of Kenya through the Executive Order No.1/2016 on “Organization of the Government of the Republic of Kenya” established the State Department for Shipping and Maritime within the Ministry of Transport, Infrastructure, Housing and Urban Development and the Ministry was later renamed to the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works vide Executive Order No. 1 of 2018, “on the Organization of Government”. The State Department remained under this Ministry until the Executive order No. 1 of 2023 on the Organization of Government, which established the State Department for Shipping and Maritime Affairs under the Ministry of Mining, Blue Economy and Maritime Affairs. Further, the Executive Order No. 2 of 2023, “On the Organization of Government” placed the State Department in the same Ministry and with the same mandate.

This Strategic Plan is aligned to Kenya Vision 2030, which is the country's development blueprint that aims to transform Kenya into a newly industrialized middle-income country by the year 2030, its Fourth Medium Term Plan (2023-2027), the Bottom-Up Economic Transformation Agenda, the Sustainable Development Goals (SDGs) and Africa Agenda 2063. The development of this Strategic Plan 2023-2027 was informed by the State Department's mandate vide the Executive Order No.1 of 2023 and No. 2 of 2023, and the Bottom-up Economic Transformation Agenda

(BETA), which is the national development agenda. The plan addresses the challenges identified and lessons learnt during the implementation of the Strategic Plan 2018-2022. It has also feedback raised by stakeholders during its validation, incorporated new changes and developments that have taken place in the Shipping and Maritime Sector. The Strategic plan will guide the Ministry in the implementation of its policies, programmes and projects.

The State Department for Shipping and Maritime Affairs was formed vide Executive Order No. 1/2023 and further Executive Order No. 2/ 2023 under the Ministry of Mining, Blue Economy and Maritime Affairs. The State Department's overall mandate is promotion of maritime and shipping industry. The State Department having been allocated thirteen mandates that defines its functions, under the Executive Order had to undertake strategic planning in order to define its future direction in a clear and concise manner and to achieve the set objectives.

To effectively undertake its functions, the State Department has 2 approved Directorates and nine support departments. The functions of the State Department are complemented by three Semi-Autonomous Government Agencies (SAGAs) with distinct functions that support the achievements of the Key Result Areas. These SAGAs are Kenya Maritime Authority, Bandari Maritime Academy and Kenya National Shipping Line

## **1.2 The context of Strategic Planning**

This strategic plan has been developed in consideration of the following national development priorities, regional and international development frameworks:

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

The Sustainable Development Goals (SDGs) 2015 – 2030 provides a plan of action for the people, prosperity, planet, peace and partnership. Out of the seventeen goals, five are pertinent to SDSMA and have been addressed in the Strategic Plan through the following initiatives:

- i. **Gender Equality (SDG 5):** In the maritime industry, women constitute approximately 2% of the workforce in the world. There are concerted efforts by both the government and international community to increase the participation of women in the maritime sector through an affirmative action. SDSMA will ensure gender parity in the recruitment, training and placement processes.
- ii. **Decent work and economic growth (SDG 8):** Kenya is a signatory to IMO, ILO and WHO and therefore SDSMA is bound by the regulations and standards of ensuring proper working environment to facilitate maritime labor to the international market.
- iii. **Climate action (SDG 13):** Kenya is a signatory to United Nations Framework for Climate Change Convention (UNFCCC) and Paris agreement. It is therefore important to develop mechanisms for addressing Greenhouse Gas Emissions (GHG) from the shipping industry through adaptation, mitigation and control. The Government of Kenya implemented this SDG by enacting the Climate Change Act No 11 of 2016, whose purpose is to:
  - Provide for a regulatory framework for enhanced response to climate change;

- Provide for mechanism and measures to achieve low carbon climate development and for connected purposes.

SDSMA will mainstream climate action plan and strategies in all the sectoral plans and budget.

iv. **Life below Water (SDG14):** The State Department is committed in protecting marine ecosystem through ensuring safe, secure, clean and efficient water transport for sustainable shipping for the benefit of the stakeholders. It has also domesticated various conventions addressing marine environmental protection such as SOLAS 1974, MARPOL 1978 and attendant regulations.

v. **Partnership for the Goals (SDG 17):** The State Department commits itself through bi-lateral and multi-lateral agreements in meeting its core goals and objectives. This includes capacity building in the shipping industry through collaborations and cooperation with the global maritime community. Currently the SDSMA hosts a centre for Maritime Technology Cooperation Center (MTCC) for Africa, which is among the five centers under the Global Maritime Network set up to support Green House Gas (GHG) emission reduction strategy. In addition, Kenya is a signatory to IMO, ISCOS, IORA IOMOU, MTCC, AAMA, ILO and WHO and will partner with these international, regional and continental organizations to advance the Blue Economy in the shipping and maritime sector.

### 1.2.2. African Union Agenda 2063

According to African Union Agenda 2063, Africa's Blue/ ocean economy is three times of its landmass and shall contribute significantly to the continent's transformation and growth. This will be undertaken through the knowledge on marine and aquatic biotechnology, the growth of an African-wide shipping industry, the development of sea, river and lake transport and fishing and exploitation and beneficiation of deep-sea mineral and other resources. In addition, the Vision of Agenda 2063 is geared towards improving connectivity in Africa through acceleration of the implementation of multimodal transport under PIDA. SDSMA will therefore be at the forefront in the development of an African-wide shipping industry and facilitating the other subsectors in the Blue Economy to ensure the vision of Agenda 2063 is realized.

Over the years, focus on the contribution of the opportunities related to the “blue/ocean economy” has gained momentum. This has led to among other initiatives, the establishment of Africa-wide shipping, with African lakes and rivers serving as fully developed waterways and navigable links to landlocked states, thus integrating their markets with the rest of the continent and the world.

By 2063 the necessary diverse infrastructure (quality and size) will be in place to support Africa's accelerated growth, technological transformation, trade and development, including: high-speed railway networks, roads, shipping lines, sea and air transport, expanded investment in ICT, and digital economy (AU 2063 Agenda).

**Table 3.1 1.2: Summary of broad Issues and Action Areas for Agenda 2063**

<b>Goal</b>	<b>Priority areas for 2063</b>	<b>Targets for 2063</b>	<b>Indicative strategies</b>
1.6 Blue/ocean economy for accelerated economic growth	1.6.2 Port operations and marine transport	<p>a. At least quadruple in real terms the contribution of shipping / port operations services to GDP</p> <p>b. At least locally owned or a REC country owned shipping lines carry 40per cent of annual tonnage of cargo.</p> <p>c. Average duration of ship call time is reduced by at least 30per cent by 2020</p> <p>d. Average time for clearing of goods from ports is reduced by at least 50 per cent by 2020</p>	<ul style="list-style-type: none"> <li>• Implement the African Integrated Maritime Strategy</li> <li>• Develop/implement policies for the growth of port operations and marine transport</li> <li>• Build capacities for the growth of the port operations and marine transport</li> <li>• Conduct research and development in support of the growth of marine transport businesses</li> </ul>

### **1.2.3. East Africa Community Vision 2050**

The East African Community (EAC) Vision 2050 aims at having an upper-middle income region with a secure and politically united East Africa based on the principles of inclusiveness and accountability. Its mission is to widen and deepen economic, political, social and cultural integration in order to improve the quality of life of the people of East Africa. The Vision 2050 has identified six pillars namely Infrastructure Development, Agriculture, Food Security, & Rural Development, Industrialization, Environment & Natural Resource Management, Tourism, Trade & other Services Development, and Good Governance, Defence, Peace & Security.

The State Department for Shipping and Maritime Affairs is under the Infrastructure Development pillar, which aims at improving access to affordable, and efficient regional transport, energy and communication network for increased competitiveness. The EAC region plans to have efficient, interoperable and integrated transport systems that facilitates reduction of transport costs thus increasing the competitiveness of the region. The Infrastructure Development in the region will be

aligned to the EAC Transport Strategy and Intermodal Transport Development Strategy among others. The region infrastructure shall be substantially interconnected, efficient, and environmentally friendly with high speed and safe integrated multimodal transport system. The State Department will therefore ensure the maritime transport is affordable, efficient, interoperable and integrated with other modes of transport.

In EAC Vision 2050, the sea and lake ports have been identified as important links in the transportation of bulk imports and exports. Kenya and Tanzania have seaports in Mombasa and Dar es Salaam respectively, and lake ports along Lake Victoria and Lake Tanganyika. These however face several challenges that include poor operating systems, insufficient equipment, shallow channels, water hyacinth and narrow berths that inhibit the navigation and docking of large ships. The inefficiencies have led to delays in clearance and ship turnaround time. The State Department will facilitate the development of both sea and lake ports and addressing the identified challenges and inefficiencies.

The participation of the EAC region in international shipping activities is very low as it controls about 0.05% of the world's Gross Tonnage, making the region the net importer of shipping services. The Vision aims at reversing this trend to ensure that the region participates in the international shipping services. The region will be developing an Integrated Maritime Strategy that will govern the development of the regional maritime industry. In addition, The EAC Vision 20250, aims at increasing the maritime port services by about 33 percent from the current four maritime ports to twelve by 2050.

The Vision 2050, aims at making Lake Victoria and Lake Tanganyika economically beneficial to the region by having the waterways actualized through surveying and mapping the navigability of the lakes and rivers in the region. The Vision have identified the Lake Victoria rim, which will be converted into a major economic hub. This hub will have vessels that connects the future cities around the Lake and links the Northern Corridor with the Central Corridor and ultimately connecting to River Nile to the north and Lake Tanganyika to the South and Tazara line. The Vision will therefore ensure that there are no missing links in the road, railway and water systems in the region. The State Department will therefore ensure this is integrated into the development of the maritime transport system.

To achieve this vision, EAC Partner States are keenly urged to consider the following measures to improve the ports: develop, expand and modernize the sea and lake infrastructure and build bigger ports to cope with the increasing cargo volumes which is estimated to triple in the next 15 years; modernize the cargo handling, storage and clearance facilities and parking facilities, at the ports and border posts to handle the large number of cargo trucks, and review and update existing maritime laws in line with international best practices

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

The Constitution of Kenya has several provisions that will govern how the State Department will manage the maritime affairs. The Constitution determines the territorial waters as part of the Republic of Kenya. The State Department will therefore be guided by the Constitution in managing maritime resources in both Coastal and Inland waters. As the institution mandated to undertake Maritime Spatial Planning, protection and regulation of marine ecosystems and Protection of Marine Resources in EEZ and monitoring its usage, it will be guided by the Constitution on the territory and territorial waters of Kenya and protection, conservation of the environment and ensuring sustainable development and use of natural resources in the water bodies.

The Constitution of Kenya Articles 2 sec 5 & 6 on the general rules states that international law shall form part of the laws of Kenya and any treaty or convention ratified by Kenya shall form part of the laws of Kenya. Kenya has ratified several international conventions namely SOLAS, MARPOL, MLC, ILO, STCW and UNCLOS dealing with maritime related issues on safety, security, pollution and labor and these therefore becomes part of the Kenyan Law. The State Department will spearhead the implementation of these laws and any other laws that will be ratified during the plan period.

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

##### **1.2.5.1 Kenya Vision 2030**

Kenya's Vision 2030 is the long-term development blueprint for the country that aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030. The Vision is anchored on three pillars; Economic, Social and Political. The overall theme of the economic pillar is to move the economy up the value chain and its objective is to improve the prosperity of the country by maintaining a sustained GDP growth rate of at least 10 percent from the year 2012 to 2030. The Kenya Vision 2030 identified six priority sectors under the Economic pillar with high potential of spurring the country's economic growth and development. Further, in the Third Medium Term Plan of the Kenya Vision 2030, two other sectors were identified and the Blue Economy was recognized as the 8<sup>th</sup> sector of the Economic pillar. In addition, the eight sectors of the economic pillar are linked directly or indirectly with the Maritime Sector and depends on the sector to develop. This will therefore entail development of the Maritime Sector resulting to increased job creation and export revenue and contributing to higher economic growth. The State Department for Shipping and Maritime Affairs will therefore develop the Maritime Sector in order to facilitate and accelerate the eight sectors and contribute to the social economic transformation of the country.

### 1.2.5.2 Bottom-Up Economic Transformation Agenda

Bottom-up Economic Transformation Agenda (BETA) is the Government policy that aims at reducing the cost of living, eradicating hunger, creating jobs, ending poverty, expanding the tax base, improving foreign exchange and ensuring inclusive growth. Through BETA, the government have identified five core pillars and enablers. The five core pillars include Agriculture Transformation, Micro, Small and Medium Enterprise Economy, Housing and Settlement, Healthcare and Digital Superhighway and Creative Economy while the enablers include Infrastructure, Manufacturing, Blue Economy, The Services Economy, Environment and Climate Change, Education and Training, Women Agenda, Social Protection, Sports, Culture and Arts, Youth Empowerment and Development Agenda, and Governance. The Maritime Sector being the foundation of the Blue Economy and will play a significant role in reduction of cost of living, creating jobs, ending poverty, expanding tax base, improving foreign exchange and ensuring inclusive growth. The role of the sector is highlighted below:

1. **Trade Facilitation:** Kenya heavily relies on international trade, with over 90% of its imports and exports being transported through maritime routes. The shipping industry enables the movement of goods, both domestically and internationally, contributing to the overall economic growth of the country. Efficient and reliable shipping services are essential for facilitating trade, attracting foreign investment, and expanding Kenya's export markets.
2. **Ports and Logistics:** Kenya has several major ports, including the Port of Mombasa, which is the gateway to East Africa and a vital hub for regional trade. Developing and enhancing the infrastructure and operations of these ports is a critical component of the bottom-up economic transformation agenda. Improving port efficiency, reducing turnaround times, and increasing capacity can significantly boost trade volumes and attract more investment in logistics and related industries.
3. **Job Creation:** The Maritime sector has the potential to generate a substantial number of direct and indirect employment opportunities. The industry requires a skilled workforce, ranging from seafarers to port operators, logistics personnel, marine engineers, naval architects, nautical scientists and maritime lawyers amongst others. Fostering the growth of this industry can contribute to job creation, skills development, poverty reduction and wealth creation in Kenya.
4. **Economic Diversification:** Expanding the shipping and maritime industry can contribute to economic diversification by promoting related sectors such as shipbuilding, ship repair, container construction, repair and cleaning, marine services, cruise and coastal tourism. This diversification reduces dependence on a few key sectors and enhances resilience against economic shocks. Developing a comprehensive maritime cluster can foster innovation, entrepreneurship, and investment in associated industries, leading to sustainable economic development.

5. **Blue Economy:** The Bottom-up Economic Transformation Agenda can leverage on Kenya's extensive coastline and marine resources to promote the blue economy. The blue economy encompasses various sectors like maritime transport, fisheries, aquaculture, marine tourism, renewable energy, bio-prospective and offshore oil and gas exploration. By proper planning, and integrating the shipping and maritime industry with the blue economy, Kenya can tap into its maritime resources, create value-added products and services, and unlock significant economic potential.
6. **Regional Integration:** Kenya's strategic location on the East African coast positions it as a gateway for regional trade and integration. Strengthening the Maritime sector aligns with efforts to enhance regional connectivity, such as the development of transport corridors and the harmonization of trade policies. Improved maritime connectivity and collaboration with neighboring countries can boost cross-border trade, increase foreign direct investment, and foster regional economic cooperation. Further, developing regional cabotage regime will enhance regional trade and development and ensure regional countries benefit from the multi-million-dollar international trade.

#### **1.2.5.3 Fourth Medium Term Plan**

The Fourth Medium Term Plan (MTP IV) is a five-year plan that implements the Kenya Vision 2030, which is the country's development blueprint. The theme of MTP IV (2023-27) is "*Bottom-Up Economic Transformation Agenda for Inclusive growth*". The MTP IV will therefore implement BETA, which is geared towards economic turnaround and inclusive growth through a value chain approach. The MTP IV is composed of five sectors namely: Finance and Production Economy; Infrastructure; Environment and Natural Resource; Social Sector; and Governance and Public Administration. The State Department for Shipping and Maritime Sector is under the Environment and Natural Resources Sector, which will focus on promoting the Maritime sector as the foundation of the Blue Economy up the value chain. Over the medium term, the State Department through the Fourth Medium-Term Plan (2023-2027) seeks to "Sustainably manage and develop the Maritime resources for enhanced socio-economic benefits to Kenyans". The range of economic investment opportunities in Kenya's Maritime sector include but not limited to; maritime transport, ship building and repair, container construction, repair and cleaning, maritime education and training, marine cargo logistics, maritime law, safety and security, marine salvage, international shipping, maritime data, cargo consolidation, maritime insurance, bunkering, ship handling, port agency, port related services, water sports, as well as leisure boating. All these are geared towards achievement of the Fourth Medium Term Plan.

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

The State Department for Shipping and Maritime Affairs is cognizant of the existing policies, laws, international treaties and conventions and is committed to align and implement them. The sector specific policies include; the Integrated National Transport Policy (INTP), National Maritime

Transport Policy (NMTP), National Maritime Education and Training Policy (NMETP), Cabotage Policy, Maritime Investment Policy and others that will be developed during the plan period. The laws include among others Merchant and Shipping Act, 2006, KMA Act 2006, BMA Bill 2023 and associated amendments while the international conventions are SOLAS, MARPOL, MLC, ILO, STCW and UNCLOS dealing with maritime related issues on safety, security, pollution and labor.

The Strategic Plan have ensured that all the above policies, laws, international treaties and conventions are part of the MTP IV priorities and aligned to the State Department's Programmes and Projects. The strategic plan has also made provisions to ensure all the laws and regulations for implementing the international conventions and amendments have been provided in order to ensure the Maritime sector achieves the envisaged benefits to the Kenyan people. The Annual Performance Contract targets will be derived from Strategic Plan, which are aligned to MTP IV priorities.

### **1.3 History of the State Department**

The Economic Commission for Africa Sub- Regional Office for Eastern Africa 19<sup>th</sup> Session of the Intergovernmental Committee of Experts meeting held on 2nd -5th March, 2015, in Antananarivo, Madagascar on the theme "*Harnessing the Blue Economy for the development of Eastern Africa*", urged African States to mainstream the Blue Economy into their national and regional development plans. In the meeting, the States were encouraged to establish the necessary institutions and build the relevant capacities to better harness the potential in the Blue Economy Sector.

In view of the above, the government of Kenya through Executive Order No. 1/2016 on "***Organization of the Government of the Republic of Kenya***" established the State Department for Maritime and Shipping Affairs and was later reorganized by the Executive Order No. 1 of 2023, and renamed the State Department for Shipping and Maritime Affairs within the Ministry of Mining, Blue Economy and Maritime Affairs. Further, the Executive Order No. 2 of November 2023 on "*Organization of Government of the Republic of Kenya*" also placed the State Department for Shipping and Maritime Affairs under the same Ministry and assigned 15 functions. The SAGAs in the State Department for Shipping and Maritime Affairs include:

1. **Kenya Maritime Authority**-The authority is a body corporate established under the Kenya Maritime Authority Act, 2006 to regulate, coordinate and oversee maritime affairs.
2. **Kenya National Shipping Line Ltd (KNSL)**- The Kenya National Shipping Line Ltd was established in 1987 as a maritime service provider through the Articles of Association & Shareholders' Agreement under the Company's Act (Cap 486). Its structure and operation are guided by the State Corporations Act and the Merchant Shipping Act 2009.

3. **Bandari Maritime Academy (BMA)**-Established in November 2018 vide a Legal Notice No. 233 of 2018 to provide Maritime Education and Training (MET) for sustainable Blue Economy.

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

The preparation of the Strategic Plan was based on the following provisions of the law; The Public Finance Management Act 2012, section 68(2) (g) & (h) and the Public Service Commission (Performance Management) Regulations 2021 part III, (11) that requires that public institutions prepare strategic plans based on the medium-term fiscal framework and fiscal policy objectives of the national government and the revised guidelines for preparation of the fifth Generation Strategic Plans 2023-2027.

The development of this strategic plan was inclusive, participatory and consultative. The strategic plan development process was consultative. The following was the process of development of the strategic plan

##### **Step 1: Initiation of the preparation of Strategic Plan 2023-2027**

**Appointment of technical team:** A technical team drawn from all the departments/divisions from the State Department, Kenya Maritime Authority, Bandari Maritime Academy and Kenya National Shipping Line was appointed and involved in the development of strategic plan from the initiation to finalization. The terms of reference (ToRs) for the team included;

1. Conducting a review of past Strategic plans/policy documents related to the mandates of the State Department as per the new executive order.
2. Conducting a Situation Analysis by undertaking internal and external environmental scan, stakeholder analysis, identifying challenges and opportunities and lessons learnt in previous implementation of related strategies;
3. Preparing an implementation matrix for the plan as well as the derived matrices for the State Department and Agencies with key performance indicators, targets and indicative budgets;
4. Undertaking costing of activities as derived from the strategies to inform resource requirement;
5. Reviewing existing organizational structure and developing a new one where necessary.
6. Assessing the human resource capacity including staffing, skills and terms of service necessary to implement the mandate of the Department.
7. Identifying financial resource requirements and gaps and proposing measures to address resource gaps;
8. Conducting a risk analysis and proposing mitigation measures to ensure successful implementation of the Strategic Plan;

9. Developing a monitoring, evaluation and learning framework for the Strategic Plan;
10. Coordination/Stakeholders' engagement on the strategic plan; and
11. Developing a schedule for the strategic Plan validation, finalization, and dissemination.

**Heads of Departments and SAGAs-** The technical team engaged all the heads of departments (HoDs) and Chief Executives Officers (CEOs) of Semi-Autonomous Government Agencies (**SAGAs**) in the State Department to gather and analyze information from their institutions and departments.

### **Step Two: Development of Strategic Plan 2023-2027**

**Workshops:** The technical team held two (2) workshops to draft the Strategic plan. The first workshops was used by the team to put into context the information gathered as guided by the fifth-generation guidelines for preparation of the Strategic Plan 2023 – 2027. The first draft was shared with the stakeholders immediately after the workshop for comments and inputs.

Second workshop was held to include the inputs and comments from the stakeholders and to align it to the 5<sup>th</sup> Generation guidelines. The Second draft was shared with the Principal Secretary and approved for circulation to both internal and external stakeholders. However, the State Department for Economic Planning released a Revised 5<sup>th</sup> generation guidelines for preparation of Strategic Plan 2023-2027 and the State department through the CPPMD in consultation with the technical team undertook the activity and aligned with the MTP IV which was released on 21<sup>st</sup> March 2024.

### **Step Three: Validation**

The Strategic Plan is required to be validated by both internal and external stakeholders. The Strategic was finalized and approved for sharing with all the stakeholders. A form was developed to guide the stakeholders to forward their inputs, feedback and suggestion in order to facilitate finalization of the draft Strategic Plan. The inputs will be incorporated in the Strategic Plan and final draft developed. The final draft will be shared with the top management including HODs, Principal Secretary and Cabinet Secretary.

### **Step Four: Printing and Dissemination**

The Final draft Strategic Plan will be taken for final editing, alignment and printing. The official launch of the State Department for Shipping and Maritime Affairs Strategic Plan 2023-2027 will be set and the Strategic Plan shared with all the stakeholders and members of public.

## CHAPTER TWO

### STRATEGIC DIRECTION

#### 2.0. Overview

This chapter gives the strategic direction of the State Department for Shipping and Maritime Affairs in delivering its mandate. It also entails the vision, mission, strategic goals, core values and quality policy statement.

#### 2.1 Mandates

The State Department has the following mandate as per the Executive Order No.2 of 2023:

- i. Promotion of Maritime and Shipping Industry;
- ii. Maritime Transport Management;
- iii. Ship Registration;
- iv. Marine Cargo Insurance;
- v. Human Resource, Development, Management and Research in Support of Kenya's Shipping Industry;
- vi. Establishment of Effective Admiralty Jurisdiction;
- vii. Development of a Central Data and Information Centre;
- viii. Co-ordinating Maritime Spatial Planning and Integrated Coastal Zone Management;
- ix. Protection and Regulation of Marine Ecosystems;
- x. Develop national capacity for Kenya's maritime sector;
- xi. Promote and facilitate placement of Kenyans in the global maritime labour market;
- xii. Protection of the Marine Resources in EEZ;
- xiii. Monitoring and Advising on Usage of Kenya's Exclusive Economic Zone;
- xiv. Ocean Governance and marine management; and
- xv. Government Clearing and Forwarding Services

#### 2.2 Vision Statement

*A global leader in shipping and maritime services*

#### 2.3 Mission statement

*To provide efficient, effective, safe, secure and reliable shipping and maritime services for sustainable economic growth and development*

#### 2.4 Strategic Goals

The strategic goals are:

- i. To enhance safety and security for the maritime sector

- ii. To develop and manage national capacity for Kenya's maritime sector
- iii. To protect and ensure sustainable use of marine ecosystem for socioeconomic development
- iv. To promote maritime and shipping industry
- v. To develop requisite infrastructure for the maritime sector
- vi. To enhance research, development and management of information in the maritime sector
- vii. To enhance human resource capacity and global employment in the maritime sector
- viii. To develop and enhance policy, legal, regulatory and institutional capacity

## 2.5 Core Values

The core values of the State Department for Shipping and Maritime Affairs are:

- i. **Integrity:** The Department will Champion integrity by adhering to moral and ethical principles including prompting uprightness and reliability while executing its mandate.
- ii. **Efficiency and Effectiveness:** The Department will strive to use minimal resources to achieve maximum results in service delivery. The Department will strive to provide timely and accurate information at all times.
- iii. **Inclusivity:** The Department will strive to ensure comprehensive participation of all stakeholders and will observe the rule of law in all undertaking.
- iv. **High Standards of Professional Ethics:** The Department will support and facilitate teamwork by recognizing both team and individual effort, adhere to best practices, meritocracy, professional ethics and standards.
- v. **Equity and Equality:** The Department will promote patriotism, impartiality, fairness and equal distribution of resources and services at all levels. The Department will also champion devolution ideals.

## 2.6 Quality Policy Statement

The State Department is committed to operate a quality management system in line with ISO 9001 International Standard aimed at providing high quality services and products that meet or exceed expectations of our customers and stakeholders. Through this system, the State Department shall endeavor to discharge its mandate for the development and continuous improvement of the Maritime Sector by ensuring that there is increased contribution of the sector to the GDP and the priorities of BETA. To be able to achieve this, the State Department shall ensure that:

- Quality objectives are determined, measured, monitored, evaluated, reviewed and continually improved for sustainability.
- Resources required are mobilized to enhance product and service delivery,
- This policy and associated quality management system documentation are communicated and understood by all employees and stakeholders,
- This policy is reviewed and revised as frequently to take into account changing Quality Management Systems and other relevant practices in the Maritime sector.

## **CHAPTER THREE**

### **SITUATIONAL AND STAKEHOLDER ANALYSIS**

#### **3.0 Overview**

This chapter gives the strategic model guiding the State Department for Shipping and Maritime Affairs in delivering its mandate. It further identifies stakeholders, their roles and responsibilities and highlights lessons learnt for the purpose of improving future performance.

### 3.1 Situational Analysis

#### 3.1.1 External Environment

The State Department's external environment is informed by an in-depth analysis of its macro and micro environments. This culminated into identification of various factors that affect the implementation of projects and programmes. These include international, global and regional peace and security situations and changes in climatic patterns.

The Department has endeavored to leverage on regional and international cooperation and engagements to ensure that Kenya is able to harness global opportunities. To implement this Strategic Plan effectively, the current legal, institutional and regulatory framework will be reviewed and aligned to the strategic policy focus.

##### 3.1.1.1 Macro-Environment

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

In order to effectively plan and implement strategic interventions in SDSMA, it is important to understand the operating environment and the factors that are likely to impact negatively or positively on its operations. Table 2.2 illustrates some of the important factors likely to affect implementation of this Strategic plan.

*Table 3.1 2.1 PESTEL Analysis*

Category	Factors	Description
<b>Political</b>	Political Good will	Support from the government by continued existence of the State Department through Executive Order no. 1 of 2023.
	Kenya Vision 2030	Development of Kenya to middle income country and improvement of social fabric  Recognition and visibility to stress the importance of the shipping and maritime sector and the blue economy sector with its implementation in MTP and BETA
	AU Agenda 2063	Africa's strategic framework for the socio-economic transformation of the continent over the next 50 years
	UN Agenda 2030	Peace and prosperity and sustainability for people and the planet, now and into the future

Category	Factors	Description
	Intergovernmental Relations	Collaboration with neighboring countries can boost cross-border trade, increase foreign direct investment
<b>Economic</b>	Forex Fluctuations	Affects value of imports and exports
	Wealth creation	Contribution to GDP
	Global and regional trade	Kenya's strategic position as the gateway to East and Central Africa enhances the volume of trade.
	Manufacturing	Ship building and repair will enhance the manufacturing sector contribution to the GDP.  Creation of Special Economic Zones (SEZ)
	Tax Incentives	Supportive fiscal regime will attract investment in the sector
<b>Social</b>	Job opportunities	Improved well-being; poverty alleviation; increased government revenue through investment opportunities  High unemployment levels in maritime sector; to be mitigated through available opportunities in the sector
	Awareness creation	Increased demand for shipping and maritime services; increased investment in the maritime sector.
	Education	Uptake of maritime-related courses is still low.  Inadequate research & development in the maritime sector.  Awareness on maritime related courses.
	Culture	Values and norms in protection of marine environment and resources  Inculcation of values and norms across generations
	Safety and security	Maritime safety, security and ecosystem strategies will safeguard and sustain the nation's maritime domain and competitiveness

Category	Factors	Description
<b>Technological</b>	Emerging technologies	Legal framework to oversight adoption of technologies in the maritime sector and mitigate the risks posed such as cyber security.  Enhance service delivery
	Disruptive technology	Rapid development of disruptive technology may render capital intensive investments obsolete
	Infrastructure	Maritime infrastructures such as ports, jetties, piers is likely to open up coastal and inland shipping
<b>Environmental</b>	Climate Change	Rise of lake water levels affecting development of riparian infrastructure
	Invasive species	Affects the safety of water transport
	Marine pollution	Land-based pollutants and ship-source pollution affecting marine ecosystem
	Climate financing	To finance climate change adaptation and mitigation measures in the sector
<b>Legal</b>	Constitution of Kenya	Supreme law of the land
	International Conventions and treaties	Domestication of international legal instruments
	Institutional and legal frameworks	Harmonization of by-laws, maritime regulations and policies by local government

### 3.1.1.2 Micro-environment

The Maritime Sector dates back to centuries away, however the government started prioritizing the sector in less than a decade back. The State department has therefore not been able to access the required resources to ensure achievement of its strategic objectives. Some of the immediate operating environment that affect access to resources, which are necessary for the achievement of the strategic objectives, include:

#### i. Human Capital

The Maritime Sector has inadequate human resource capacity and this hampers its development. The State Department will therefore prioritize investments in Maritime Education and Training in order to build capacity both in the country and globally.

Currently, Kenya has about 10,500 seafarers (both officers and ratings) while globally it is estimated that there are 1,892,720 seafarers. The global demand for seafarers is estimated to be a deficit of 89,510 officers and 450,000 ratings by the year 2026 and an additional 875,000 seafarers for officers and ratings will be required in the global shipping industry by 2050. This therefore provides an opportunity to create the much-needed employment opportunities for the youth.

### **ii. Maritime investment**

The Maritime resources have not been identified and most of Kenyans are not aware of their existence. While the Maritime Sectors holds enormous potential its exploitation still remains very low. Undertaking Maritime Spatial Planning in order to identify, map and ensure sustainable exploitation of the resources will ensure that the country accesses the financial resources in terms of revenue and socio-economic development.

### **iii. Maritime Infrastructure**

The Maritime Sector remains largely unexploited. Despite the country having a coastline that stretches 640 Km long and a jurisdictional claim of ocean measuring 230,000 sq kilometers and 10,700 square Kilometers of inland waters of Lakes Turkana, Victoria, Baringo and Naivasha, the utilization of maritime transport locally remains very low.

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

*Table 3.1 Summary of opportunities and Threats*

<b>Environmental factor</b>	<b>Opportunities</b>	<b>Threats</b>
Political	Prioritization of the sector by the government  Increased national interest in promotion of maritime transport sector and blue economy	Geo-politics

Economic	<p>The vast hinterland in East &amp; Central Africa that is reliant on Kenya's ports on its international trade</p> <p>Vast ocean and inland water surface equitable to 31 counties</p> <p>Support from Development Partners</p> <p>Whitelisting of Kenya by IMO to deliver seafarers training.</p> <p>Existing mutual recognition of STCW certificates of competency with other countries.</p>	<p>High cost of infrastructure development</p> <p>Inadequate maritime incentives</p>
Social	<p>The youthful population well versed in maritime language</p> <p>Employment opportunities for officers and ratings in international shipping lines</p>	<p>Piracy and terrorism</p> <p>Global pandemic</p>
Technological	<p>Integration of ICT in the facilitation of trade (maritime Single window System)</p>	<p>Disruptive Technology</p> <p>Cyber security</p>
Legal	<p>Existence of regional frameworks on maritime: IORA, IOMOU, ISCOS</p>	<p>Uncoordinated national and county policy frameworks</p>
Ecological		<p>Climate change</p> <p>Occurrence of natural disaster</p>

### 3.1.3 Internal Environment

#### 3.1.3.1 Governance and Administrative Structures

The State Department for Shipping and Maritime Affairs is currently organized into the following functional areas: -

- i      Office of the Principal Secretary
- ii     Directorate of Maritime Affairs
- iii    Directorate of Shipping Affairs

- iv Directorate of Marine Casualty Investigations
- v Directorate of Government Clearing Services
- vi Administration
- vii Human Resource Management and Development
- viii Finance
- ix Accounts
- x Supply Chain Management
- xi Information Communication Technology
- xii Central Planning and Project Monitoring Department
- xiii Legal Services
- xiv Public Communications
- xv Internal Audit

### 3.1.3.2 Internal Business Processes

**Table 3.2 Strengths and Weaknesses**

Factor	Strengths	Weaknesses
Governance and Administrative structure	Enabling legal, policy and institutional frameworks.  Domesticated International maritime conventions	Inadequate legal and policy frameworks
Internal Business Processes	Well-established MET institutions	Lack of central depository for maritime information
Resources and Capabilities	Professional, experienced and competent staff	Inadequate technical staff  Budgetary constraint  Lack of government-owned shipping vessels for lifting of cargo and training

### 3.1.5 Analysis of Past Performance

#### 3.1.5.1 Key Achievements

The main achievements of the maritime sub-sector include:

1. **Maritime Education and Training-** Kenya has undertaken independent STCW evaluation to maintain its STCW whitelisting among the IMO member states accredited for offering MET courses ,Transformation of the then Bandari College to Bandari Maritime Academy as a center of maritime excellence in maritime skills development, Revised BMA curricula to comply with the standards of Kenya National Qualification Authority (KNQA), Technical and Vocational Education and Training Authority (TVETA) and the STCW IMO certifications. Trained more than 2000. Negotiated and concluded the Maritime Education and Training Support Scheme (training loan scheme supported by KMA) under the *Vijana Baharia* Program, where 119 Male and 14 Female students accessed funds from HELB.
2. **Legal/Policy Reforms-** Spearheaded the ratification and domestication of the Amendments of 2014 and 2018 to the Maritime Labour Convention, 2006; Convention on Seafarers Identity Documents, 2003, as amended (C185); Work in Fishing Convention, 2007 (CI88) International Convention on the Standards of Training, Certification and Watch Keeping for Fishing Vessel Personnel, 1995; and Cape Town Agreement of 2012 on Safety of Fishing Vessels. Revised the National Strategy for Implementation of International Maritime Organization (IMO) Instruments 2018-2023. Spearheaded the development of the International Maritime Organization (IMO) Guidelines for the Prevention and Suppression of the Smuggling of Wildlife on Ships Engaged in Maritime Traffic. There is also one policy on Inland Waterways Development and two strategies on Development of Shipping Operations in Small Ports as well as Ship Building and Repair that is awaiting stakeholder validation. Spearheaded the National oil spill response plan development through KMA to mitigate oil spill incidents/accidents in our waters.
3. **International agreements and collaborations-** Selection of Kenya to participate as a Lead Partnering Country (LPC) in the International Maritime Organization (IMO) - Norway Glo-Litter Partnerships (GLP) Project that will assist the country to prevent and reduce marine plastic litter from the maritime and fisheries sub-sectors directly addressing SDG 14. Selection of Kenya to participate as a New Pilot Country (NPC) in the International Maritime Organization (IMO) - Norway GreenVoyage2050 Project which will assist the country in the implementation of the Initial IMO Strategy on the Reduction of GHG Emissions from Ships.
4. **Maritime Safety and Security-** Successfully lobbied the Global Shipping Industry for the reclassification and removal of Kenyan Indian Ocean waters from the High Risk Area (HRA) category in 2022 which has assisted in lowering the cost of cargo insurance and freight, KMA conducted port facility security assessments and audits that has led to increase in the number of secure ports and waterways as well as implemented enforcement program of the Merchant Shipping (Maritime Security) Regulations, 2015 that has led to decrease in number of security related incidents, spearheaded the restructuring of the National Maritime Security Committee and initiated the development of the National Maritime Security Strategy.

5. **Recruitment and Placement of seafarers-** Negotiated and signed six (6) MOUs on Maritime affairs In line with established requirements under IMO STCW Convention, Recruited over 1459 Seafarers and sea time placement for (28) in partnership with Shipping lines.
6. **Institutional Strengthening-** Restructuring of the Kenya National Shipping Line where five (5) Service Level Agreements (SLA) were negotiated and signed by KNSL and shareholders. The implementation is on progress and KNSL is undertaking cargo clearance over 53 consignments of Government cargo and crew and manning services, support of MET institutions to acquire training facilities and equipment.
7. **Trade and trade facilitation-**Successful development of multi-Agency framework on Blue Economy initiatives in the Lake Victoria Region to harness the potential of the opportunities of Blue Economy resources and their sustainable use for socio-economic development in the country. Through this strategic initiative, KMA was at the forefront in hosting of the Global Sustainable Blue Economy Conference (SBEC) in Nairobi, Kenya from 26<sup>th</sup> to 28<sup>th</sup> November 2023 which will unlock the full economic possibilities of the oceans, seas, lakes, rivers and other water resources. KMA spearheaded the Revision of the Mombasa Port and Northern Corridor Community Charter (MPNCCC) that will assist in enabling the port and the corridor to achieve their full trade facilitation potential, while underscoring the acceleration of the socio-economic transformation of the country and the region was also realized. The development and implementation of the first phase of the Maritime Single Window System in collaboration with Ken Trade to allow for submission via a single electronic portal without duplication departure in line with the IMO FAL convention was also achieved. The development and review of KMA laws in relation to commercial maritime/shipping services in order to strengthen its mandate. The Maritime Transport Logistics Curriculum was aligned to competence based in accordance with TVET-CDACC requirements and standards.
8. **Maritime Education and Training-** Kenya has undertaken independent STCW evaluation to maintain its STCW whitelisting among the IMO member states accredited for offering MET courses ,Transformation of the then Bandari College to Bandari Maritime Academy as a center of maritime excellence in maritime skills development, Revised BMA curricula to comply with the standards of Kenya National Qualification Authority (KNQA), Technical and Vocational Education and Training Authority (TVETA) and the STCW IMO certifications. Trained more than 2000. Negotiated and concluded the Maritime Education and Training Support Scheme (training loan scheme supported by KMA) Under the *Vijana Baharia* Program, where 119 Male and 14 Female students accessed funds from HELB.

### **3.1.5.2 Challenges**

The State Department faces the following challenges in discharging its mandate:

1. Inadequate supportive policies and legislative framework in Maritime sector.
2. Inadequate funding.

3. Inadequate human resource capacity at the State Department technical areas.
4. Inadequate awareness on opportunities in the maritime and shipping sector.
5. Inadequate maritime training infrastructure and equipment
6. Inadequate incentives on importation of ship building, repair and maintenance materials
7. Lack of government-owned commercial fleet for cargo carrying and sea-time training.
8. Inadequate search and rescue infrastructure facilities in coastal and inland waters
9. Lack of a central maritime data bank/system
10. Low uptake of on marine cargo insurance
11. Weak monitoring, control and surveillance

#### **3.1.5.3 Emerging issues**

1. Advances in technology in Maritime Sector has led to development of unmanned ships commonly referred, as Maritime Autonomous Surface Ships (MASS), which require no crew to operate them. The changes in the maritime industry are drastic and necessitate frequent redesigning of the curriculum, infrastructure, work processes and procedures to match with the current trends.
2. Cyber security attacks are on the rise especially on recent attacks on payment systems for shipping lines, attacks on online meeting platforms, diversion of ships in the high seas by pirates.
3. De-carbonization of the shipping industry through green voyage has led to the adoption of cleaner energies for propelling marine engines of ships. However, investment in the conventional ships in order to comply with low or zero carbon emissions to mitigate against climate change is costly.
4. Covid-19 pandemic that affected global trade, maritime training and recruitment/placement of seafarers.
5. Rise in lake water levels that affected construction of search and rescue centers in Lake Victoria.
6. Russia-Ukraine war that disrupted global trade.
7. Up surge of piracy in the horn of Africa disrupting the global supply chain.

#### **3.1.5.4 Lessons learnt**

The Strategic Plan builds on experiences and lessons learnt from the implementation of the previous Strategic Plan (2018-2023) which was the first strategic plan of the State Department. The lessons learnt during the plan's implementation period include:

1. There is need for close collaboration and co-operation among MDAs and other stakeholders since its crucial in development and implementation of sector policies, strategies, programmes and projects;
2. Shipping and Maritime is a key sub-sector in spurring economic growth and should be fully supported to realize the achievement of the BETA Initiatives;
3. There is low awareness of the potential of Maritime sector by key stakeholders/ investors. There is need for increased awareness creation initiatives, targeting all stakeholders;
4. The sub-sector is affected by rapid technological changes. There is therefore need for adoption of information technology and to continuously be up to date with the new and emerging technologies to improve efficiency in service delivery;
5. Over the years, the State Department has been affected by inadequate human resource leading to poor implementation of the planned activities and affecting the lack of full realization of the sub-sector's potential. Adequate human resource capacity is a prerequisite for the realization of the State Department's mandate. To bridge the gap, in the medium term, the State Department needs to recruit relevant technical officers;
6. There is need to undertake prioritization of programmes and projects based on the available resources and mobilization of alternative funding.
7. During the COVID Pandemic period there was technological advancement that ensured that the shipping and maritime sector continued to operate despite the lock downs and the travel bans. The State Department need to adopt the new technologies and particularly on the virtual communication in order to save on the scarce resources.
8. Classification of Seafarers as essential key workers.
9. Investment in research and development is key to improved service delivery through innovation and invention.
10. Prioritizing implementation of mitigating factors on climate change and adaptation is significant in achieving climate net zero.
11. There is need to further harness the immense economic opportunities in the Blue Economy.

### **3.2 Stakeholder Analysis**

The stakeholders in the maritime sector play a complementary role that is critical for realization of SDSMA objectives and successful implementation of this strategic plan.

The maritime industry has a wide range of stakeholders that provide services such as provision of inputs, financial services, markets and market information, research and trainings, information and advocacy among others. Table 2.3 maps some of the stakeholders and their complementary roles.

Table 3.3 Stakeholder Analysis

S/No.	Stakeholder	Role	Stakeholder Expectation from SDSMA	SDMSA Expectations from the Stakeholders
1.	State Department for Mining	Collaborative partnership in service delivery	Effective collaboration in mapping of mineral resources within the blue space.	Collaboration in terms of skills development meeting national and international standards.
2.	State Department for Fisheries and Blue Economy	Collaborative partnership in service delivery	Facilitate training and certification of fishing vessel personnel, registration and inspection of fishing vessels	Collaboration in development of maritime spatial planning  Collaboration in development of training programs for fishing vessel personnel  Avail information on investment opportunities and all fishing vessels
2.	Ministry of Environment, Climate Change and Forestry	Collaborative partnership in service delivery	Timely release of information on maritime and shipping; Collaborate with other state agencies to ensure enforcement of conventions for the prevention of marine pollution.	<ul style="list-style-type: none"> <li>• Protection of the marine environment as regulated under various IMO conventions and codes.</li> <li>• Create and enforce protection of special marine zones.</li> <li>• Collaboration in green shipping with use of clean and renewable energy.</li> <li>• Collaboration in preventing and responding to pollution from land or ocean related activities.</li> <li>• Share regular updated weather information to mariners</li> </ul>

Table 3.3 Stakeholder Analysis

S/No.	Stakeholder	Role	Stakeholder Expectation from SDSMA	SDMSA Expectations from the Stakeholders
3.	Executive office of the President	Overall policy direction and leadership	Advise on promotion of shipping and maritime affairs in Kenya	<ul style="list-style-type: none"> <li>• Overall policy direction and leadership</li> </ul>
4.	The National Treasury and Economic Planning	Timely release of exchequer and sectoral planning	Prudent use of resources Effective coordination and linkage of sectoral plans to national plans	<ul style="list-style-type: none"> <li>• Management of public finance</li> <li>• National and sectoral development planning</li> <li>• Overall economic policy management</li> <li>• Ensure compliance in uptake of local marine cargo insurance cover from local insurance companies.</li> <li>• Provision of tax incentives to increase investment in the sub-sector</li> </ul>
5.	Ministry of Youth Affairs, Sports and The Arts	Collaborative partnership in service delivery	Timely release of information relating to available opportunities, recruitment drives	Development of water sports. Collaboration in maritime human capacity development Support on youth programs,
6.	Ministry of Education	Collaborative partnership in service delivery	Disclosure of information regarding maritime related courses	Collaboration in curriculum development and alignment with industry standards  Implementation of training program and information on the training calendar

Table 3.3 Stakeholder Analysis

S/No.	Stakeholder	Role	Stakeholder Expectation from SDSMA	SDMSA Expectations from the Stakeholders
			Collaboration in accrediting and approval of maritime education and training institutions	Timely release of funds to students undertaking maritime related courses
7.	Ministry of Roads and Transport	Collaborative partnership in service delivery	Collaboration in shipping and maritime affairs	Collaboration and promotion of multi-modal transport
8.	Ministry of Interior & National Administration	Collaborative partnership in service delivery	<p>Provide information on registration and licensing of vessels.</p> <p>Collaboration in issuance of seafarers' identification documents.</p>	<p>Vetting of the maritime labour force through the issuance of SIDs.</p> <p>Collaboration in disaster management and emergency response</p> <p>Collaboration in enforcement of maritime safety and security</p> <p>Processing of seafarers travel documents expeditiously (Passport)</p>
9.	Ministry of Foreign and Diaspora Affairs	Collaborative partnership in service delivery	Oversee & Report on the status of implementation of international maritime and shipping related treaties, MoUs and conventions	<p>Processing of seafarer's travel documents expeditiously (VISA)</p> <p>Oversees Kenya's ratification of international maritime treaties and conventions.</p>

Table 3.3 Stakeholder Analysis

S/No.	Stakeholder	Role	Stakeholder Expectation from SDSMA	SDMSA Expectations from the Stakeholders
				<p>Collaboration in the International maritime policies, transboundary issues and regulations by the development of common positions.</p> <p>Collaboration in lobbying for Kenya's candidature in regional and international maritime governance system</p> <p>Facilitate development of MoUs with other countries.</p>
10.	Ministry of Public Service, Gender and Affirmative action.	Collaborative partnership in service delivery	Promotion and compliance with gender and affirmative action	<p>Collaboration in career planning and development.</p> <p>Collaboration in guidance and counselling services</p> <p>Collaboration through an MoU to facilitate the disembarkation of seafarers</p>
11.	Ministry of Health	Collaborative partnership in service delivery	Collaboration on enforcement of seafarer's medical examination and certification	<p>Collaborate on developing and review of health protocols to allow transfer, transit and shore leave of seafarers</p> <p>Collaboration for recognition of licensed Medical practitioners to examine and certify seafarers in accordance with IMO/ILO/WHO standards.</p> <p>Facilitation on issuance of vaccines</p> <p>Collaboration in exploitation of blue economy</p>
12.	Ministry of Tourism, Wildlife and Heritage	Collaborative partnership in service delivery	Collaboration on protection of marine ecosystems	<p>Collaboration and promotion of coastal and marine activities.</p> <p>Collaboration in development of maritime spatial plan</p>

Table 3.3 Stakeholder Analysis

S/No.	Stakeholder	Role	Stakeholder Expectation from SDSMA	SDMSA Expectations from the Stakeholders
			Disrupt illicit wildlife trade in the maritime sector.	
13.	Ministry of Energy & Petroleum	Collaborative partnership in service delivery	<p>Collaborate in implementation of renewable energy</p> <p>Facilitate the licensing of exploration and supply vessels</p> <p>Collaborate in maritime safety, security and emergency response.</p> <p>Facilitate seismic data acquisition</p>	<p>Collaborate in exploiting offshore oil and gas in our EEZ</p> <p>Capacity development in offshore oil and gas sector</p> <p>Collaborate in renewable energy</p> <p>Take lead in transition from fossil fuel to low carbon fuel.</p>
14.	Ministry of Lands, Public Works, Housing and Urban Development	Collaborative partnership in service delivery	Collaboration in capacity development.	<p>Develop and share hydrographic navigational charts</p> <p>Collaboration in conducting hydrographic survey, updating and promulgation of hydrographic charts</p> <p>Facilitate the acquisition of land for expansion of maritime activities.</p> <p>Collaboration in development of Maritime Spatial Plan</p>
15.	Ministry of Labour and Social Protection	Collaborative partnership in service delivery	<p>Share information on opportunities in the maritime sector</p> <p>Collaborate in enforcement of labour laws</p>	<p>Promote the recruitment and placement of seafarers</p> <p>Collaboration on development of maritime labour laws and enforcement</p> <p>Collaborate in establishment and operationalization of seafarer's wage council.</p>

Table 3.3 Stakeholder Analysis

S/No.	Stakeholder	Role	Stakeholder Expectation from SDSMA	SDMSA Expectations from the Stakeholders
16.	Ministry of East African Community (EAC), the ASALs and Regional Development	Collaborative partnership in service delivery	Share information on the available opportunities in the maritime sector Implement regional programmers and projects in maritime sector.	Facilitate collaboration with member states on mutual recognition of certificate of competence. Domestication of regional treaties in maritime sector Facilitate collaboration in enforcement of regulations and search and rescue operations Facilitate collaboration in development of policies on regional sabotage
17.	Ministry of Defense	Collaborative partnership in service delivery	Collaboration in promotion of shipbuilding and repair.  Collaborate on Maritime Education and Training (MET) matters.  Collaborate in EEZ monitoring control and surveillance.	Collaborate in maritime security, maritime search and rescue and oil spill response.
18.	Ministry of Investments, Trade and Industry	Collaborative partnership in service delivery	Share investment opportunities available in the maritime sector	Create an enabling environment and subsequent reforms in business climate and ease of doing business.
19.	Attorney General	Compliance with legislative framework on maritime related activities.	Compliance with legislative framework on maritime related activities.	Drafting and domestication of maritime conventions and treaties  Advice on the legal interpretation and application of various maritime laws.

Table 3.3 Stakeholder Analysis

S/No.	Stakeholder	Role	Stakeholder Expectation from SDSMA	SDMSA Expectations from the Stakeholders
20.	The Judiciary	Interpret and provide advisory on legal matters	Oversee Compliance and Implementation with various maritime laws.  Partnerships on maritime admiralty issues.	Expedite decentralization of admiralty courts in other parts of the country to handle maritime related cases. Expedite finalization of maritime related cases.
21.	Parliament	Enact laws, regulations on policy frameworks	Timely release of reports related to shipping &maritime affairs  Operationalize laws and other legislative instruments passed by parliament	Enacting laws necessary for development of the blue economy.
22.	Placement Recruitment Agencies	and processing of licensing and registration.	Expeditious processing of licensing and registration.  Initiate the review of national laws to incorporate amendments to ratified international maritime and labor convention.	Compliance with maritime labour convention requirements.
23.	Maritime Organization (IMO)	Compliance with ratified international conventions	Compliance with ratified international conventions	Standardizing, harmonizing and addressing maritime issues globally and offering technical support.
24.	International and Regional Organizations (IORA, AAMA)	Collaboration and Compliance with standards and framework agreements	Collaboration and Compliance with standards and framework agreements	Develop uniform standards of shipping for ISCOS Member States.  Framework for collaboration for all States along the Indian Ocean.

Table 3.3 Stakeholder Analysis

S/No.	Stakeholder	Role	Stakeholder Expectation from SDSMA	SDMSA Expectations from the Stakeholders
				<p>Certifying shipping professionals and capacity building</p> <p>Mitigation and control of GHG emission in the shipping industry</p> <p>Collaboration in promotion of Blue Economy activities in the inland water and coastal counties</p> <p>Collaboration with other international and regional organizations</p>
25.	Ministry of Information, Communications and the Digital Economy	Collaborative partnership in service delivery	Provide integration and access of information	Collaboration in digitalization of services and onboarding of ICT systems for ease of access
26.	County governments	Partnerships with National Government to implement policies on projects and programmes	Share information on opportunities in the maritime sector.	Collaborate in enforcement of Maritime laws Collaboration in terms enforcement, METs, infrastructure and setting up training funds.
27.	Development partners	Provide financial and technical support	Formulate policies that support development agenda of the Maritime sub-Sector	Partnership and collaboration in development of the Maritime sub-sector.
28.	Private sector	Undertake Public Private Partnerships (PPPs) on projects and programmes	Sharing information of investment and growth opportunities in the Maritime sub-sector.	Investing in the Maritime sub-sector to provide opportunities to spur economic growth of the Country.

*Table 3.3 Stakeholder Analysis*

<b>S/No.</b>	<b>Stakeholder</b>	<b>Role</b>	<b>Stakeholder Expectation from SDSMA</b>	<b>SDMSA Expectations from the Stakeholders</b>
			Developing policies that will promote investment in the Sector.	

## CHAPTER FOUR

### STRATEGIC ISSUES, GOALS AND KEY RESULTS AREAS

#### Overview

This chapter highlights the strategic issues, Goals and Key Result Areas (KRAs) to inform the policy directions in 2023- 2027

#### 4.1 Strategic issues

The strategic themes, objectives and the strategies to be pursued will be at the core of the State Department's functions over the next five years. The overriding theme for the Strategic Plan will be to inspire the maritime and shipping industry in Kenya by addressing the critical challenges that impede the sector. These strategic issues that must be addressed for the State Department to achieve its mission and vision are as follows:

1. **Inadequate investment in maritime commerce**-Over 90 % of international trade is seaborne therefore it is important to strategically place a maritime nation into a position to tap into the potential of commercial shipping, logistics and international seafarers labour market. Consequently, and in line with African Union 2050 AIM strategy, Agenda 2063 and AfCFTA, the country needs to build its national tonnage through cargo reservation and a working cabotage regime. Equally, Kenya is endowed with a youthful learned population that is fluent in English language, characteristics associated with seafarers' deployment worldwide. These areas have potential of generating significant revenues and massive employment. However, there is very low investments in the maritime sector and most of the revenue in the sector
2. **Inadequate human resource capacity in the maritime industry**- Inadequate capacity is a major challenge in sustainable development of the Maritime sector. To sustainably harness the potential of the maritime sub-sector, competent and skilled personnel are needed for the performance of both the land based (shore based) and offshore job opportunities. To consistently generate a competent labour force, training must meet international standards and based on updated international curriculum. The cost of offering the technical training and conversion courses is very high and a challenge to a large number of people as youth joblessness continues to grow. It is therefore important that resources are mobilized from various sources including the creation of maritime cluster funds and collaboration with other stakeholders to achieve the objectives of maritime education and training. Maritime institutions need to be adequately resourced to offer global class standard courses and at the same time meet the maritime curriculum needs and be devolved to mainstream education curriculum at junior secondary level.

3. **Inadequate human capital due to untruthfulness and retention of the maritime workforce-** The industry faces challenges related to human capital and workforce management. Thus, includes attracting and retaining skilled personnel, addressing labour shortages and promoting diversity and inclusion. Automation and digitalization require up-skilling and re-skilling workforce to adapt to changing job requirements.
4. **Uncoordinated and unplanned maritime space leading to low investments and unsustainable maritime resources exploitation-** This is a comprehensive and integrated planning framework that aims to manage and allocate the use of maritime space and resources in a sustainable and efficient manner. It provides strategic approach to organizing and coordinating activities in the marine environment, including economic, environmental and social aspects. The primary goal of a maritime spatial plan is to balance various competing uses of the sea such as shipping, fishing, energy production, tourism, conservation, and defence among others. It takes into account the interest and needs of different stakeholders, including government agencies, industry sectors, coastal communities, environmental organizations and indigenous groups.
5. **Poor governance in the maritime sector-** For the Shipping and maritime industry to be thriving, there is need for a legal, regulatory and institutional framework to enable ease of doing business and facilitate maritime trade through robust policies, laws and best practices.
6. **Low digitalization and uptake of new and emerging technology-** Shipping and maritime industry is experiencing a significant shift towards digitalization and the adoption of advanced technology. This includes the use of block chain for supply chain transparency, automation in port operations and the integration of data analytics and artificial intelligence for improved decision making, hence the need for reskilling the workforce. The maritime Industry generates and consumes a lot of data that requires to be collected, collated and synthesized for decision-making and research. Currently, the Maritime sector remains unutilized and is faced by low investment due to low uptake of technology and most of the processes are in manual form leading to inefficiency.
7. **Inadequate and inefficient Maritime Sector infrastructure-** The Maritime Sector dates back over centuries ago. However, the capacity of the sector remains very low despite its high potential to transform the socio-economic development of the country. This includes among others maritime education and training, shipping services, and port infrastructure. Efficient port infrastructure is crucial for the smooth functioning of the maritime industry. Ports needs to invest in expanding capacity, upgrading facilities and implementing advanced technologies to handle larger vessels and increased trade volumes. Ports are engines of growth and while major global ports are in the fifth generation, our current ports

are still in the first generation and are unable to attract bigger vessels and hub status and constantly subject to port congestion.

8. **Unsustainable environmental practices and effects of climate change**- The industry is under increasing pressure to reduce its negative environmental impacts, particularly in terms of greenhouse gas emissions and marine pollution. This requires the adoption of cleaner fuels, energy efficient technologies and sustainable practices. This transition involves significant investments and operational adjustments for ship owners and operators. The IMO's Marine Environmental Protection Committee will review the initial GHG strategy to address climate change, adaptation and mitigation measures to ensure resilient and cleaner oceans. That notwithstanding, Kenya is a signatory to Paris agreement on climate change as well as United Nations framework for Climate Change Convention.
9. **Inadequate maritime safety and security**- Safety and security remain critical concern in the shipping and maritime industry. This includes ensuring the safety of crew members, cargo, critical maritime installations and vessels as well as addressing issues such as piracy, terrorism, human trafficking and smuggling. Enhancing security measures and collaborating with international organizations and governments are necessary to mitigate these risks.

#### **4.2 Strategic Goals**

The strategic goals include:

1. Maritime safety and security
2. National cargo carrying Capacity
3. Sustainable use of marine ecosystem for socioeconomic development
4. Developed maritime and shipping industry
5. Requisite infrastructure for the maritime sector
6. Research, development and management of information on the shipping and maritime sector
7. Human resource capacity and global employment in the shipping and maritime sector
8. Policy, legal, regulatory and institutional capacity

#### **4.3 Key Results Areas (KRAs)**

The State Department has identified 6(six) Key Result Areas with corresponding strategic objectives and strategies for effective implementation of the plan.

These are:

##### **1. Maritime transport, trade and trade facilitation**

90% of the world merchandise is transported by sea thus countries are able to trade with each other in selling what is produced in excess for export/import business. The trade value

chain of the business involves movement of goods and cargo from the port of loading to the port of discharge and movement of these cargo to land-linked countries through multi-modal transport. Activities of ship registration, warehousing, cargo consolidation, multi-modal transport, brokerage, cargo clearing and forwarding, ship building and repair, container cleaning, ship surveying are part of the activities that create employment opportunities in the shipping industry. The State department will come up with robust policies and regulations to facilitate the movement of goods and remove bottlenecks to improve trade connectivity between countries.

## **2. Maritime Research and Innovation**

The shipping and maritime industry is evolving and the need to undertake research and development to inform future interventions to guide decision making and policy directions. To sustainably harness the blue economy resources the need to come up with a Maritime Spatial Plan cannot be overstated as well as development of the Integrated Coastal Zone Management Plan to guide the use of maritime spaces for social economic development. Also, the immense resources found in the EEZ needs to be sustainably harnessed, however it will require research to inform their availability and the most sustainable way of using them.

## **3. Marine Governance, Environmental and Resource Protection**

There are various competing factors in the blue economy space for exploitation of blue economy resources. The need for development of proper governance mechanisms to ensure resources are harnessed in a sustainable manner is key especially on the implementation of the national action plan on climate change to maintain resilience environment and tackling decarbonization to address green-house gas emission from the shipping industry. Adoption of renewable and cleaner energies are part of initiatives to promote green shipping, development of ocean policy to address salient issues in ensuring safe, secure and cleaner oceans for sustainable shipping as well as ensuring monitoring and surveillance of compliance of vessels plying our waters. Also, the strengthening of admiralty jurisdictions to address emerging crimes at sea.

## **4. Maritime infrastructure Development**

The Maritime and Shipping Industry is supported through modernization of the equipment and adoption of modern technology in various operations of ancillary services. The infrastructure development in the maritime education and training institutions through development of simulation centres, labs, workshops, advanced firefighting and survival centres, search and rescue, maritime coordination centres are some of the initiatives to

support the shipping industry. To address the availability of data the need for maritime data bank development is equally critical.

## **5. Maritime Education, training and labour placement**

Maritime Education and training are critical to produce the much labour needed to drive the blue economy by getting skilled labour. The opportunities in the maritime education and training need to be made available through sensitization and increasing awareness to increase their uptake, promoting the safe working conditions in the shore and offshore based jobs to improve decency, developing frameworks to link maritime training institutions with the industry and also undertaking resource mobilization to finance the MET training as well as developing regulations and policies to support maritime training.

## **6. Institutional strengthening and capacity Development**

For the State Department to improve the efficiency in its operations the need for skill development is required to ensure that the labour force has the requisite knowledge and skills to drive the maritime sector. This is by strengthening the technical staff through recruitment and development of retention policy to ensure sustainability of the rare skills in the maritime industry.

#### 4. Strategic Objectives and Strategies

Table 4. 1 Key Result Areas, Strategic Objectives and Strategies

Strategic Issue	Goal	KRAs
Investment in maritime commerce	To promote maritime and shipping industry	<b>KRA 1:</b> Maritime transport, trade and trade facilitation
		<b>KRA 2:</b> Maritime infrastructure Development
Inadequate human resource capacity in the maritime industry  Inadequate human capital due to untruthfulness and retention of the maritime workforce	To enhance human resource capacity and global employment in the shipping and maritime sector	<b>KRA 3:</b> Maritime Education, training and labor placement  <b>KRA 4:</b> Institutional strengthening and capacity Development
Uncoordinated and unplanned maritime space leading to low investments and unsustainable maritime resources exploitation	To protect and ensure sustainable use of marine ecosystem for socioeconomic development	<b>KRA 5:</b> Marine Governance, Environmental and Resource Protection
Poor governance in the maritime sector	To develop and enhance policy, legal,	<b>KRA 5:</b> Institutional strengthening and capacity Development

	regulatory and institutional capacity	
Low digitalization and uptake of new and emerging technology	To enhance research, development and management of information on the shipping and maritime sector	<b>KRA 6:</b> Maritime Research and Innovation
Inadequate and inefficient Maritime Sector infrastructure	To develop requisite infrastructure for the maritime sector	<b>KRA 7:</b> Maritime infrastructure Development
Unsustainable environmental practices and effects of climate change	To protect and ensure sustainable use of marine ecosystem for socioeconomic development	<b>KRA 8:</b> Marine Governance, Environmental and Resource Protection
Inadequate maritime safety and security	To enhance safety and security for the maritime sector	<b>KRA 9:</b> Marine Governance, Environmental and Resource Protection

## **CHAPTER FIVE**

### **STRATEGIC OBJECTIVES AND STRATEGIES**

#### **5.0 Overview**

This Chapter outlines the strategic objectives and strategic choices. The Strategic Objectives are guided by the strategic goals and KRAs. The chapter also provides the medium-term projections for formulated strategic objectives. The Strategic Plan has 14 strategic objectives and 39 strategies.

#### **5.1 Strategic Objectives**

The Strategic Objectives serve as a roadmap to achieve the State Departments' mission and vision. The State Department will focus on the following strategic objectives:

1. To enhance safety and security for the maritime sector
2. To develop and manage national capacity for Kenya's maritime sector
3. To protect and ensure sustainable use of marine ecosystem for socioeconomic development
4. To promote maritime and shipping industry
5. To develop requisite infrastructure for the maritime sector
6. To enhance research, development and management of information on the shipping and maritime sector
7. To enhance human resource capacity and global employment in the shipping and maritime sector
8. To develop and enhance policy, legal, regulatory and institutional capacity

*Table 5. 1 Outcomes Annual Projections*

Strategic Objective	Outcome	Outcome Indicator	Projections				
			2023/24	2024/25	2025/26	2026/27	2027/28
<b>Maritime transport management, trade and trade facilitation</b>							
To enhance safety and security at the water bodies	Safe and sustainable nation's maritime domain and competitiveness	% reduction in maritime incidences	100	100	100	100	100
		% improvement in response	100	100	100	100	100
		% increase in surveillance	100	100	100	100	100
		% increase in vessels ownership	100	100	100	100	100
To formulate and review legislative and regulatory framework	Enhanced operating environment	% contribution of the maritime sector to GDP	2	4	6	8	10
		% improvement of Maritime Sector	10	20	30	40	50
To participate in the maritime trade and investment	Improved ease of doing business	Revenue generated (in million Kshs.)	14,000	14,000	14,000	14,000	14,000
<b>Maritime research and innovation</b>							
To map and protect resources within	Sustainable nation's	% compliance	100	100	100	100	100

marine ecosystem for sustainable use.	maritime domain						
Develop and operationalize Maritime Research and Innovation Centre	Increased research and innovation in Maritime Sector	% contribution in Maritime Sector	-	0.1	0.3	0.5	1.0
		No. of Innovations developed and implemented	1	2	3	4	5
To monitor the usage of Kenya's EEZ	Safeguarded Resources in the EEZ	% compliance	100	100	100	100	100
<b>Marine governance, environmental and resource protection</b>							
To protect marine ecosystems and secure resources in the EEZ	Safeguarded Resources in the EEZ	% Compliance	100	100	100	100	100
To ensure sustainable use of marine ecosystem for socioeconomic development.	Sustainable use of marine ecosystem	% Compliance	100	100	100	100	100
To collaborate and cooperate with relevant stakeholders to ensure expeditious	Resolution of maritime disputes	% of maritime disputes resolved	100	100	100	100	100

resolution of maritime disputes							
<b>Maritime infrastructure development</b>							
To develop requisite infrastructure for the development of the maritime sector	Maritime infrastructure developed	%increase in national vessels	0	5	10	15	20
To provide up to date, reliable and informative data on the maritime sector	Maritime data bank developed	% Completion	10	72.5	100	0	0
To build cargo carrying capacity	Containers acquired	No. of containers acquired	0	0	750	750	0
<b>Maritime education, training and labour placement</b>							
To promote and facilitate placement of competent seafarers.	Increased capacity building and job creation in the Maritime Sector	No. of seafarers placed on-board foreign ships	2000	2000	2000	2000	2000
To develop and strengthen maritime education and training capacity	Seafarers trained	No. of seafarers trained	6000	6000	6000	6000	6000
<b>Institutional strengthening and capacity development</b>							
To build institutional capacity	Enhanced human capacity	No. of technical officers recruited and trained	0	0	73	0	0

Enhanced efficiency and effectiveness of services	and improved productivity	Productivity index score for SDSMA	Conduct Baseline	Baseline+2	Baseline+4	Baseline+6	Baseline+8
	Customer Satisfaction Levels	Conduct Baseline	Baseline+3	Baseline+7	Baseline+9	Baseline+10	
	% level of automation	Conduct Baseline	Baseline+10	Baseline+12	Baseline+15	Baseline+20	

## 5.2 Strategic Choices

Table 5. 2 Strategic Objectives and Strategies

S/No	Key Results Area/ Strategic Focus Area	Strategic Objectives	Strategies
1.	Maritime transport management, trade and trade facilitation	To enhance safety and security at the water bodies	<p>Enhance ship registration and inspection regime</p> <p>Strengthen monitoring and surveillance regimes</p> <p>Enhancement of the Regional Maritime Rescue Coordination Centre (RMRCC) and Search and Rescue Centres (SARs)</p> <p>Operationalized casualty investigations</p> <p>Enhance maritime security</p>

S/No	Key Results Area/ Strategic Focus Area	Strategic Objectives	Strategies
		To formulate and review legislative and regulatory framework	Develop policies and bills on maritime transport management  Develop regulations for domesticating ratified conventions
		To participate in the maritime trade and investment	Develop cargo reservation policy  Develop a framework for cabotage legal regime  Develop a framework for an open registry
2.	Maritime research and innovation	To map and protect resources within marine ecosystem for sustainable use.	Develop and implement Maritime Spatial plan  Develop and implement Integrated Coastal Zone Management plan (ICZM)  Develop and validate ICZM bill
		To monitor the usage of Kenya's EEZ	Undertake research and development to inform policy interventions on EEZ  Enhance stakeholder collaboration to eliminate conflicts.
3.	Marine governance, environmental and resource protection	To protect marine ecosystems and secure resources in the EEZ	Develop regulatory framework for protection of marine environment  Implement resilient Climate Change Action Plan

S/No	Key Results Area/ Strategic Focus Area	Strategic Objectives	Strategies
		To ensure sustainable use of marine ecosystem for socioeconomic development.	<p>Collaborate with other stakeholders on sustainable use of EEZ resources</p> <p>Develop strategies for implementing green shipping technologies</p> <p>Monitor compliance of vessels.</p> <p>Develop ocean governance policy</p>
		To collaborate and cooperate with relevant stakeholders to ensure expeditious resolution of maritime disputes	Advocate for enhancement of admiralty courts capacity
4.	Maritime infrastructure development	To develop requisite infrastructure for the development of the maritime sector	Develop maritime training infrastructure
		To provide up to date, reliable and informative data on the maritime sector	<p>Development of the Maritime Data Bank</p> <p>Develop digital maritime communication platforms</p>
		To build cargo carrying capacity	<p>Establish a national fleet.</p> <p>Establish container equipment stock.</p> <p>Establish operational partnerships with other carriers.</p>
5.	Maritime education, training and labour placement	To promote and facilitate placement of competent seafarers.	<p>Create awareness on the available opportunities.</p> <p>Promote decent working environment for maritime labour workforce.</p>

S/No	Key Results Area/ Strategic Focus Area	Strategic Objectives	Strategies
		To develop and strengthen maritime education and training capacity.	Promote training in blue economy skills development. Integrate e-learning management systems in MET Develop and review policies on maritime education and training. Develop a framework for linkages of the maritime training institutions with relevant stakeholders Develop framework for resource mobilization, financing and utilization in promotion of MET
6.	Institutional strengthening and capacity development	To build institutional capacity	Enhance human capacity through retention of scarce skills Improve working environment. Human Resource Capacity Development;

## **CHAPTER SIX**

### **IMPLEMENTATION AND COORDINATION FRAMEWORK**

#### **6.0 Overview**

This Chapter highlights how the strategic plan will be implemented through the operationalization of the implementation plan, action plan, annual workplans, budgeting and performance contracting. It also highlights the principles of the organization structure, Staff Establishment, Business Process Re-engineering and Risk Analysis & Mitigation Measures

#### **6.1 Implementation Plan**

The State Department will implement the strategic plan 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 the activities. Performance Contracting will also be deployed in operationalization of the strategic plan.

##### **6.1.1 Action Plan**

##### **6.1 Implementation matrix**

##### **Annex 1:**

*Annex 1 : Implementation Matrix*

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

The State Department will develop annual workplan for each financial year of the plan period. It will further be cascaded to sectional and individual workplans. The workplans will be costed based on corresponding activities and available budget

##### **6.1.3 Performance Contracting**

The State Department will develop Performance Contract for the Principal Secretary for each financial year of the plan period as a key accountability tool to ensure efficient service delivery. The performance Contract will then be cascaded to the departments and state corporations under the State Department.

#### **6.2 Coordination Framework**

##### **6.2.1 Institutional Framework**

The State Department for Shipping and Maritime affairs is constituted of Departments, and SAGAs. The proposed organization structure will also include directorates. The Departments, Proposed Directorates, and Units are explained below.

##### **Office of the Principal Secretary**

The Principal Secretary shall be responsible to the Cabinet Secretary and will be in charge of the following:

- i Be the Accounting and Authorized Officer of the State Department;
- ii Provide policy and strategic direction to the State Department and strengthen institutions within the State Department to effectively operationalize their mandate;
- iii Render informed and impartial advice to the Cabinet Secretary that is consistent with the functions and responsibilities of the Cabinet Secretary in order to enhance efficiency and collective responsibility;
- iv Oversee the preparation of Cabinet Memoranda, Sessional Papers and other policy issues emanating from the Cabinet, National Assembly, Senate or any other fora;
- v Prepare responses to questions touching on the State Department for Cabinet Secretary to respond to the National Assembly and Senate;
- vi Be responsible for the efficient delivery of the public resources that have been lawfully assigned to the State Department;
- vii In charge of the public resources, both human and material earmarked by the Government for utilization in specified areas to maximize benefits to the people of Kenya;
- viii Ensure prudent and efficient control over the utilization and management of public resources, notably funds voted for by Parliament;
- ix Ensure all public officers in the State Department demonstrate and uphold high levels of integrity and ethical conduct in accordance with guidelines on governing responsibility issued by the Government; and
- x Execute policy decisions and other matters over which public accountability is placed on him/her.

### **Directorate of Maritime Affairs**

The functions of the Directorate are: -

- i. Provide guidance and policy direction in the development, formulation and adoption of international maritime conventions relating to safety of shipping, security of ships and port facilities, maritime education and prevention of marine pollution from ships;
- ii. Provide advice on admiralty jurisdiction matters;
- iii. Develop and review laws, regulations and other legal instruments related to safety and security for international and national shipping;
- iv. Monitor and evaluate the implementation of policies relating to maritime and shipping services;
- v. Promote maritime education and training;
- vi. Promote and/or undertake research and development in Shipping and Maritime and the related activities;
- vii. Coordinate human resource development and management in support of Kenya's Shipping Industry;
- viii. Publish reports and monitor the implementation of the recommendations for improving Safety, security and marine environment protection;
- ix. Undertake surveys and provide advice on appropriate tax concessions and fiscal regimes necessary to boost development of the Sector;
- x. Create linkages with other State departments and other partners in the development of the blue economy; and

- xi. Identify and establish linkages and collaboration with appropriate Maritime Association and organizations, both local and international.

### **Directorate of Shipping Affairs**

The functions of the Directorate are: -

- i. Develop and review policies on commercial shipping operations;
- ii. Develop appropriate guidelines for determination of charges for provision of shipping Services;
- iii. Provide policy direction on efficiency of the shipping services;
- iv. Facilitate and promote local participation in sea borne trade;
- v. Promotion of coastal Shipping;
- vi. Undertake studies on shipping economic activities and profile for investors;
- vii. Provide advice to cargo importers, exporters and local insurance providers companies for uptake of local marine insurance cover;
- viii. Develop strategies for promotion of local ship building and ownership;
- ix. Encourage and promote a second ship register for foreign ship owners and investors for registration in Kenya;
- x. Develop a Central Data and Information Centre;
- xi. Establish and maintain a conducive Business Environment capable of attracting and fostering Capital Investments in Shipping Sub-Sector;
- xii. Identify and promote commercial opportunities for investment in Kenya's
- xiii. Maritime and Shipping Sector;
- xiv. Research and disseminate findings on best practices that promote maritime trade;
- xv. Establish a maritime cluster development fund; and
- xvi. Promote ship-related operations through various policies and legislation to adequately participate in commercial shipping.

### **Marine Casualty Investigation Unit**

The following are the functions of the Unit: -

The Casualty Investigations Division or Accident Investigation Department typically operates within a maritime organization or government agency responsible for maritime safety and investigates maritime accidents, incidents, and casualties. Its responsibilities are: -

- i     **Accident Investigation:** The primary function of the department is to conduct thorough investigations into maritime accidents, incidents, and casualties. This involves gathering relevant information, examining evidence, analyzing data, and identifying the causes and contributing factors of the incident.
- ii     **Safety Recommendations:** Based on the findings of accident investigations, the department may make safety recommendations aimed at preventing similar accidents or incidents in the future. These recommendations can range from procedural changes, equipment upgrades, training improvements, or regulatory revisions to enhance maritime safety.
- iii     **Reporting:** The department prepares comprehensive reports detailing the results of accident investigations. These reports are crucial for identifying trends, sharing lessons learned,

and informing stakeholders such as regulatory bodies, industry organizations, and maritime authorities. The reports may be shared internally within the organization or made publicly available to promote transparency and learning.

iv **Collaboration and Cooperation:** The Casualty Investigations Department often collaborates with various stakeholders, including law enforcement agencies, maritime authorities, industry experts, and international organizations. Cooperation may involve sharing information, exchanging best practices, and participating in joint investigations to enhance the effectiveness and credibility of the investigation process.

v **Data Analysis:** The department may analyze accident data, including trends, patterns, and statistical information. This analysis helps identify common risk factors, emerging safety concerns, and areas where targeted safety measures or regulatory changes are needed to prevent future accidents.

vi **Continuous Improvement:** The Casualty Investigations Department plays a vital role in fostering a culture of continuous improvement in maritime safety. It reviews and evaluates its own investigation processes, methodologies, and techniques to enhance the quality and effectiveness of accident investigations. This includes staying updated on the latest industry practices, technological advancements, and international standards related to accident investigation.

vii **Training and Education:** The department may develop and deliver training programs and educational materials to enhance the capabilities and knowledge of accident investigators. This helps ensure that investigators have the necessary

### **Government Clearing Agency**

The functions of the Department entail: -

i Receive of clearance/shipping document from government Ministries Departments, County Governments and Agencies (MDCAs);

ii Prepare and process imports and exports, warehousing transport documents through customs, port Authorities, Shipping, Transport, Insurance Agencies, Banks and Surveillance Agents;

iii Verify shipping documents as required by both International and State Marine laws, regulations procedures for goods to be allowed in the country;

iv Classify and determine custom and port tariffs for correct payments of imports/exports taxes, port and shipping charges;

v Location and handling of cargo -processing of goods within and outside port areas- verification and examination, surveying, inspection, storage, reconditioning, re-packing/packaging, containerization and releasing;

vi Removal and country wide dispatch;

vii Process of documents for compensation and settlement of cargo and Insurance (Marine claims resulting from short landing, short deliveries, damages, pilferage and ground damages;

viii Maintenance of clearing and forwarding records and statistics for national development and for reference; and

ix Advice the Government MDAs on matters relating to clearing and forwarding.

### **Administration Division**

The functions of the Division entail: -

- i. Overall coordination of Ministry's business;
- ii. Ensuring provision of administrative support services;
- iii. Monitoring contracted services;
- iv. Development of standards and procedures for implementation of Quality Management systems;
- v. responding to parliamentary business; co-ordination of official and State functions;
- vi. Undertaking improvement works, repair works and maintenance of facilities in their areas of specialization;
- vii. Allocating office space, equipment, furniture and other office supplies;
- viii. Making arrangements for inspection and insurance of motor vehicle;
- ix. Overseeing management of assets and registry services;
- x. Transport management;
- xi. Telephone services;
- xii. Office accommodation;
- xiii. Mainstreaming gender issues and HIV/AIDS in work place;
- xiv. Overseeing ministerial events organization and executions;
- xv. Management of drug and substance abuse in the work place;
- xvi. Ensuring maintenance of firefighting equipment and first aid kit;
- xvii. Preparation of reports, speeches and briefs; and
- xviii. Anti-corruption eradication issues and controls.

### **Human Resource Management and Development Division**

The following are functions of the Division: -

- i Staff recruitment and selection under delegated powers;
- ii Promotion;
- iii Implementation of Public Service Commission decisions;
- iv Implementation of Ministerial Human Resource Management Advisory Committee decisions;
- v Payroll Management;
- vi Complement Control/ IPPD;
- vii Staff discipline;
- viii Pension/Gratuity matters;
- ix Management of performance through Electronic Staff Performance Appraisal System (E-SPAS);
- x Training and development;
- xi Management of HR records;
- xii Advising on and overseeing implementation of HR policies;
- xiii Interpretation of HR Laws, Regulations, Rules and Policies;

- xiv Coordinating Internship/Attachment programmes;
- xv Personnel Emolument Budget; and
- xvi Staff welfare.

### **Finance Division**

The functions of the Division are: -

- i. Offer strategic leadership on all matters pertaining to prudent financial management and reporting in accordance with the laid down guidelines;
- ii. Advice on financial planning, budgeting, cash flow and investment;
- iii. Administer and monitor the budget and work plan in accordance with financial management procedures;
- iv. Monitor, evaluate and forecast revenue and expenditure control;
- v. Prioritization of projects and programmes for the results based and financial allocations in the budget;
- vi. Promotion of efficient allocation and utilization of financial resources;
- vii. Coordination of the design and financial aspect for all donors and agreements with donor agencies; and
- viii. Re-allocation of funds within the budget.

### **Accounts Division**

The functions of the Division are: -

- i Facilitation of timely payments processing;
- ii Preparation of periodical financial reports;
- iii Timely return of expenditure reports;
- iv Ensure strong internal control system for financial management;
- v Ensure optimum level of liquidity through requisition of Exchequer;
- vi Cash Management;
- vii Preparation and implementation of Cash-flow Projections;
- viii Responding to audit queries; and
- ix Custodian of accountable documents.

### **Supply Chain Management Division**

The functions of the Division are: -

- i Oversee the procurement processes and procedures to ensure compliance with the Public Procurement and Asset Disposal Act 2015, Public Procurement and Disposal Regulations, 2006 and other laws and policy documents that impact on procurement;
- ii Co-ordinate procurement of goods, works and services at the State department;
- iii Coordinate preparation of tender documents and advertisements;

- iv Coordinate preparation of the Annual Work Plan, consolidate Annual Procurement Plan and Disposal plan;
- v Provide sport on advice on all supply's management and operations to the Accounting Officer;
- vi Prepare professional opinion for Accounting Officer approval/rejection /deferment;
- vii Contract Management for works, goods and services;
- viii Responsible for the following function in IFMIS Procurement module, PO Supervisor, Procurement Plan 2nd Approver, PO Approver, Sourcing Approver;
- ix Oversee proper material management in the stores; and
- x Initiate annual stocktaking and Inventory.

### **Information Communication Technology Unit**

The following are the functions of the Unit: -

- i Implement ICT policies and strategies;
- ii Spear-head the implementation of the e-Government strategy;
- iii Manage, maintain and upgrade ICT systems and infrastructure;
- iv Train staff on ICT applications;
- v Manage the State Department website and ICT networks;
- vi Ensure network security controls;
- vii Maintain ICT hardware/equipment;
- viii Diagnose faults and repair of faults in computers and related accessories;
- ix Develop and monitor technical specifications for procurement of ICT goods and services recommending disposal of unserviceable electronic equipment; and
- x Provide technical support to Departments.

### **Central Planning and Project Monitoring Department**

The functions of the Department are:

- i Formulation and review of strategies, policies and programmes in line with the State Department's mandate;
- ii Preparation and review of the State Department's Strategic Plan;
- iii Monitor projects and programs of the State Department;
- iv Preparation of Annual Work plans;
- v Coordination of the preparation of annual Performance Contracts;
- vi Undertake economic analysis of development projects and programmes implemented by the State Department;
- vii Monitor and evaluate Performance Contract targets; and
- viii Preparation of planning and M&E reports.

### **Public Communications**

The functions of the Unit entail: -

- i Develop and implement corporate communication policies, strategies, procedures and programmes;

- ii Initiate appropriate customer care strategies;
- iii Enhance a positive corporate image of the state department;
- iv Facilitate timely and accurate internal and external communication;
- v Design relevant information education communication materials;
- vi Manage customer care, speech writing and events;
- vii Ensure free flow of information and proper feedback mechanisms;
- viii Propagate promotion of the State Department's policies, programmes and projects;
- ix Enhance partnership with media; and
- x Enhance transparency between the State Department and its stakeholders through information sharing and engagement.

### **Internal Audit**

The functions of the Division entail: -

Plan, co-ordinate, organize and manage internal audit services;

- i. Conduct risk-based value for money and systems audit aimed at strengthening internal control mechanisms that could have an impact with achievement of the strategic objectives of the State Department;
- ii. Assist the Principal Secretary in establishing Audit Committee and provide secretariat services;
- iii. Co-ordinate Institutional Risk Policy Framework agenda; and
- iv. Conduct investigations/special audits.

### **Institutions in the State Department**

The State Department of Shipping and Maritime Affairs plays oversight on the following SAGAs:

- i Kenya Maritime Authority
- ii Bandari Maritime Academy
- iii Kenya National Shipping Line

## **PROPOSED ORGANIZATIONAL STRUCTURE AND STAFFING**

In the period 2023 to 2027, for the State Department to operate effectively, it is proposed that it should be structured into the following Offices, Directorates and Divisions.

### **Offices**

- i Office of the Principal Secretary
- ii Office of the Secretary, Shipping and Maritime Affairs

### **Directorates**

- i Shipping Affairs
- ii Maritime Affairs
- iii Marine Casualty Investigation
- iv Government Clearing

### **Technical Divisions**

- i Inland Waterways Development
- ii Maritime Transport Management
- iii Commercial Shipping
- iv Logistics
- v Maritime Education and Training, Research and Data Management
- vi Marine Environment Protection, Safety and Security
- vii Maritime Labour and Placement Services
- viii Compliance and Enforcement
- ix Linkages and Liaison

### **Divisions (shared services)**

- i Administration
- ii Human Resource Management and Development
- iii Finance
- iv Accounts
- v Central Planning and Project Monitoring
- vi Information Communication and Technology
- vii Supply Chain Management
- viii Legal Services
- ix Public Communications
- x Internal Audit

### **Semi-Autonomous Government Agencies**

The State Department also has oversight over the following three (3) Semi-Autonomous Government Agencies (SAGAs):-

- i Kenya Maritime Authority;
- ii Bandari Maritime Academy; and
- iii Kenya National Shipping Line.

### **Office of the Cabinet Secretary**

The functions of the Cabinet Secretary will be to:

- i Provide policy and strategic direction to the State Department and strengthen institutions to effectively operationalize their mandate;
- ii Formulate, present and articulate Cabinet Memoranda, Sessional Papers and other policy issues emanating from the State Department to Cabinet, National Assembly, Senate or any other fora;

- i Provide parliament with full and regular reports concerning matters under his/her control;
- ii Respond to questions touching on the State Department to the National Assembly and Senate committees; and
- iii Appoint Board members to Public Institutions falling under the State Department in accordance with the respective statutes.

### **Office of the Chief Administrative Secretary**

The functions of the Chief Administrative Secretary will be to:

- i Provide policy direction, co-ordination and overall supervision and performance of the assigned portfolio;
- ii Assist the Cabinet Secretary in responding to issues /questions touching on the assigned portfolio;
- iii Provide liaison with County Governments on matters of concurrent mandate;
- iv Offer liaison with the National Assembly and the Senate;
- v Provide inter-ministerial/sectoral coordination; and
- vi Represent the Cabinet Secretary at any meeting as instructed from time to time.

### **Office of the Principal Secretary**

The State Department will be headed by the Principal Secretary, who will be responsible to the Cabinet Secretary, for overall strategic leadership and management of the functions of the State Department.

The specific functions of the Office of Principal Secretary are:-

- i Be the Accounting and Authorized Officer of the State Department;
- ii Provide policy and strategic direction to the State Department and strengthen institutions within the State Department to effectively operationalize their mandate;
- iii Render informed and impartial advice to the Cabinet Secretary that is consistent with the functions and responsibilities of the Cabinet Secretary in order to enhance efficiency and collective responsibility.
- iv Oversee the preparation of Cabinet Memoranda, Sessional Papers and other policy issues emanating from the Cabinet, National Assembly, Senate or any other fora;
- v Prepare responses to questions touching on the State Department for Cabinet Secretary to respond to the National Assembly and Senate;
- vi Be responsible for the efficient delivery of the public resources that have been lawfully assigned to the State Department;
- vii In-charge of the public resources, both human and material earmarked by the Government for utilization in specified areas to maximize benefits to the people of Kenya;
- viii Ensure prudent and efficient control over the utilization and management of public resources, notably funds voted for by Parliament;

ix Ensure officers in the State Department demonstrate and uphold high levels of integrity and ethical conduct in accordance with guidelines on governing responsibility issued by the Government; and

x Execute policy decisions and other matters over which public accountability is placed on him/her.

### **Office of the Secretary, Shipping and Maritime Affairs**

The Office will be responsible for overall coordination and management of shipping and maritime affairs function.

The following are the functions of the Office:

- i. Spearhead development and oversee the implementation and review of policies, strategies, guidelines and standards on shipping and maritime affairs;
- ii. Promote local participation in sea borne trade by providing a conducive business environment capable of attracting and fostering Capital Investments.
- iii. Promote local insurance cover uptake to cargo importers, exporters and local insurance providers and companies;
- iv. Spearhead establishment of effective Admiralty Jurisdiction in liaison with relevant stakeholders;
- v. Coordinate ship registry regime to attract foreign ship owners and investors for registration;
- vi. Oversee identification, promotion of commercial opportunities and technical advice on appropriate tax concessions, fiscal regimes and the most favorable international commercial terms (INCOTERMS) for investment in shipping and maritime sector;
- vii. Coordinate implementation of mechanism for control of marine litter and elimination of plastics from the ocean, lakes, and navigable rivers;
- xvi. Oversee development of collaborative mechanisms through signing of MOUs with other States, shipping lines, institutions, Maritime Associations and organizations both locally and internationally.
- viii. Collaborate with relevant stakeholders in the development of the blue economy sector;
- ix. Coordinate research and disseminate shipping and maritime related information to relevant stakeholders;
- x. Facilitate maritime training and skills development in the shipping and maritime sector
- xi. Promote innovation and invention on emerging issues in the shipping and maritime sector;
- xii. Coordinate development and maintenance of a Central Data and Information Centre through data mining, presentation and dissemination for the shipping and maritime sector.

The Office of the Secretary, Shipping and Maritime Affairs will further be organized into the following Directorates:

i. Shipping Affairs,

- ii Maritime Affairs, and
- iii Marine Casualty Investigation.

### **Shipping Affairs Directorate**

The Directorate will be for coordination and management of inland waterways development, maritime transport management, commercial shipping and logistics functions.

The functions of the Directorate are:-

- i Develop, implement and review policies, strategies, guidelines and standards on shipping affairs;
- ii Facilitate and promote local participation in sea borne trade by providing a conducive business environment capable of attracting and fostering Capital Investments;
- iii Promote local insurance cover uptake to cargo importers, exporters and local insurance providers and companies;
- iv Coordinate establishment of effective Admiralty Jurisdiction in liaison with relevant stakeholders;
- v Coordinate ship registry regime to foreign ship owners and investors for registration in Kenya;
- vi Identification, promotion of commercial opportunities and technical advice on appropriate tax concessions, fiscal regimes and the most favorable international commercial terms (INCOTERMS) for investment in Shipping Sector.
- vii Devise innovative ways to improve development of infrastructure for coastal shipping and Inland Waterways to ease trade interconnectivity;
- viii Design intelligent waterway transport systems for consideration in Inland and coastal waterways;
- ix Ensure compliance to international conventions, amendments and Annexes thereof on matters pertaining to shipping and;
- x Collaborate with relevant stakeholders to undertake feasibility studies of viable coastal and inland shipping infrastructure.

The Directorate will be organized into the following four (4) Divisions:

- i Inland Waterways Development; and
- ii Maritime Transport Management;
- iii Commercial Shipping; and
- iv Logistics

### **Inland Waterways Development Division**

The Division will be responsible to the Director, Shipping Affairs for coordination and management of inland waterways development function.

The specific functions of the Division are:

- i      Implement policies, strategies, guidelines, regulations and frameworks on inland waterways development;
- ii     Implement innovative ways to improve development of infrastructure for inland waterways to ease trade interconnectivity;
- iii    Undertake feasibility studies of viable inland maritime infrastructure;
- iv    Develop concept papers for sustainable multimodal transport links of inland waterways with other forms of transport;
- v    Conduct community awareness forums with relevant stakeholders on shipping opportunities in inland waters; and
- vi   Implement intelligent waterway transport systems for consideration in inland waterways.

### **Maritime Transport Management Division**

The Division will be for coordination and management of maritime transport management function.

The specific functions of the Division will be:

- i.    Implement policies, strategies, guidelines, regulations and frameworks on maritime transport management;
- ii.   Monitor the application of maritime regulations related to maritime transport;
- iii.   Implement innovative ways to improve development of infrastructure for coastal shipping to ease trade interconnectivity;
- iv.   Undertake feasibility studies of viable coastal maritime infrastructure;
- v.   Develop, implement and review Cabotage Policy, National Maritime Transport Policy (NMTP) and other regulatory frameworks to increase participation in coastal shipping;
- vi.   Promote best practices and standards for sustainable maritime transport systems that comply with international guidelines;
- vii.   Facilitate collaboration through public Private Partnerships in high performance growth in maritime global economic systems; and
- viii.   Develop concept papers for sustainable multimodal transport linking coastal ports with other forms of transport.

### **Commercial Shipping Division**

The Division will be responsible for coordination and management of the commercial shipping function.

The following are the specific functions of the Division:-

- i.    Implement policies, strategies, regulations and frameworks on commercial shipping;
- ii.   Develop guidelines and procedures on cargo transportation for determination of charges for provision of Shipping Services
- iii.   Provide technical expertise on chartering and acquisition of government vessels;
- iv.   Liaise with relevant stakeholders to facilitate efficient and effective shipping operations;
- v.   Promote local participation in sea borne trade;

- vi. Provide advice to the importers and exporters on the need to transport cargo under the most favorable international commercial terms (INCOTERMS);
- vii. Establish linkages with relevant stakeholders in the development and implementation of strategies for promotion of local ship ownership, ship building and repair, container manufacturing and repair;
- viii. Promote the establishment, implementation and monitoring of an open ship register in Kenya;
- ix. Establish and maintain a favorable business environment to attract and foster capital investments in shipping; and
- x. Identify and promote commercial opportunities for investment in shipping.

### **Logistics Division**

The Division will be responsible for coordination and management of logistics function.

The specific functions of the Division are:

- i Develop and implement policies, strategies, regulations and frameworks on logistics;
- ii Promote uptake of local marine cargo insurance cover;
- iii Provide technical advice on freight management;
- iv Ensure compliance on documentation for logistics;
- v Ensure safe custody of inventory management;
- vi Ensure compliance to international conventions, amendments and Annexes thereof on matters pertaining to logistics;
- vii Develop a risk management register for logistics to address mitigation measures;
- viii Develop proper internal control procedures and systems for cargo tracking and tracing; and
- ix Establish linkages with other relevant stakeholders to provide information on customs service.

### **Maritime Affairs Directorate**

The Directorate will be responsible for coordination and management of maritime affairs functions.

The specific functions of the Directorate are:

- i. Spearhead development and oversee the implementation and review of maritime affairs policies, strategies, procedures, standards and guidelines;
- ii. Provide technical guidance in the development, formulation and adoption of international maritime conventions relating to safety and security of ships;
- iii. Provide advice on Admiralty Jurisdiction matters;
- iv. Coordinate implementation of mechanism for control of marine litter and elimination of plastics from the ocean, lakes, and navigable rivers;

- v. Develop collaborative mechanisms through signing of MOUs with other States, shipping lines, institutions, Maritime Associations and organizations both locally and internationally;
- vi. Collaborate with relevant stakeholders in the development of the blue economy sector;
- vii. Coordinate implementation of international maritime standards in relation to maritime labour and placement services;
- viii. Initiate development of relevant legislation to facilitate successful implementation of maritime training in Kenya in compliance with international standards;
- ix. Coordinate development and improvement of living working conditions for seafarers who work onshore and ashore;
- x. Facilitate awareness creation and employment of Kenyan seafarers and cadets in the global maritime labour market;
- xi. Liaise with relevant stakeholders to develop national legislation on occupational health and safety and wage standard for seafarers;
- xii. Coordinate research and dissemination of findings to the relevant stakeholders on maritime affairs; and
- xiii. Oversee the development of protocols, strategies and policies to facilitate repatriation of abandoned seafarers, shore leave, transfer and transit.

The Directorate will be organized into the following Divisions: -

- i Maritime Education &Training, Research and Data Management;
- ii Marine Environment Protection, Safety and Security; and
- iii Maritime Labour and Placement Services.

#### **Maritime Training, Research and Data Management Division**

The Division will be responsible for coordination and management of maritime training, research and data management function.

The following are the specific functions of the Division:

- i. Implement policies, strategies, procedures, standards and guidelines related to maritime training, research and data management;
- ii. Promote maritime training and skills development in the maritime sector;
- iii. Coordinate registration of maritime education and training institutions in the country;
- iv. Liaise with relevant stakeholders in the development of maritime education and training curriculum and sea time opportunities;
- v. Liaise with relevant stakeholder in ensuring compliance with Standards of Training, Certification and Watch-keeping (STCW) for Seafarers by undertaking periodic Audits on Maritime Training Institutions.
- vi. Undertake research on matters pertaining to maritime education and training and disseminate related information to relevant stakeholders;
- vii. Promote innovation and invention, information exchange with stakeholders on emerging issues in the maritime sector;

- viii. Establish and maintain a Central Data and Information Centre through data collection, collation, mining, analysis, presentation and dissemination on the maritime sector;
- ix. Implement data access, integration and storage through ensuring data privacy and compliance to mitigate against cyber threats.

### **Environment Protection, Safety and Security Division**

The Division will be responsible for coordination and management of marine environment protection, safety and security function.

The specific functions of the Division are:

- i. Implement policies, strategies, standards and guidelines on marine environment protection, safety and security;
- ii. Implement the Maritime Spatial Plan in the Inland and Coastal Waterways;
- iii. Domesticate international conventions on maritime safety and security into national laws and ensure compliance with relevant stakeholders;
- iv. Provide technical advice on management on maritime transport system and safety standards;
- v. Facilitate the development and maintenance of Aids to Navigation (A to N);
- vi. Ensure implementation of national maritime search and rescue plan, Djibouti Code of Conduct and Jeddah amendments;
- vii. Monitor and evaluate the risk register and develop mitigation strategies;
- viii. Liaise with relevant stakeholders to develop and implement national oil spill response contingency plan;
- ix. Implement mechanisms for control of marine litter and elimination of plastics from the ocean, lakes, and navigable rivers; and
- x. Promote de-carbonization of the maritime sector.

### **Maritime Labour and Placement Services Division**

The Division will be responsible for coordination and management of maritime labour and placement services function.

The specific functions of the Division are:

- i. Implement policies, strategies, standards, procedures and guidelines on maritime labour and placement of seafarers;
- ii. Promote employment of Kenyan seafarers and cadets in the global maritime labour market;
- iii. Initiate the development of MOUs for placement of labour with shipping lines of international repute;
- iv. Ensure implementation of regulations on labour rights emanating from International Labour Organization;
- v. Maintain database for seafarers working locally and internationally for planning purposes;

- vi. Undertake survey of the labour requirements in light of change of technology and emerging issues in the sector;
- vii. Ensure implementation of maritime wage standard and occupational health and safety of seafarers in liaison with relevant stakeholders;
- viii. Develop quality management systems to improve processes and procedures for maritime labour standards;
- ix. Facilitate free movement of crew while on the Kenyan Ports through granting shore leave, transfer and transit; and
- x. Undertake benchmarks studies to borrow best practices in order to improve the performance of Kenya labour market for international jobs.

### **Marine Casualty Investigation Directorate**

The Directorate will be responsible for overall coordination and management of marine casualty investigation function.

The specific functions of the Directorate are:

- i Develop, implement and review of policies, strategies, regulations, guidelines and framework on marine casualty investigation;
- ii Undertake accident investigations related to maritime accidents, incidents and casualties;
- iii Prepare and submit comprehensive accident investigation reports to regulatory bodies, industry organizations, and maritime authorities;
- iv Provide safety recommendations for preventing similar accidents or incidents at sea, inland waterways and navigable rivers;
- v Collaborate with relevant stakeholders in undertaking marine accident investigations;
- vi Liaise with relevant stakeholders to undertake joint investigations to enhance the effectiveness and credibility of the investigation process;
- vii Analyze accident data, including trends, patterns, and statistical information to identify common risk factors, emerging safety concerns, and areas where targeted safety measures or regulatory changes are needed to prevent future accidents;
- viii Review investigation processes, methodologies and techniques to enhance the quality and effectiveness of accident investigations; and
- ix Undertake desktop research and benchmark studies to stay updated on the latest industry practices, technological advancements, and international standards related to accident investigation.

### **Government Clearing Directorate**

The Directorate will be responsible for coordination and management of clearing and forwarding function.

The following will be the specific functions of the Directorate: -

- i. Oversee development, implementation and review of clearing and forwarding policies, regulations, procedures and standards;

- ii. Process clearance documents from MDCAs;
- iii. Advice the MDCAs on matters relating to clearing and forwarding;
- iv. Spearhead preparation and processing of imports and exports, warehousing, transport documents through customs, port Authorities, Shipping, Transport, Insurance Agencies, Banks and Surveillance Agents;
- v. Coordinate verification of shipping documents as required by both International, State Maritime and Civil Aviation laws;
- vi. Provide technical expertise on classification and determination of custom and port tariffs for correct payments of imports and exports taxes, port and shipping charges;
- vii. Ensure timely location and handling of cargo, processing of goods within and outside port area;
- viii. Coordinate verification, examination, surveying, inspection, storage, reconditioning, re-packaging, packaging, containerization and releasing and country wide dispatch to MDCAs;
- ix. Coordinate initiation of processes of documents for compensation and settlement of cargo, Insurance, Maritime and Air claims;
- x. Ensure proper maintenance of clearing and forwarding records and statistics for national development and reference;
- xi. Facilitate creation of awareness on the availability of services and requirements for clearing and forwarding of goods;
- xii. Ensure establishment of monitoring, control and enforcement strategy on the use of clearing and forwarding services by MDCAs;
- xiii. Coordinate development and implementation of clearing and forwarding compliance and enforcement strategies and plans;
- xiv. Liaise with relevant stakeholders in the management of customs and ports procedures, documentation and logistics in the movements of goods;
- xv. Ensure compliance with international trade regulations such as exports controls, sanctions and embargoes;
- xvi. Maintain a register of risk management to address mitigating risks associated with customs and security of goods;
- xvii. Facilitate capacity building of staff to keep them abreast of the emergence of new clearing systems; and
- xviii. Enhance collaboration with relevant stakeholders to ensure compliance with import and exports laws, regulations and procedures.

The Directorate will be organized into the following two (2) Divisions:

- i      Compliance and Enforcement; and
- ii      Linkages and Liaison Division.

### **Compliance and Enforcement Division**

The Division will be responsible for coordination and management of compliance and enforcement function.

The specific functions of the Division are: -

- i      Implement enforcement regulations, policies, strategies and procedures on the use of clearing and forwarding services by MDCAs;
- ii      Verify documentation to ensure compliance with international trade regulations such as exports controls, sanctions and embargoes;
- iii     Analyze mitigating risks associated with customs compliance, insecurity of goods and make appropriate recommendations;
- iv      Ensure compliance of port tariffs for correct computation of payable imports and exports taxes, port and shipping charges;
- v      Verify, examine, survey, inspect store, re-condition, re-package, containerize, release and deliver to MDCAs;
- vi      Conduct proper and regular internal audit programs to assess effectiveness of compliance measures; and
- vii     Promote business continuity plans.

### **Linkages and Liaison Division**

The Division will be responsible for coordination and management of linkages and liaison function.

The specific functions of the Division will be:

- i.      Establish linkages with relevant stakeholders in the clearing and forwarding services to foster easier and faster procedures, documentation and logistics in the movements of goods;
- ii.     Maintain an integrated information system for tracking of imported and exported goods to ensure up to date information reaching the concerned stakeholders;
- iii.    Establish linkages with relevant stakeholders involved in clearing and forwarding services;
- iv.     Liaise with relevant stakeholders in verification of shipping documents as required by both International and State Maritime and Civil Aviation laws;
- v.      Prepare and process imports and exports, warehousing, transport documents through customs, port Authorities, Shipping, Transport, Insurance Agencies, Banks Surveillance Agents;
- vi.     Liaise with training institutions to conduct sensitization fora to the public on the procedures and changing trends in clearing and forwarding services;
- vii.    Partners with relevant stakeholders involved in the function of cargo handling to locate and process clearance function; and
- viii.    Facilitate the relevant agents in settlement of marine insurance claims resulting from short landing, short deliveries, pilferage and ground damages and make recommendation for compensations.

### **Administration Division**

The Division will be responsible to the Principal Secretary for the following functions:-

- i Overall coordination of the State Department's business;
- ii Ensuring provision of administrative support services;
- iii Monitoring contracted services;
- iv Development of standards and procedures for implementation of Quality management systems;
- v Responding to parliamentary business;
- vi Co-ordination of official and State functions;
- vii Undertaking improvement works, repair works and maintenance of Government buildings and facilities in their areas of specialization;
- viii Allocating office space, equipment, furniture and other office supplies;
- ix Making arrangements for inspection and insurance of motor vehicle;
- x Overseeing management of assets and registry services;
- xi Transport management;
- xii Telephone services;
- xiii Office accommodation;
- xiv Mainstreaming gender issues and HIV/AIDS in work place;
- xv Overseeing ministerial events organization and executions;
- xvi Management of drug and substance abuse in the work place;
- xvii Ensuring maintenance of firefighting equipment and first aid kit;
- xviii Preparation of reports, speeches, and briefs; and
- xix Anti-corruption eradication issues and controls.

### **Record Management Unit**

The functions of the Unit will be: -

- i. Implement record management policies and procedures;
- ii. Manage all records in the State Department
- iii. Maintain security of the information and records in a registry;
- iv. Coordinate storage and maintenance of records;
- v. Establishment and maintenance of records management system;
- vi. Prepare, maintain and review the filing classification scheme; and
- vii. Make recommendations for disposal of records in accordance with Records Retention and Disposal Act and other relevant laws.

### **Human Resource Management and Development Division**

The Human Resource Management and Development Division will be responsible for coordination of Human Resource Management and Development functions.

The specific functions of the Division will be: -

- i      Implement Human Resource and Development policies, strategies and plans;
- ii     Initiate and manage human resource recruitment, retention, discipline, promotion and exits;
- iii    Implementation of Public Service Commission decisions;
- iv    Implementation of Ministerial Human Resource Management Advisory Committee decisions;
- v    Payroll Management;
- vi   Complement Control/ IPPD;
- vii   Manage Pension/Gratuity matters;
- viii   Management of Performance through Electronic Staff Performance Appraisal System (E-SPAS);
- ix   Training and Development;
- x   Management of HR Records;
- xi   Advising on and overseeing implementation of HR policies;
- xii   Interpretation of HR Laws, Regulations, Rules and Policies;
- xiii   Coordinating Internship/Attachment programmes;
- xiv   Prepare Personnel Emolument Budget; and
- xv   Staff welfare.

## **Finance Division**

The functions of the Division will be: -

- i.   Process estimates for the program budget;
- ii.   Issuance of Authority to Incur Expenditure (AIE);
- iii.   Expenditure and revenue forecasts;
- iv.   monitoring of Revenue and Expenditure;
- v.   Prioritization of projects and activities for the purpose of financial allocations in the budget;
- vi.   Oversight of commitment of funds and expenditure trends, in line with Treasury Circulars;
- vii.   Budget monitoring and reporting;
- viii.   Reallocations within Budgeted Heads and programmes and the overall financial management and control of voted funds; and
- ix.   Offer strategic leadership on all matters pertaining to financial management in the State Department.

## **Accounts Division**

The functions of the Division will be to:

- (i) Provide advisory services to the Accounting Officer and other stakeholders on all financial and accounting matters;
- (ii) Ensure proper interpretation and implementation of financial regulations and procedures in accordance with the PFM Act of 2012 and accounting standards;
- (iii) Develop supplementary financial regulations and procedures to enhance internal controls established through normal Treasury regulations and procedures;
- (iv) Provide quality and timely accounting services which includes maintenance of accurate accounting records;
- (v) Prepare management reports including imprest and expenditure returns;
- (vi) Participate and advice in all Ministerial Committees especially tender, planning, audit, training, etc;
- (vii) Maintain an inventory on all bank accounts in the Accounting Unit and their approved signatories including districts;
- (viii) Facilitate payments within the ministry by ensuring that there is adequate cash to enable payments as and when they fall due;
- (ix) Safe guarding Government Assets and records in the accounting unit;
- (x) Prepare of statutory financial statements;
- (xi) Data capture, maintenance of primary records such as cashbooks, ledgers, vote books, registers and simple management reports;
- (xii) The safe custody of Government records and assets and accountable documents;
- (xiii) Attend Parliamentary Accounts Committee hearings and maintaining and implementing status matrix reports on the Public Accounts Committee (PAC); and
- (xiv) Periodic review of accounting systems and recommending necessary changes.

### **Central Planning and Projects Management Department (CPPMD)**

The functions of the Division will be: -

- i Coordination of economic policy formulation, planning, implementation and review of strategies, policies and programmes in line with the State Department's mandate;
- ii Ensure linkage between the national and sectoral policies, plans and budgets;
- iii Conduct pre-feasibility and feasibility studies;
- iv Conduct sector-specific economic analysis and research on topical and emerging socio-economic issues to inform policy formulation and planning;
- v Coordinate implementation of international commitments, regional integration issues including sustainable development goals (SDGs);
- vi Coordinate the development, implementation and review of the State Department's Strategic Plan;
- vii Monitor, evaluate and report progress on all projects and programs of the State Department;
- viii Coordinate preparation of Annual Work Plans;

- ix Coordinate preparation of annual performance contracts;
- x Undertake economic analysis of development projects and programmes implemented by the State Department;
- xi Monitor and evaluate performance contract targets for the State Department.;
- xii Ensure timely, efficient and effective implementation of programmes and projects

### **Information Communication Technology Division**

The Division will be headed by a Director, ICT, CSG 5 who will be responsible to the Principal Secretary for coordination of ICT functions.

The functions of the Division will be to: -

- (i) Implement ICT policies and strategies;
- (ii) Spear-head the implementation of the e-Government strategy;
- (iii) Manage, maintenance and upgrading of ICT systems and infrastructure;
- (iv) Train staff on ICT applications;
- (v) Manage of the State Department website and ICT networks;
- (vi) Ensure network security controls;
- (vii) Maintain ICT hardware/equipment;
- (viii) Diagnose faults and repair of faults in computers and related accessories;
- (ix) Develop and monitor technical specifications for procurement of ICT goods and services recommending disposal of unserviceable electronic equipment; and
- (x) Provide technical support to Departments.

### **Public Communications Division**

The Division will be for coordination of the public communications function.

The functions of the unit will be: -

- (i) Develop and implement corporate communication policies, strategies, procedures and programmes;
- (ii) Initiate appropriate customer care strategies;
- (iii) Enhance a positive corporate image of the state department;
- (iv) Facilitate timely and accurate internal and external communication;
- (v) Design relevant information education communication materials;
- (vi) Manage customer care, speech writing and events;
- (vii) Ensure free flow of information and proper feedback mechanisms;
- (viii) Propagate promotion of the State Department's policies, programmes and projects;
- (ix) Enhance partnership with media; and
- (x) Enhance transparency between the State Department and its stakeholders through information sharing and engagement.

## **Supply Chain Management Division**

The Division will be responsible for coordination of Supply Chain Management functions.

The functions of the Division will be: -

- (i) Ensure proper monitoring and implementation of Public Procurement and Asset Disposal Act 2015 and procurement regulations 2006, policies, guidelines and procedures issued from time to time by Directorate of Supply Chain Management;
- (ii) Prepare professional opinion for Accounting Officer approval/rejection/ deferment;
- (iii) Co-ordinate procurement of goods, works and services at the State department for Shipping and Maritime Affairs in consultation with the Accounting Officer;
- (iv) Coordinate preparation of tender documents and advertisements;
- (v) Coordinate preparation of the Annual Work plan, consolidate Annual Procurement Plan and Disposal plan;
- (vi) Provide sport advice on all supplies Management and Operations to the Accounting Officer;
- (vii) Contract Management for works, goods and services;
- (viii) Responsible for the following function in IFMIS Procurement module, PO Supervisor, Procurement Plan 2nd Approver, PO Approver, Sourcing Approver;
- (ix) Oversee proper material management in the stores;
- (x) Initiate annual stocktaking and inventory;
- (xi) Supervise procurement officers in the State Department;
- (xii) Recommend officers for training to improve on their skills; and
- (xiii) Recommend to Accounting Officers appointment of members of Ad hoc procurement committees in consultation with user departments.

## **Legal Division**

The Division will be responsible for coordination of legal services functions.

The specific functions of the Division will be: -

- i Provide legal advice and related services in accordance with the legal and regulatory framework for Shipping and Maritime Affairs best industry practices;
- ii Negotiate, draft and ensure proper execution of legal documentation on Shipping and Maritime Affairs operations;
- iii Spearhead legal aspects of contractual management of Shipping and Maritime agreements;
- iv Monitor and ensure compliance with legal obligations and regulatory requirements pertaining to Shipping and Maritime sector;
- v Liaise with relevant stakeholders on legal matters pertaining to Shipping and Maritime Affairs; legal documents in consultation with relevant stakeholders, where necessary;
- vi Keep safe custody of Shipping and Maritime legal documents; and

vii Implementation of dispute resolution mechanisms including alternative dispute resolution.

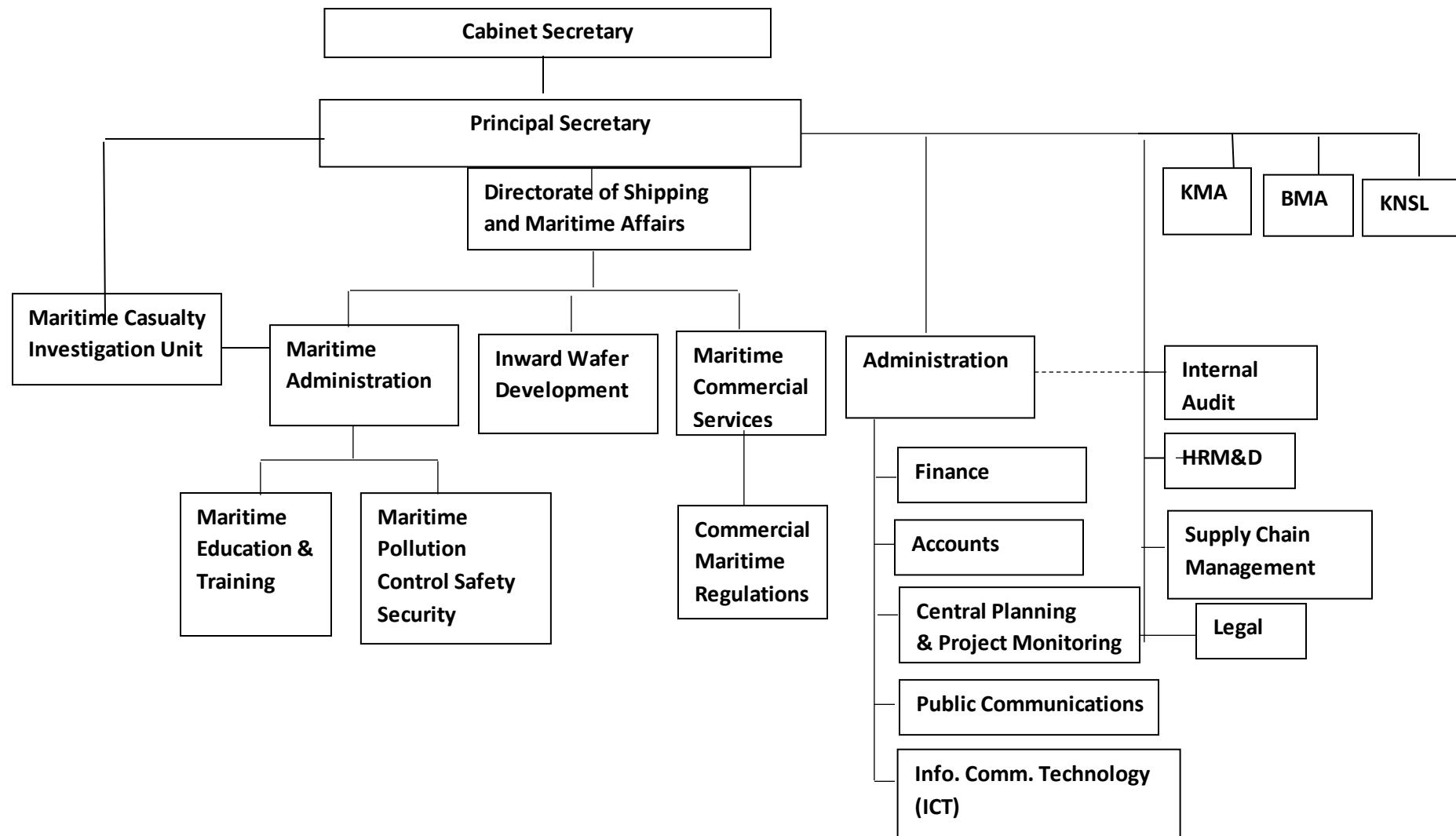
### **Internal Audit Division**

The Division will be answerable for coordination of internal audit functions in the State Department.

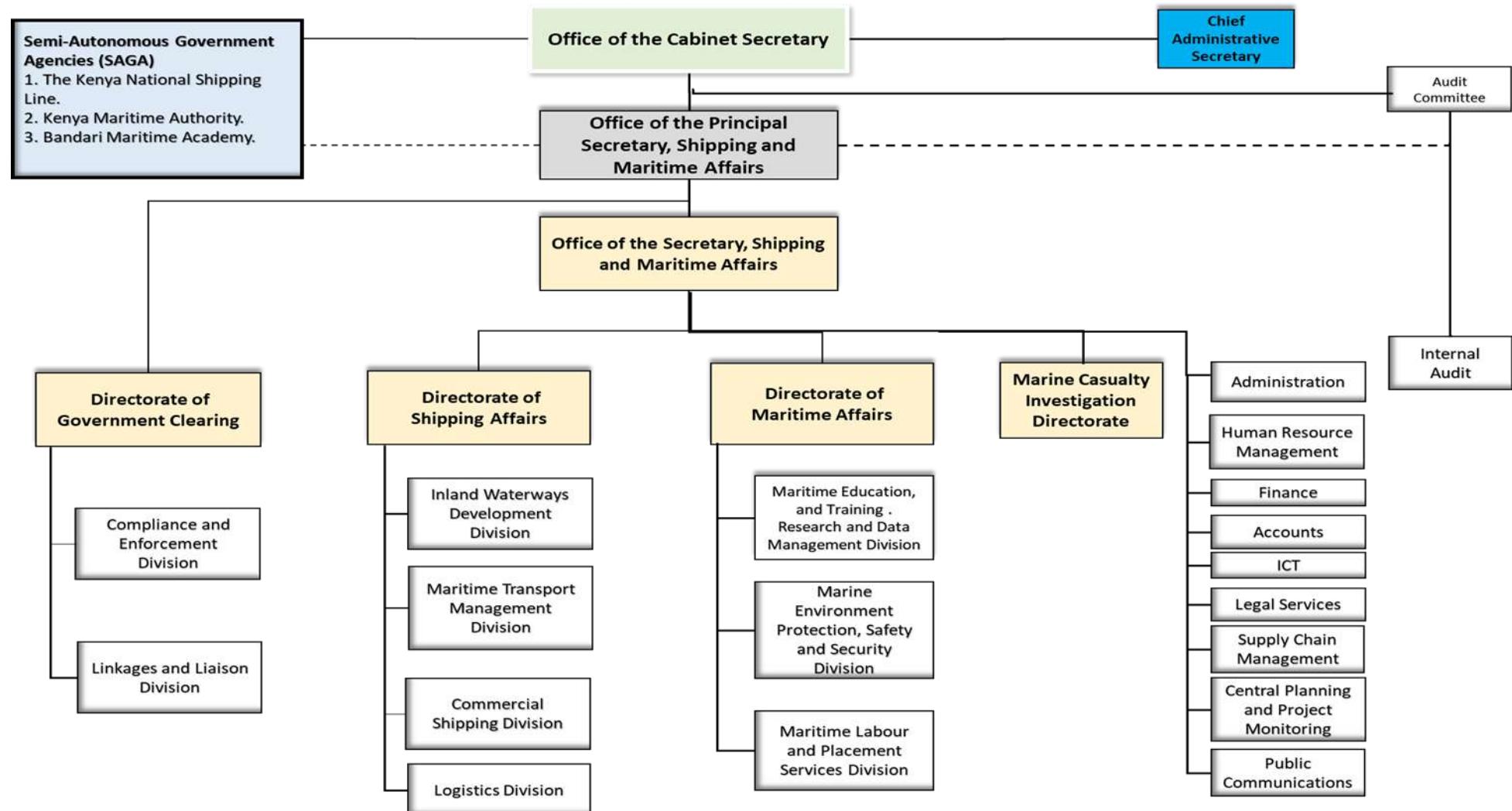
The functions of the Division entail: -

- i Planning, co-ordination, organization and management of internal audit services;
- ii Appraising the economy, efficiency and effectiveness with which finances and other resources are managed and utilized at the State Department;
- iii Conducting risk-based value for money and systems audit aimed at strengthening internal control mechanisms that could have an impact with achievement of the strategic objectives of the State Department;
- iv Assist the Principal Secretary in establishing Audit Committee and provide secretariat services;
- v Co-ordination of the Institutional Risk Policy Framework agenda;
- vi Co-ordination of training, development and motivation of staff;
- vii Conduct investigations/special audits as maybe assigned by the Accounting Officer; and
- viii Advise the Cabinet Secretary and the Principal Secretary in the emerging issues in internal auditing.

**CURRENT ORGANIZATION STRUCTURE FOR THE STATE DEPARTMENT OF SHIPPING AND MARITIME AFFAIRS**



## PROPOSED ORGANIZATION STRUCTURE FOR THE STATE DEPARTMENT FOR SHIPPING AND MARITIME AFFAIRS



## 6.2.2 Staff establishment, skills set and competence development

The State Department's authorized staff establishment is 93 against an in-post of 107. The proposed optimal staffing levels to facilitate effective and efficient service delivery is 93

*Table 6.2. Staff establishment*

Designation/Cadre	Authorized Establishment (A)	Optimal staffing levels(B)	In-Post (C)	Variance D=B-C
<b>Office of the Principal Secretary</b>				
Principal Secretary	1	1	1	0
Secretary Administration	1	1	1	0
Director Administration	1	1	0	-1
Senior Deputy Secretary	0	0	0	0
Under Secretary	0	0	2	2
Senior Assistant Secretary	1	1	0	1
Assistant Secretary cadet II/III	0	0	6	6
<b>Sub Total</b>	<b>3</b>	<b>3</b>	<b>9</b>	<b>8</b>
Specialist Advisor	0	0	0	0
Specialist Advisor	0	0	0	0
<b>Sub Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Human Resource Management &amp; Development Unit</b>				
Director, HRM&D	1	1	2	1
Deputy Director, HRM&D	0	0	0	0
Asst. Director, HRM&D	1	1	2	1
Principal HRM&D Officer	0	0	1	1
Principal HRM&D Assistant	0	0	0	0
Senior HRM&D Officer	0	0	0	0
Human Resource Management & Development Officer II/I	1	1	0	-1
Human Resource Assistant I	0	0	0	0

Human Resource Assistant II	0	0	1	1
Human Resource Mgt. & Dev. Assistant III	0	0	0	0
<b>Sub Total</b>	<b>3</b>	<b>3</b>	<b>6</b>	<b>3</b>
<b>Supply Chain Management Unit</b>				
Assistant Director Supply Chain Management	1	1	2	1
Principal Supply Chain Management Officer	0	0	1	1
Senior Supply Chain Management Officer	1	1	1	0
Supply chain Management officer I	0	0	1	1
Supply chain Management officer II	0	0	3	3
Supply Chain Management Assistant I	0	0	2	2
Supply Chain Management Assistant II	0	0	1	1
Supply Chain Management IV/III	0	0	3	3
<b>Sub Total</b>	<b>2</b>	<b>2</b>	<b>14</b>	<b>12</b>
<b>Finance Unit</b>				
Senior Chief Finance Officer	0	0	0	0
Chief Finance Officer	1	1	1	0
Senior Principal Finance Officer	0	0	1	1
Principal Finance Officer	0	0	1	1
Finance Officer III/II	1	1	2	1
<b>Sub Total</b>	<b>2</b>	<b>2</b>	<b>5</b>	<b>3</b>
<b>Central Planning and Project Monitoring Department</b>				
Director-Macro Planning	1	1	1	0
Chief Economist	0	0	0	0
Principal Economist	0	0	1	1

Senior Economist	1	1	1	0
Economist 1	0	0	3	3
<b>Sub Total</b>	<b>2</b>	<b>2</b>	<b>6</b>	<b>4</b>
<b>Information and Communication Technology Unit</b>				
Deputy Director, ICT	0	0	1	1
Assistant Director, ICT	1	1	0	0
Chief/Principal ICT Officer	0	0	0	0
Senior ICT Officer	0	0	5	5
ICT Officer II/I	1	1	1	0
<b>Sub Total</b>	<b>2</b>	<b>2</b>	<b>7</b>	<b>6</b>
<b>Internal Audit Department</b>				
Assistant Director, Internal Audit	0	0	0	0
Internal Auditor II/I	0	0	0	0
<b>Sub Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Legal Department</b>				
Deputy Chief State Counsel	1	1	0	-1
<b>Sub Total</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>-1</b>
<b>Records management Unit</b>				
Principal Records Management Officers	1	1	0	-1
<b>Sub Total</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>-1</b>
<b>Accounts Department</b>				
Deputy Accountant General	0	0	1	1
Assistant Accountant General	1	1	1	0
Principal Accountant	1	1	2	1
Senior Accountant	0	0	1	1

Accountant II/I	1	1	5	4
<b>Sub Total</b>	<b>3</b>	3	<b>10</b>	<b>7</b>
Assistant Director- Office Administrator	1	1	0	-1
Principal Office Administrator	0	0	0	0
Senior Office Administrator	0	0	0	0
Office Administrator I	0	0	0	0
Principal Asst. Office Administrator	1	1	4	3
Senior Asst. Office Administrator	2	2	4	2
Assistant Office Administrator I	0	0	0	0
senior Office Administative Assistant	0	0	2	2
Assistant Office Administrator III/II	1	1	0	-1
<b>Sub Total</b>	<b>5</b>	5	<b>10</b>	<b>5</b>

#### **Government Clearing & Forwarding Agency**

Senior Government Clearing & Forwarding Officer	0	0	3	3
<b>Sub Total</b>	<b>0</b>	0	<b>3</b>	<b>3</b>
Principal Clerical Officer	0	0	1	1
Chief Clerical Officer	1	1	1	0
Senior Clerical Officer	0	0	2	2
Clerical Officer II/I	1	1	6	5
<b>Sub Total</b>	<b>2</b>	2	<b>10</b>	<b>8</b>
Principal Driver 1	1	1	1	0
Chief Driver	2	2	0	-2
Senior Driver	1	1	2	1

Driver II/I	0	0	3	3
<b>Sub Total</b>	<b>4</b>	<b>4</b>	<b>6</b>	<b>2</b>
Cleaning Supervisor I	2	2	5	3
Cleaning Supervisor IIA	1	1	0	-1
Support Staff/Senior Support Staff	1	1	8	7
<b>Sub Total</b>	<b>4</b>	<b>4</b>	<b>13</b>	<b>9</b>
<b>Public Communication</b>				
Assistant Director Public Communications	1	1	0	-1
Senior Information Officer	0	0	0	0
Public Communication II/I	0	0	1	1
<b>Sub Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>Directorate of Shipping Affairs</b>				
Director, Shipping and Maritime	1	1	0	-1
<b>Commercial Shipping and Data Management Division</b>				
Deputy Director,Shipping and Maritime	1	1	0	-1
Assistant Director,Shipping and Maritime	3	3	0	-3
Principal Shipping and Maritime Officer	4	4	0	-4
Senior Shipping and Maritime Officer	3	3	1	-2
Shipping ad Maritime Officer II/I	2	2	0	-2
<b>Sub Total</b>	<b>14</b>	<b>14</b>	<b>1</b>	<b>-13</b>
<b>Inland Waterways Development Division</b>				
Deputy Director Maritime and Shipping	1	1	0	-1
Assist. Director maritime and Shipping Affairs	4	4	0	-4
Principal Maritime and Maritime Affairs Officer	4	4	0	-4

Senior Maritime and Shipping Officer	2	2	0	-2
Shipping and Maritime Officer II/I	2	2	0	-2
<b>Sub Total</b>	<b>13</b>	<b>13</b>	<b>0</b>	<b>-13</b>
<b>Directorate of Maritime Affairs</b>				
Director Shipping and Maritime	1	1	1	0
<b>Maritime Policy, Research, Training and Development</b>				
Deputy Director Shipping and Maritime	1	1	0	-1
Assistant Director Shipping and Maritime	2	2	0	-2
Principal Shipping and Maritime Officer	4	4	0	-4
Senior Shipping and Maritime Officer	4	4	4	0
Shipping ad Maritime Officer II/I	0	0	0	0
<b>Sub Total</b>	<b>12</b>	<b>12</b>	<b>5</b>	<b>-7</b>
<b>Marine Casualty Investigation Unit</b>				
Deputy Director Maritime and Shipping Affairs	1	1	0	-1
Assist. Director Maritime and Shipping Affairs	2	2	0	-2
Principal Shipping and Maritime Officer	3	3	0	-3
<b>Sub Total</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>-6</b>
<b>Marine Pollution control safety and security</b>				
Deputy Director Shipping and Maritime Affairs	1	1	0	-1
Assistant Director Maritime and Shipping Affairs	2	2	0	-2
Principal Maritime and Shipping Affairs Officer	4	4	0	-4
Senior Maritime and Shipping Officer	3	3	0	-3
Shipping and Maritime Officer II/I	2	2	0	-2

<b>Sub Total</b>	<b>12</b>	<b>12</b>	<b>0</b>	<b>-12</b>
<b>Total</b>	<b>93</b>	<b>93</b>	<b>107</b>	<b>17</b>

Table 6.3 skills set and competence 1

<b>Cadre</b>	<b>Skills Set</b>	<b>Skills Gap</b>	<b>Competence Development</b>
Technical Officers Shipping and Maritime Officers Marine Casualty Investigators Government Clearing Officers	Managerial Skills IT Skills	Senior Management Skills Leadership Skills	Senior Management Course Strategic Leadership Development Programme
Administration and Support services	Managerial Skills Secretarial Skills Communication Skills/ Public Relations Project Planning/M&E IT Skills Accounting and Financial Management / Budgeting Skills Leadership Skills Human Resources Management Skills Supervisory Skills	Senior Management Skills Leadership Skills Advanced Project Planning Skills Systems Management Skills/ IT Supervisory Skills	Senior Management Course Strategic Leadership Development Programme Systems Management Course(s) Supervisory Skills Course

	Records Management Skills  Working Experience		
--	---	--	--

### **6.2.3 Leadership**

The State Department for Shipping and Maritime Affairs, top leadership led by the Cabinet Secretary, Ministry of Mining, Blue Economy and Maritime Affairs and the Principal Secretary will provide policy guidance in the implementation of the Strategic Plan 2023-2027. The implementation of the Strategic Plan will be led and guided by the Principal Secretary and the Heads of Departments (HoDs). The Principal Secretary will ensure coordination and harmonization of all the activities in the strategic plan. Further, the Principal Secretary will ensure each strategic activity is prioritized, budgeted for and implemented to achieve the highest level of efficiency, effectiveness, cost-savings and real value for money while ensuring compliance with all procedures and legal requirements.

The State Department has formed six Strategic Theme Teams whose key roles will be to coordinate implementation of the strategic activities as outlined in the implementation matrix. These teams have been organized based on Strategic Issues identified in Chapter 4 and aligned to the Key Result Area factoring the responsibilities as captured in the Implementation Matrix. The overall objective of each Team is provided.

The Strategic Theme Teams will work hand in hand with the CPPMDs for common understanding and translation of the strategic activities into AWP. In each case, the Head CPPMD will be the Secretariat, ensuring the agreed prioritized strategic activities are implemented according to the plan and documentation is undertaken for Monitoring, Evaluation and Reporting. The Strategic Theme Teams and their composition of the is shown in the attached in **Annex II**

### **6.2.4 Systems and procedures**

#### **Business process reengineering**

**Cost reduction-** review of cost of training and processing of seafarers, use of advanced technology on training by promoting online theory class, surveillance, and virtual meetings.

**Efficiency-** Creating a seamless workflow through documentation of all processes, proper record keeping, time management and ISO Certification, creating cross-functional teams within and in collaboration with other agencies on project implementation, Monitoring and Evaluation, digitalization of records and updating the website.

**Relevance-** standardization against international best practices for example approval of training institutions, medical practitioners, curriculum development and domestication of international conventions.

**Service improvement** –Digitalization of services such as introduction of online services during recruitment of seafarers and product improvement through creativity and innovation.

### 6.3 Risk Management Framework

The matrix below shows the various risks that are likely to affect implementation of this strategic plan, risk categorization and the mitigation measures.

**Table 6.4: Risk Management Framework**

S/No	Risk class/category	Risk and description	Likelihood (L/H/M)	Impact (L/H/M)	Overall risk level (L/H/M)	Mitigation measure(s)
1.	Strategic	Lack of coordination where mandates overlap	High	High	High	Continuous engagement among MDAs on cross cutting functions
		Delayed restructuring	Medium	High	High	Continuous engagement with policy makers.
		Delays of approval of the revised authorized establishment	Medium	Medium	Medium	Continuous engagement and collaboration with stakeholders
2.	Operational	Inadequate equipment for surveillance	High	High	High	Acquire the equipment in a timely manner
		Court Litigations/ injunctions	Low	Medium	Medium	Alternative dispute resolution mechanism

S/No	Risk class/category	Risk and description	Likelihood (L/H/M)	Impact (L/H/M)	Overall risk level (L/H/M)	Mitigation measure(s)
		Inadequate technical skills and manpower	High	High	High	Seek technical assistance to train, Recruit or contract required technical personnel
3.	Financial	Inadequate financial resources	High	Medium	High	Resources mobilization
4.	Political	Regional conflicts	Medium	Medium	Medium	Engage international and regional institutions using protocols and treaties for conflict resolution mechanism
		Court litigation/ injunctions	Low	Medium	Medium	Alternative dispute resolution mechanism
5.	Legal/institutional	Failure to operationalize NMSC & subcommittee	Low	Medium	Medium	Operationalize the NMSC and subcommittee
		Inadequate institutional and legal framework	Low	Medium	Medium	Enhance the Institutional and Legal framework
		Delays in approval of	Low	Medium	Medium	Continuous engagement and

S/No	Risk class/category	Risk and description	Likelihood (L/H/M)	Impact (L/H/M)	Overall risk level (L/H/M)	Mitigation measure(s)
		legislations/regulations				collaboration with stakeholders
		Delays in implementation of MOUs on partnerships agreements	Low	Medium	Medium	Continuous engagement and collaboration with stakeholders and partners
		Court litigations due to disagreements amongst stakeholders	Low	Medium	Medium	Alternative dispute resolution mechanism

## CHAPTER SEVEN

### RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

#### 7.0 Overview

This chapter highlights the financial Resource Requirements, Resource Gaps, Resource Mobilization Strategies and the Resource Management Strategies for the Strategic Plan period.

#### 7.1 Financial Requirements

The total estimated financial resource requirement for the plan period is **KSh. 39.9B** against an estimated allocation of **KShs 18.3B**, hence a gap of **KSh. 21.6B**.

Table 7.1 summarizes the State Department resource requirement for the plan period 2023/24-2027/28.

*Table 7.1: Financial Resource Requirement*

Cost Area	Projected Resource Requirements (Ksh. Million)					
	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Maritime Transport Management and Trade Facilitation	631	518	584	663	683	<b>3,079</b>
Maritime Research and Innovation	157	961	853	815	820	<b>3,606</b>
Maritime Governance, Environmental and Resource Protection	439	306	379	445	500	<b>2,069</b>
Maritime Infrastructure Development	1670	4250	4907	4000	2047	<b>16,874</b>
Maritime Education, Training and Labour Placement	114	2792	2619	2635	152	<b>8,312</b>
Institutional Strengthening and Capacity Development.	572	1637	617	600	640	<b>4,066</b>
Other budget items (e.g. PE, Operational Cost etc)	350.54	365.29	372.53	406.697	444.287	<b>1,940</b>
<b>Total</b>	<b>3934</b>	<b>10829</b>	<b>10332</b>	<b>9565</b>	<b>5286</b>	<b>39,946</b>

*Table 7.2 Resource Gaps*

<b>FY</b>	<b>Requirement (Ksh.Million)</b>	<b>Estimated Resource allocations (Ksh.Million)</b>	<b>Variance (Ksh.Million)</b>
<b>2023/24</b>	3934	3,388.00	<b>546</b>
<b>2024/25</b>	10829	3,514.00	<b>7,315</b>
<b>2025/26</b>	10332	3,795.00	<b>6,537</b>
<b>2026/27</b>	9565	3,795.00	<b>5,770</b>
<b>2027/28</b>	5286	3,795.00	<b>1,491</b>
<b>Total</b>	<b>39,946</b>	<b>18,287</b>	<b>21,659</b>

## **7.2: Resource Mobilization Strategies**

In order to facilitate the implementation of this strategic plan, the State Department shall pursue the following strategies;

1. Continue lobbying for increased funding from the Exchequer through the MTEF budget Sector Working and Parliamentary committees to increase GoK funding.
2. Develop donor engagement framework for increased resource mobilization and efficient utilization.
3. Leverage on ICT towards improving administrative efficiency. This is expected to reduce costs, thereby releasing resources to priority needs.

## **7.3 Resource Management**

Some of the measures that the state department intends to put in place in order to efficiently and prudently manage the resources include:-

1. Encouraging Agencies to generate more revenue for the government
2. Prioritization of expenditures
3. Utilization of government institutions in undertaking the department's activities.
4. Adopting measures that capitalize the macro and micro and local economies such as buy Kenya, build Kenya initiative.
5. Cost savings through promoting paperless communication.
6. Utilization of Energy saving equipment.

7. Encourage green energy adoption in the shipping industry through policy formulation and strategies.

## **CHAPTER EIGHT** **MONITORING, EVALUATION AND REPORTING FRAMEWORK**

### **8.0 Overview**

This chapter presents the monitoring, evaluation and reporting framework of the Strategic Plan. This will involve a systematic and continuous process of collecting and analyzing information based on the indicators, targets and provision of feedback. An implementation matrix with clear outcomes, outputs, output indicators and targets for the five-year duration plan is defined to facilitate monitoring and evaluation of the Plan. The results of M&E will be used to make corrective actions, improve implementation of activities and also inform future plans of the State Department.

### **8.1 Monitoring Framework**

Monitoring the implementation of the plan will act as an early warning system to detect potential bottlenecks and help to make adjustments where necessary. This will involve collecting and analyzing information relating to the various indicators in the implementation matrix of the strategic plan. During the plan period, the State Department will develop a Monitoring and Evaluation Framework that will ensure seamless, accurate and timely information on implementation of the Strategic Plan. During mid-term review, activities that will require rescheduling or revision of targets will be adjusted through a consultative and re-negotiated process with the top management and key stakeholders

### **8.2 Performance Standards**

The State Department will deploy the following methodologies in undertaking monitoring, evaluation and learning: Quantitative and Qualitative data collection, analysis, storage and indicator development; Results Analysis and report writing; Dissemination, Capacity Development and Policy Coordination.

The key deliverables under the M&E Framework will be as follows:

- i Establish a reporting format incorporating Key Performance Indicators for each reporting unit as well as the periods to be covered in the reports.
- ii Determine the reporting requirements and M&E officers from implementing departments and agencies who will provide pertinent data to the CPPMD to assist in the performance analysis.
- iii Advice on the projects monitoring work plan including the resources required and monitor its implementation.
- iv Monitor progress of the technical implementation against a roadmap of priorities as defined by the Project and agreed by the Project's implementing departments and agencies.

- v Document best practices and lessons learnt in the M&E exercise.
- vi Disseminate M&E reports and lessons learnt to stakeholders

### 8.3 Evaluation Framework

The Evaluation Framework will be designed to provide a systematic feedback mechanism that indicates as early as possible any shortcomings and challenges regarding disbursement of funds, delivery of other inputs, execution of activities or production of output to meet the expected outcomes in order that corrective and timely measures can be instituted.

**Table 8.1 Outcome matrix**

Key result area	Outcome	Outcome indicator	Baseline		Target	
			Value	Year (2023)	Mid-term period target (2025)	End-term period target (2027)
<b>Maritime transport management, trade and trade facilitation</b>	Increase in the volume and tonnage of shipments	No. of TEUs handled	250	2023	300	450
	Decreased costs of freight and logistics	Average turn-around time for ships at the port	24	2023	60	60
	Increased revenues	Amount of revenue generated (in million Kshs)	10,000,000	2023	30,000	70,000
	Improved maritime trade facilitation	No. of policies and regulations developed	2	2023	5	5
	Increased job opportunities	No. of jobs created	2416	2023	5000	10000

<b>Maritime Research and Innovation</b>	Develop and operationalize Maritime Research and Innovation Institute	% contribution of research and innovation in Maritime Sector	-	-	0.3	1.0
<b>Marine Governance, Environmental and Resource Protection</b>	Improved marine governance	No. of policies and regulations developed	2	2023	5	5
		No. of Admiralty courts established	0	2023	1	2
	Enhanced biodiversity protection	No. of marine biodiversity protected/mangrove trees planted	3000	2023	6000	7500
<b>Maritime Infrastructure Development</b>	Improved ease of doing business through cost effectiveness and efficient services	No. of ships acquired	0	2023	1	1
		No. of ships chartered	0	2023	2	0
<b>Maritime education, training and labour placement</b>	Increase in job opportunities	No. of jobs created	2416	2023	5000	5000
	Increase in the number of seafarers trained	No. of seafarers trained	4360	2023	6000	6000
<b>Institutional strengthening and capacity development</b>	Improved competencies	No. of technical officers recruited and trained	6	2023	73	0
	Enhanced institutional	No of management systems developed	2	2023	2	0

	management systems					
--	--------------------	--	--	--	--	--

### **8.3.1 Mid-Term Evaluation**

The State Department will conduct a mid-term evaluation of this Strategic Plan to examine the progress towards achieving the set targets. The evaluation will be conducted by both internal and external reviewers. This will be undertaken in the financial year 2025/26. The recommendations of mid-term evaluation will help in making remedial actions to the Strategic Plan implementation process.

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

End-term evaluation will be conducted at the end of the Strategic Plan period and the achievements, challenges, lessons learnt and recommendation will inform the next cycle of the strategic planning process in the State Department. The evaluation will be conducted by both internal and external reviewers.

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

Reporting will be undertaken by the CPPMD in collaboration with all Departments and Agencies in the State Department. The reporting framework will involve a systematic and continuous process of collecting and analyzing information based on the indicators and targets and the achievements, challenges, lessons learnt and recommendation from the feedback will inform the next cycle of the strategic planning process in the State Department.

The State Department will therefore have the following timelines while undertaking monitoring:

- a. **Quarterly Monitoring and reporting-** This involves monitoring of projects at the end of each quarter in every financial year of the period.
- b. **Annual Monitoring and Reporting-** This involves tracking of the implementation status of policies, projects and programmes at the end of each financial year of the strategic plan period.
- c. **End-Term monitoring and Reporting-** This involves tracking the progress of the planned targets and objectives at the end of the plan period.

*Annex 2 : Implementation Matrix*

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility				
					2020	2023/24	2024/25	2025/26	2026/27	2027/28	2020	2023/24	2024/25	2025/26	2026/27				
<b>KRA1: Maritime transport management, trade and trade facilitation</b>																			
<b>Strategic Objective 1.1: To enhance safety and security for the maritime sector</b>																			
Enhance ship registration and inspection regime	Undertake economic benefit Study for establishment of open ship register.	Economic analysis report	No. of reports	1	1	0	0	0	0	30	0	0	0	0	0	MPC SS			
	Operationalize maritime security committee and sub-committee	Operationalized MSC and sub committees	No. of meetings	20	4	4	4	4	4	10	11	12	13	15	15	MPC SS/ KMA			
	Preparation of a legal framework for an open register	Open register legal framework regulation for ship registration, development of Act, review of MSA, development of	No. of legal instruments	1	0	1	0	0	0	30	0	0	0	0	0	MPC SS/ KMA			

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility
					2020	2023/24	2025/26	2026/27	2027/28	2020	2023/24	2024/25	2025/26	2026/27	
Develop Maritime Transport Sector	Develop Regulations for Maritime Transport Operators	tonnage, ship registration incentive regime	No. of regulations for Maritime Transport Operators developed	8	6	2	0	0	0	6	0	0	0	0	KMA/ SDS MA
	Undertake National and international Publicity to promote Kenyan Ship registry	Publicity awareness reports	No of reports and forums	5	1	1	1	1	1	10	10	10	10	10	MPC SS/ KMA
	Undertake M& E activities	M&E reports	No.of reports	20	4	4	4	4	4	15	20	25	30	35	MPC SS
	Strengthen monitoring and	Facilitate technical assistance	Technical assistance workshops/trainings	No. of personnel trained	50	10	10	10	10	5	10	15	20	25	MPC SS/ KMA

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility
					2020	2023/24	2025/26	2026/27	2027/28	2020	2023/24	2024/25	2025/26	2026/27	
surveillance regimes	through capacity building for monitoring surveillance.														
	Acquisition of monitoring and surveillance tools and technologies	Fully equiped surveillance stations	Number of fully equiped surveillance stations	10	2	2	2	2	90	110	110	115	200	MPC SS	
Operationalized Casualty investigations	Establish and operationalize casualty investigation unit	Operationalized casualty investigation	% of implementation	100	100	0	0	0	100	0	0	0	0		
Enhance maritime security	Develop and	Developed strategy	No of strategies	1	1	0	0	0	0	5	5	5	5	MPC S&S/	

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility
					2020	2023/24	2025/26	2027/28	2020	2023/24	2025/26	2027/28	2020	2023/24	
	implement national maritime security strategy														KMA
	Operationalize the reviewed national maritime security committee	National Maritime Security Committee operationalized	No. of operational committee	1	1	0	0	0	0	5	5	5	5	5	
<b>KRA1: Maritime transport management, trade and trade facilitation</b>															
<b>Strategic Objective 1.2: To develop and enhance policy, legal, regulatory and institutional capacity</b>															
Develop policies and bills on maritime transport management	Undertake regulatory impact assessment	Assessemment reports	No. of assessment reports	12	3	3	2	2	2	15	15	10	10	10	MPR &D
	Formulate bills and policies relevant for the sector	Bills and policies formulated	No. of bills and policies	12	3	3	2	2	2	15	15	10	10	10	SDS MA

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility	
					2020	2023/24	2024/25	2025/26	2026/27	2027/28	2020	2023/24	2024/25	2025/26	2027/28	
	Review policies and relevant Acts.	Reviewed policies and Acts	No. of reviewed policies	6	1	1	1	2	1	3	3	3	3	4	3	SDS MA
	Ammend relevant Acts	Ammended Acts	No. of ammended Acts	2	0	1	1	0	0	0	3	3	3	3	3	SDS MA
Develop regulations for domesticating ratified conventions	Undertake regulatory impact assessment	Assessemment reports	No. of assessment reports	3	0	1	1	1	0	0	1	1	1	1	0	SDS MA
	Coordinate the drafting of regulations for domestication of international legal instruments	Regulations gazzeted	No. of regulations	20	4	4	4	4	4	45	50	55	60	65	65	SDS MA

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility
					2020	2023/24	2024/25	2025/26	2026/27	2027/28	2020	2023/24	2024/25	2025/26	2027/28
Develop cargo reservation policy	Cabinet approval, Circular from treasury	Cargo reservation policy	No. of policies	1	1	0	0	0	0	2	0	0	0	0	SDS MA/ MPR &D
Develop a framework for cabotage legal regime	Develop regulations of merchant shipping act	Regulations	No. of regulations	2	1	1	0	0	0	25	20	0	0	0	SDS MA/ KMA
Develop a framework for an open registry	Develop and operationalize open registry framework	Open Registry	No. of Registry operationalized	2	1	1	0	0	0	150	150	100	100	100	SDS MA/ KMA
Development of Lake Turkana Maritime Investment Plan	Undertake prefeasibility and feasibility study	Prefeasibility and Feasibility study report	No. of reports	1	0	1	0	0	0	10	0	0	0	0	SDS MA

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility	
					2020	2023/24	2024/25	2025/26	2026/27	2027/28	2020	2023/24	2024/25	2025/26	2027/28	
	Undertake development of investment plan for lake Turkana	Maritime Investment Plan for Lake Turkana	No. of Maritime Investment plans	1	0	0	0	1	0	0	0	0	0	40	0	SDS MA
Development of Lake Victoria Maritime Investment Plan	Undertake prefeasibility and Feasibility study reports	Prefeasibility and Feasibility study reports	No. of reports	2	0	2	0	0	0	0	20	0	0	0	0	SDS MA
	Undertake development of an investment plan for Lake Victoria	Maritime Investment Plan for Lake Victoria	No. of Maritime Investment plans	1	0	1	0	0	0	0	50	0	0	0	0	SDS MA
	Undertake implementation of Maritime Investment Plan for	Maritime Investment Plan for Lake Victoria	% implementation	-	-	-	-	50	100	0	0	0	100	100	100	SDS MA

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility
					2020	2023/24	2025/26	2026/27	2027/28	2020	2023/24	2024/25	2025/26	2026/27	
	Lake Victoria														
Development of a Maritime Transport Investment Plan for Coastal region	Undertake prefeasibility and feasibility study reports	Prefeasibility and Feasibility study reports	No. of reports	2	0	0	1	1	0	0	30	20	40	0	SDS MA
	Undertake development of an investment plan for Coastal region	Maritime Transport Investment Plan for coastal region	No. of Investment plans	1	0	0	0	1	0	0	0	50	0	0	SDS MA
	Implement Maritime Transport Investment Plan for Coast Region	Maritime Transport Investment Plan implemented	% of implementation				20	40	100	0	-	50	100	100	SDS MA
<b>Subtotal KRA 1</b>										531	568	484	663	683	

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility					
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28						
<b>KRA 2: Maritime Research and Innovation</b>																				
<b>Strategic Objective 2.1:</b> To protect and ensure sustainable use of marine ecosystem for socioeconomic development																				
Develop and implement Maritime Spatial plan	Undertake prefeasibility and feasibility study.	Preafeasibility and feasibility report	No.of reports	2	2	0	0	0	10	0	0	0	0	0	SDS MA/ KMA					
	Undertaking the development and validation of the draft maritime Spatial Plan(MSP )	MSP developed and validated.	% of MSP developed	100	0	45	55	0	0	62	65	0	0	0	SDS MA/ KMA					
	Implementing Maritime Spatial Plan	Report on implementation	No. of reports	1	0	0	0	0	1	0	0	0	50	50	SDS MA/ KMA					
	Undertake monitoring,	M&E reports	No.of M&E reports	12	0	0	4	4	4	0	0	55	60	60	SDS MA/ KMA					

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility
					2020	2023/24	2025/26	2027/28	2020	2023/24	2025/26	2027/28	2020	2023/24	
	evaluation and reporting of MSP														
Develop and implement Integrated Coastal Zone Management plan (ICZM)	Undertake prefeasibility and feasibility report	Prefeasibility and feasibility report	No.of reports	2	2	0	0	0	0	25	0	0	0	0	SDS MA/KMA
	Undertaking the development and validation of the draft Integrated Coastal Zone Management plan (ICZM)	ICZM developed and validated	% of ICZM developed	100	0	0	100	0	0	0	295	0	0	0	SDS MA/KMA
	Undertake monitoring, evaluation	Report on implementation	No. of reports	5	1	1	1	1	1	12	13	13	15	15	SDS MA

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility	
					2020	2023/24	2024/25	2025/26	2026/27	2027/28	2020	2023/24	2024/25	2025/26	2027/28	
	and reporting of Integrated Coastal Zone Management plan (ICZM)															
Develop and validate ICZM bill	Develop and validate ICZM bill	Validated ICZM bill	No. of bills	100	0	0	1	0	0	0	3	2	0	0	SDS MA	
Establish a Maritime Research and Innovation Centre	Develop and operationalize a Maritime Research and Innovation Centre Undertake research and	Maritime Research and Innovation Institute  Research and Innovations undertaken	% completed  No. of research and innovations developed	100		1	1	2	2	4			100	200	200	SDS MA/ KMA

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility
					2020	2023/24	2025/26	2027/28	2020	2023/24	2025/26	2027/28	2020	2023/24	
	innovation														
<b>KRA 2: Maritime Research and Innovation</b>															
<b>Strategic Objective 2.2</b> To protect and ensure sustainable use of marine ecosystem for socioeconomic development															
Undertake research and development to inform policy interventions on EEZ	Facilitate technical assistance to build capacity for research and development	Capacity building of staff	No. of staffed trained	100	20	20	20	20	20	25	30	35	40	SDS MA/ KMA	
Enhance stakeholder collaboration to eliminate conflicts.	Develop and implement collaboration, monitoring and evaluation	Collaboration Framework M&E reports	No. of collaboration Frameworks No of M& E reports	1	0	0	1	0	0	0	3	5	5	SDS MA/	

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	
	framework														
<b>Subtotal KRA 2</b>										157	961	853	815	820	
<b>KRA 3: Marine Governance, Environmental and Resource Protection</b>															
<b>Strategic Objective 3.1:</b> To protect and ensure sustainable use of marine ecosystem for socioeconomic development															
Develop regulatory framework for protection of marine environment.	Develop and monitor the implementation of Marine pollution prevention regulations	Developed regulations	No of regulations developed	6	6	0	0	0	0	10	20	50	75	100	SDS MA/K MA
		Monitoring and evaluation Reports	No. of reports	16	0	4	4	4	4	20	30	35	35	35	CPP MD

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility
					2020	2023/24	2025	2026	2027	2028	2020	2023/24	2025	2026	2027
Implement resilient Climate change Action Plan	Establish and operationalize the Climate change Units(CC U) to implement action plan.	CCU operationalized	No. of CCUs operationalized	1	0	1	0	0	0	10	20	35	45	50	SDS MA

### **KRA 3: Marine Governance, Environmental and Resource Protection**

#### **Strategic Objective 3.1: To protect and ensure sustainable use of marine ecosystem for socioeconomic development**

Undertake Stakeholders Mapping and consultations; Develop concept note	Safeguarded Resources in the EEZ	No. of Safeguarded Resources	10	2	2	2	2	2	10	10	10	10	10	10	MPC S&S/ KMA
Develop strategies for implementing	Adopt Green technology	Green Technology concepts Developed	No. of concepts Developed	5	1	1	1	1	1	69	50	50	50	50	MPC S&S/ KMA

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility
					2020	2023/24	2025/26	2026/27	2027/28	2020	2023/24	2024/25	2025/26	2026/27	
green shipping technologies	Invest in Shipping Operations														
Monitor compliance of vessels.	Undertake Monitoring Control and Surveillance (MCS)	Monitoring of Vessels	No. of Compliant Vessels	100 %	20	20	20	20	20	15	15	15	30	30	MPC S&S/ KMA
Develop and implement Ocean Governance policy	Establishment of Technical Team, Mapping of stakeholders engagement; Development of Draft Policy; Stakeholders	Ocean Governance Policy Developed	No. of Policies Developed	1	1	0	0	0	0	200	0	0	0	0	MPC S&S/ KMA

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility
					2020	2023/24	2025/26	2027/28	2020	2023/24	2025/26	2027/28	2020	2023/24	
	Validation ; Printing of the Policy														
	Implement Ocean Governance Policy	Ocean Governance Policy implemented	% of implementation	100	-	20	40	60	100	0	20	50	80	100	SDS MA/ KMA
<b>KRA 3: Marine Governance, Environmental and Resource Protection</b>															
<b>Strategic Objective 3.3: To develop and enhance policy, legal, regulatory and institutional capacity</b>															
Advocate for enhancement of admiralty courts capacity	Advocating the mainstreaming of Admiralty Courts; Capacity Building;	Admiralty Courts established	No. of Admiralty courts established	5	1	1	1	1	1	15	20	25	30	35	MPC S&S/ KMA
Develop marine pollution project	Development of Regulations for	Regulations for implementation of the IMO's Conventions	No. of regulations	3	0	2	1	0	0	0	23	17	0	0	SDS MA/KMA

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility
					2020	2023/24	2025/26	2027/28	2020	2023/24	2025/26	2027/28	2020	2023/24	
	implementation of the IMO's Conventions on prevention and control of marine pollution a	on prevention and control of marine pollution developed													
	Development of Compensation regime	Compensation regime developed	No. of developed compensation laws in place	3	0	2	1	0	0	8	2	0	0	SDS MA/K MA	
<b>Subtotal KRA 3</b>										<b>43</b>	<b>30</b>	<b>37</b>	<b>44</b>	<b>50</b>	
<b>KRA 4: Maritime Infrastructure Development</b>															
<b>Strategic Objective 4.1: To develop requisite infrastructure for the maritime sector</b>															

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility
					2020	2023/24	2025/26	2027/28	2020	2023/24	2025/26	2027/28	2020	2023/24	
Develop maritime training infrastructure	Construct and equip training facilities.	Facilities constructed and equipped	% of completion	100	17	17	26	17	23	1650	1570	2422	1510	2047	BMA
<b>KRA 4: Maritime infrastructure development</b>															
<b>Strategic Objective 4.2: To develop and manage national capacity for Kenya's maritime sector</b>															
Establish a national fleet.	Acquisition and chartering of ships.	Vessels acquired	No. of vessels acquired	20	0	0	1	1	0	0	0	2135	2140		SDS M & KNSL
		Vessels chartered	No. of vessels chartered	40	0	4	0	0	0	0	2680	0	0	0	SDS M & KNSL
Strengthen cargo carrying capacity through acquiring container equipment	Acquisition and leasing of containers	Containers acquired and leased	No. of containers acquired and leased	1500	0	0	750	750	0	0	350	350	0	SDS M & KNSL	
Establish operational partnerships with other carriers	Charter slots	Slot agreements	No. of slot agreement	11	1	0	0	0	0	10	0	0	0	0	SDS M & KNSL
	Engage in vessel operational consortium	Vessel operational agreements	No. of vessel operational agreements	11	1	0	0	0	0	10	0	0	0	0	SDS M & KNSL

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility				
					2020	2023/24	2025/26	2027/28	2020	2023/24	2025/26	2027/28	2020	2023/24					
<b>Subtotal KRA 4</b>					16	42	49	40	20	70	50	07	00	47					
<b>KRA 5: Maritime education, training and labour placement</b>																			
<b>Strategic Objective 5.1: To enhance human resource capacity and global employment in the shipping and maritime sector</b>																			
Create awareness on the available opportunities.	Undertake national and international awareness campaigns	Awareness campaigns	No of awareness campaigns	5	1	1	1	1	10	10	10	10	10	10	ML&SD/BMA				
Promote decent working environment for maritime labour workforce	Establish and operationalize the seafarers wage council.	Seafarers wage council established	Wage council	1	1	0	0	0	25	20	30	35	40	40	ML/KMA				
	Monitor the implementation of national maritime	Oversight reports	No of reports and stakeholder engagement meetings	5	1	1	1	1	5	10	15	15	15	15	ML&SDS/KMA				

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility
					2020	2023/24	2025/26	2027/28	2020	2023/24	2025/26	2027/28	2020	2023/24	
	labor standards														
	Repatriation of abandoned Kenyan seafarers as per ILO/IMO guidelines	Repatriated seafarers	Successful repatriation	0	0	0	0	0	0	5	10	15	15	15	ML/KMA
<b>KRA 5: Maritime education, training and labour placement</b>															
<b>Strategic Objective 5.2:</b> To enhance human resource capacity and global employment in the shipping and maritime sector.															
Promote training in blue economy skills development.	Monitoring the implementation of national standards for maritime training	Oversight reports and stakeholders' meetings	No of meetings	5	1	1	1	1	1	3	3	3	3	3	ML&SDSMA

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility
					2020	2023/24	2025/26	2027/28	2020	2023/24	2025/26	2027/28	2020	2023/24	
	Undertake awareness campaigns to increase enrollment of students in the maritime education training institutions.	Awareness forums	No of forums	5	1	1	1	1	5	5	5	5	5	5	ML& SDS MA
	Support training institutions to meet the standards for approval to offer maritime courses.	Instructors trained	No of instructors sponsored for training	15	3	3	3	3	18	18	18	18	18	18	ML& SDS MA

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility
					2020	2023/24	2025/26	2027/28	2020	2023/24	2025/26	2027/28	2020	2023/24	
Integrate e-learning management systems in MET	To develop and implement e-learning management systems to deliver training	E-learning platform operationalized	% of E-learning platform completion	100	100	0	0	0	3	3	3	3	3	3	ML/BMA
Develop and review policies on maritime education and training	Draft policies on maritime education and training	Draft policies	No. of policies	5	1	1	1	1	20	25	30	33	35	35	ML/SDSMA
Develop a framework for linkages of the maritime training institutions with relevant stakeholders	Engage and collaborate with relevant stakeholders to provide	MOUs/Partnerships	No of MOUs/Partnerships	4	0	1	1	1	0	5	5	5	5	5	ML&SDSMA

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility
					2020	2023/24	2025/26	2027/28	2020	2023/24	2025/26	2027/28	2020	2023/24	
	shipboard training and employment through MOUs, twinning agreements, and exchange programmes														
Develop framework for resource mobilization, financing and utilization in promotion of MET	Engage, collaborate with financial institutions and relevant stakeholders to support maritime education and training	Collaboration framework/MOUs signed	No of institutions supported	3	0	1	0	1	1	0	3	0	3	3	ML& SDS MA

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility
					2020	2023/24	2025/26	2026/27	2027/28	2020	2023/24	2024/25	2025/26	2026/27	
	through MOUs and Partnerships														
<b>Subtotal KRA 5</b>										94	11	13	14	15	
<b>KRA 6: Institutional strengthening and capacity development</b>															
<b>Strategic Objective 6.1: To enhance research, development and management of information on the shipping and maritime sector</b>															
Development of the Maritime Data Bank	Development and implementation of maritime data bank	Operationalized system	% of system completion	100%	40	30	30	0	0	2	2	2	0	0	SDS MA/K MA
Maritime Sector Data collection	Development Concept note	Concept note developed	No. of concept note	1	0	1	0	0	0	0	20	0	0	0	SDS MA/K NBS
	Maritime Data Collection	Maritime Data	% completion of data collection	100	20	40	60	80	100	100	120	130	140	0	SDS MA/K NBS
<b>KRA 6: Institutional strengthening and capacity development</b>															

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	
<b>Strategic Objective 6.2: To develop and enhance policy, legal, regulatory and institutional capacity</b>															
Enhance human capacity through retention of scarce skills	Develop HR instruments (career guidelines, retention policy, staff establishment)	Developed HR instruments	No. of HR instruments	3	3	0	0	0	0	15	1000	0	0	0	HRD
	Recruitment of technical officers	Technical officers recruited	No. of officers recruited	73	73	0	0	0	0	200	205	210	215	320	HRD
Human Resource Capacity Development	Continuous development courses	Improved performance	No of officers trained %	100	0	25	25	25	25	5	5	5	5	5	HRD
Develop digital maritime communication platforms	Acquisition of ICT infrastructure systems, capacity	Systems acquired and integrated	No of systems and integrations	2	0	1	1	0	0	0	20	45	0	0	ICT

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility
					2020	2023/24	2025/26	2026/27	2027/28	2020	2023/24	2024/25	2025/26	2026/27	
	building, integration of processes and systems														
Improve working environment;	Expand office space	Office space expanded	Office space acquired	100 %	20	20	20	20	20	50	50	50	50	70	Administration
	Acquire office furniture and office equipment	Office furniture and equipment acquired	No. of office furniture & equipment acquired	100 %	0	25	25	25	25	100	50	50	50	50	Administration
Strengthen Monitoring and Evaluation	Develop and operationalize a monitoring and evaluation framework	Harmonized and Operationalized M&E Framework	No. of M& E frameworks	2	1	1	0	0	0	20	50	0	0	0	CPP MD
	operationalization of M&E	M&E Framework operationalized	% of implementation	100			50	100	100	20	30	35	35	35	CPP MD

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility
					20	20	20	20	20	20	20	20	20	20	
Strategic Objective 1: Strengthen Policy Implementation and Monitoring	Framework														
	Monitor implementation of policies, programmes and projects	Improved policy, programmes and projects implementation	Quarterly M&E Reports	20	4	4	4	4	4	20	25	30	35	40	CPP MD
	Develop a database on the State Departments Policies, Programmes and Projects	Informed decision making	No of database	1	0	1	0	0	0	0	10	0	0	0	SDS MA
Enhance Performance Management	Develop and monitor implementation of Annual performance	Enhanced performance management	No. of signed performance contracts	20	4	4	4	4	4	20	25	30	35	50	SDS MA
			Quartermly and Annual PC Reports	25	5	5	5	5	5	20	25	30	35	40	CPP MD

Strategy	Key Activities	Expected Output	Output Indicators	5-year Target	Targets					Budget (Millions)					Responsibility	
					2020	2023/24	2025/26	2027/28	2020	2023/24	2025/26	2027/28	2020	2023/24		
	ce Contracts for the State Department and SAGAS			24	23	24	25	26	27	28	24	25	26	27	28	
<b>Subtotal KRA 6</b>								<b>57</b>	<b>16</b>	<b>61</b>	<b>60</b>	<b>61</b>				
<b>Total Budget</b>								<b>2</b>	<b>37</b>	<b>7</b>	<b>0</b>	<b>0</b>				
								<b>39</b>	<b>10</b>	<b>10</b>	<b>95</b>	<b>52</b>				
								<b>34</b>	<b>82</b>	<b>33</b>	<b>65</b>	<b>86</b>				
								<b>9</b>	<b>2</b>							

## ANNEX II: STRATEGIC PLAN THEME TEAMS

Strategic Issues	Members	Chairing	Overall Function
<b>Team 1: Heads of Department: Overall Coordination and monitoring the implementation of the Strategic Plan</b>			
i. Inadequate investment in maritime commerce, ii. Inadequate human resource capacity in the maritime industry, iii. Inadequate human capital due to untruthfulness and retention of the maritime workforce, iv. Uncoordinated and unplanned maritime space leading to low investments and unsustainable maritime resources exploitation, v. Poor governance in the maritime sector vi. Low digitalization and uptake of new and emerging technology, vii. Inadequate and inefficient port infrastructure, viii. Unsustainable environmental practices and effects of climate change, ix. Inadequate maritime safety and security	i. Secretary Administration ii. Head Technical Department iii. Head CPPMD iv. Head Finance v. Head Accounts vi. Head Procurement vii. Head Human Resource viii. Head ICT ix. Head Public Relations x. Head Legal xi. Head Audit xii. Head Government Clearing Agency department	Principal Secretary	Implement and monitor the implementation of the Strategic Plan

<b>Team 2: KRA1: Maritime transport management, trade and trade facilitation</b>			
i. Inadequate investment in maritime commerce ii. Inadequate and inefficient port infrastructure iii. Inadequate maritime safety and security	i. Head Technical Department ii. Head CPPMD iii. Head Finance iv. Head Accounts v. Head Human Resource vi. Head ICT vii. Head Public Relations viii. Head Legal ix. Head Government Clearing Agency department	Head Technical Department	Promote shipping and maritime industry by ensuring safety and security and developing conducive policy, legal and regulatory framework
<b>Team 3: KRA2: Maritime Research and Innovation</b>			
<b>KRA3: Marine governance, environmental and resource protection</b>			
i. Uncoordinated and unplanned maritime space leading to low investments and unsustainable maritime resources exploitation ii. Unsustainable environmental practices and effects of climate change iii. Low digitalization and uptake of new and emerging technology	i. Head Technical Department ii. Head CPPMD iii. Head ICT iv. Head Public Relations v. Head Legal vi. Head Government Clearing Agency department	Head Technical Department	Develop and implement National Maritime Spatial Plan and ensure maritime protection and sustainable use of marine ecosystem for socioeconomic development
<b>Team 4: KRA4: Maritime infrastructure development</b>			
i. Inadequate and inefficient maritime sector infrastructure	i. Head Administration ii. Head Technical Department iii. Head CPPMD iv. Head Finance v. Head Accounts vi. Head Human Resource	Head Administration	To develop the infrastructure and build capacity of the Maritime Sector

	vii. Head ICT viii. Head Public Relations ix. Head Legal x. Head Procurement xi. Head Government Clearing Agency department		
--	---	--	--

**Team 5: KRA 5: Maritime education, training and labour placement**

i. Inadequate human resource capacity in the maritime industry ii. Inadequate human capital due to untruthfulness and retention of the maritime workforce	i. Head Technical Department ii. Head CPPMD iii. Head Finance iv. Head Accounts v. Head Human Resource vi. Head ICT vii. Head Public Relations viii. Head Legal ix. Head Government Clearing Agency department	Head Technical Department	To develop the national human resource capacity for Kenya's maritime sector and facilitate placement of Kenyans in the global maritime market
--	--	---------------------------	---

**Team 6: KRA 6: Institutional strengthening and capacity development**

i. Poor governance in the maritime sector	i. Head Administration ii. Head Technical Department iii. Head CPPMD iv. Head Finance v. Head Accounts vi. Head Human Resource vii. Head ICT viii. Head Public Relations ix. Head Legal x. Head Procurement xi. Head Government Clearing Agency department	Head Administration	To build institutional capacity
---	--	---------------------	---------------------------------