



**REPUBLIC OF KENYA**

**KENYA FISH MARKETING AUTHORITY**

**Strategic Plan 2018-2022**

**(January 2021)**

## FOREWORD

I am delighted to present the first Kenya Fish Marketing Authority Strategic Plan 2018-2022, which outlines the strategic vision, mission and interventions identified to help the Authority realize its mandate. The Kenya Fish Marketing Authority (KFMA) was established by the Fisheries Management and Development Act 2016, to market fish and fishery products from Kenya. The fisheries sub-sector is a key contributor to food and nutrition security and for a long time has been operating without a marketing institution. Consequently, the sub-sector has faced a number of challenges in marketing fish and fishery products. Some of the challenges include maintaining market share for Kenyan fish products, high cost of production of fish and fish products, inadequate marketing infrastructure, low value addition and limited diversification of products and markets.

In response to the local, regional and global marketing tides in the fisheries sector, KFMA aspires to steer the sub sector to achieve optimal market share. This will be achieved by development of requisite policies, strategies, regulatory framework and availing the necessary information, skills and technologies to organizations and entrepreneurs in the fish value chain.

This Strategic Plan provides a road map to address the challenges in marketing fish and fishery products. To realize the aspirations of the KFMA, the Authority will require adequate financial and human resources to exploit existing opportunities in fish marketing. Finally, collaboration with other relevant stakeholders will be crucial in achieving the desired objectives.

HON. OCHIENG G. MBEO,  
**CHAIRPERSON, BOARD OF DIRECTORS**  
**KENYA FISH MARKETING AUTHORITY**

## PREFACE

The Strategic Plan 2018-2022 was prepared in line with the Constitution and the Country's long-term development blue print of the Kenya Vision 2030, which aims to provide improved quality of life to all by 2030 through transformation of Kenya into a newly industrialized, middle income country. The plan is aligned to Third Medium-Term Plan 2018-2022, the Big Four Agenda, the African Union Agenda 2063, in particular the Comprehensive African Agricultural Development Programme, Sustainable Development Goals, international/ regional conventions and agreements. The Plan was informed by lessons learnt from the implementation of previous fisheries sector plans and outlines measures to be undertaken to address gaps and challenges facing marketing of fish and fishery products in Kenya. Further, the Plan highlights the issues affecting marketing of fish and fishery products in the country, outlines strategic objectives and interventions for implementation. The KFMA will embark on the development and implementation of a national fish marketing strategy to provide a framework for marketing of fish and fishery products.

To ensure quality service delivery, KFMA is committed to adoption of best practices, effective and efficient processes, transparency and accountability as well as a strong monitoring, evaluation and reporting system. Further, KFMA will endeavour to create appropriate linkages in resources mobilization, research and technology transfer.

The preparation of this Strategic Plan involved consultations with internal and external stakeholders. These stakeholders are the Kenya Fisheries Service, Kenya Marine and Fisheries Research Institute, Fish Levy Trust Fund, Kenya Fishing Industries Corporation, Kenya Tourism Board, Kenya Export Promotion and Brand Agency, Kenya Fish Processors and Exporters Association (AFIPEK), Aquaculture Association of Kenya (AAK), and Commercial Aquaculture Association of Kenya (CASK) among others.

I wish to register my special gratitude to the Board of Directors and the staff of Kenya Fish Marketing Authority for their guidance during the preparation this Plan. I also wish to thank the top management of the Ministry of Agriculture, Livestock, Fisheries and Cooperatives, foremost the Cabinet Secretary Hon. Peter Munya for providing policy direction. My gratitude also goes to the Principal Secretary, State Department for Fisheries, Aquaculture and the Blue Economy Prof. Micheni Ntiba for the significant support and guidance provided.

It is my hope that successful implementation of this Strategic Plan will contribute to enhanced marketing of fish and fishery products for socioeconomic development of the country

MRS. JANE M. KIBWAGE,

**Ag. CHIEF EXECUTIVE OFFICER**

**KENYA FISH MARKETING AUTHORITY.**

## ACRONYMS AND ABBREVIATION

AAK	Aquaculture Association of Kenya
AFIPEK	Kenya Fish Processors and Exporters Association
AU	African Union
CAADP	Comprehensive African Agricultural Development Programme,
CASK	Commercial Aquaculture Society of Kenya
FLTF	Fish Levy Trust Fund
HIV and AIDS Syndrome	Human Immune Deficiency Virus and Acquired Immune Deficiency
IUU	Illegal, Unreported and Unregulated
KeFS	Kenya Fisheries Service
KenTrade	Kenya Trade Network Agency
KFMA	Kenya Fish Marketing Authority
KRA	Kenya Revenue Authority
Ksh	Kenya Shillings
M&E	Monitoring and Evaluation
NTB	Non-Tariff Barriers
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
SDF	State Department of Fisheries
SDG	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats
TBT	Technical Barriers to Trade
WTO	World Trade Organization

## EXECUTIVE SUMMARY

The Kenya Fish Marketing Authority is a body corporate established under the Fisheries Management and Development Act, 2016 to market fish and fishery products from Kenya. Prior to this there was no government institution specifically charged with responsibility of marketing fish and fishery products. This created a number of challenges in marketing of fish and fishery products. At global level, the challenges include maintaining market share for our products, the ever-changing legal requirements in the market, competition from other producers and substitute products, limited influence of fish prices in foreign markets, and limited information. Regionally, the key challenges comprise; cost of production of fish and fish products, different tax regimes and non-tariff barriers and failure to ratify and implement ratification treaties and protocols. At national level, challenges include; inadequate policy and institutional framework, weak marketing and trade information management system, declining capture fish stocks and low aquaculture production, inadequate fish markets infrastructure and low value addition. As a result of the aforementioned challenges, both the volumes and value of fish and fishery products for export have been declining while the imports have been increasing in recent past.

The Strategic Plan 2018-2022 was prepared in line with the Constitution and the Country's long-term development blue print the Kenya Vision 2030, which aims to provide improved quality of life to all by 2030 through transformation of Kenya into a newly industrialized, middle income country. The plan is aligned to the Third Medium-Term Plan 2018-2022, the Big Four Agenda, the African Union Agenda 2063, Sustainable Development Goals, other international/regional conventions and agreements.

This is the first Strategic Plan for the Kenya Fish Marketing Authority and therefore, during the 2013-2017 plan period, aspects of marketing of fish and fishery products were handled under the State Department for Fisheries. The key achievements realized during that period included; participation in the development of the KenTrade E-portal that facilitates fish and fishery products import and export, and Bilateral/ Multilateral trade negotiations and cooperation. Further, the Plan takes into consideration the stakeholder analysis and environmental scans.

The vision of the Authority is ***'To be the leading agency in marketing fish and fishery products in Africa.'*** The mission is ***'To facilitate fish and fishery products marketing at all levels for socio-economic development of Kenya.'*** To realize the vision, the Plan identifies four key result areas namely: capacity building, development of strategies, plans, regulations, guidelines, and standards on marketing of fish and fishery products; diversification of fish and fishery products and markets; and sustainable use of fish and fishery products.

The successful implementation of the Strategic Plan (2018 -2022) hinges on both human and financial capacities of the Authority. In order to undertake its functions effectively, it is proposed that the Authority be structured into three departments; 1. Market Development and Client Services; 2. Department of Marketing Research and Information Management. and 3. Department of Corporate Services. The plan proposed a staff establishment of 142 staff. The implementation of the Plan will require a total of KSh. 508.2 Million.

Monitoring and Evaluation (M&E) and Reporting are important aspects in the implementation of the Plan. Monitoring will involve regular data collection and analysis on the progress of implementation of the Strategic Plan as guided in annex I and annex II. In addition, there will be a mid-term and end term evaluation of the plan. The results from the analysis will inform decision making and will be shared with stakeholders.

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# CHAPTER ONE

## 1.0. INTRODUCTION

### 1.1. Overview

This chapter covers a history of the Kenya Fish Marketing Authority (KFMA) and its mandate; development challenges as well as the KFMA role in national development.

### 1.2. Background

Fish and fishery products represent one of the most-traded segments of the world food Sector, with about 78 percent of seafood products estimated to be exposed to international trade. The bulk of Kenyan fish and fishery products are consumed locally with the national market offering equally competitive returns. Further, Kenyan fish and fishery products for export have been declining while the imports have been increasing over the last 10 years. However, the Kenyan fisheries sub-sector has been operating without a fish marketing institution since independence though marketing of fish and fishery products is carried out by individual enterprises. This has resulted in limited access to international markets, exploitation of fish marketing potential, and fish market information sharing to improve competitiveness; and weak fish marketing organizations. This has led to inadequate local, national, regional and international marketing of fish and fishery products. It is against this background that the Kenya Fish Marketing Authority (KFMA) was established to strengthen fish marketing.

KFMA is a body corporate established under Part XVIII, Section 198 of the Fisheries Management and Development Act, 2016 to market fish and fishery products from Kenya. Prior to the establishment of KFMA, there was no government institution specifically charged with the responsibility of marketing fish and fishery products.

### 1.3. Mandate/ Functions

According to Part XVIII, Section 200 of the Fisheries Management and Development Act of 2016, the Authority is mandated to perform the following functions:

- i. Develop, implement and co-ordinate a national fish marketing strategy.
- ii. Ensure that fish and fisheries products from Kenya enjoy market access at local, national, regional and international levels as premier products and, to this end, that the products and markets are developed and diversified.
- iii. Promote the sustainable use of fish by preventing, deterring and eliminating to the extent possible trade in illegal, unreported and unregulated fishing.
- iv. Enforce national fisheries trade laws and international fisheries related trade rules.
- v. Identify fish market needs and trends and advise fisheries stakeholders accordingly
- vi. Organize stakeholders to ensure smooth marketing of fish and fishery products;

- vii. Collaborate with national and international trade related bodies.
- viii. Advise the Cabinet Secretary on issues related to national and international trade trends; and
- ix. Perform any other functions that are ancillary to the object and purpose for which the Fish Marketing Authority is established.

#### 1.4. Global, Regional and National Development Challenges

##### 1.4.1. Global Challenges

###### a) Maintaining market share for our products

The Kenyan international market share of fish and fish products remains lean due to poor product differentiation, limited innovation, lack of market intelligence in regard to market trends, customers needs and preference, and competitors.

###### b) Ever Changing New Market Legal Requirements

The international legal regime governing fish and fish products is dynamic and the challenge of keeping abreast with changes sometimes poses restrictions to exports for example through Technical Barriers to Trade (TBT) and Non-Technical Barriers to trade.

###### c) Competition from other Producers and from Substitute Products

Stiff competition from other countries involved in production of fish and fish products poses a serious challenge to local exporters of fish and fish products. Substitute competition has also become an increasingly bitter battleground, with products being able to replace others as technology and tastes change.

###### d) Customer Satisfaction

Lack of consistent focus on the customers' needs, low investment in the use of existing and emergent technology to provide customer friendly support and irregular review and update of the financial value proposition offered to customers tends to lower customer satisfaction which eventually results in decline in market share

###### e) Limited influence of fish prices in foreign markets

Factors such as stiff competition, attitude towards developing country's products, poor product differentiation and branding image have adverse influence on prices of fish and fish products from developing countries.

###### f) Limited Information Supply

Limited information supply on available fish stocks necessary for facilitating market arrangements for fish and fish products.



#### 1.4.2. Regional Challenges

The major factors influencing regional trade were identified as:

a) Cost of production of fish and fish products

The differences in the production costs of goods and services makes competition within the region a challenge.

b) Different tax regimes and non-tariff barriers

The member states of the East African Community (EAC) have different tax regimes. This poses a challenge to smooth trade operations within the region. This is compounded further by some countries imposing non-tariff barriers.

c) Weak Institutional, Policy and Legal Framework

Slow harmonization of laws and policies regulating trade across the partner states is a challenge to free trade within the region. Likewise, policy and legal framework for the operationalization of the trade blocks are yet to be finalized. All these have not made it possible to execute free trade in the region

d) The ratification and implementation of Protocols

The ratification and implementation of some regional trade blocks protocols have not been done by all the states and slow implementation pace as such is impeding smooth trade.

e) Political and security concerns

Occasional political instability and insecurity in parts of the EA partner States challenge to free trade.

f) Inadequate infrastructure

Many parts of the partner states are inaccessible and lack other necessary infrastructure such as electricity, phone connectivity making it impossible to conduct smooth trade in the region.

#### 1.4.3. National Challenges

a) Weak legal, policy and institutional framework

There is no national fish marketing policy in place. This leads to lack of the enabling environment for the sector and inadequate policies to guide fish marketing in the country. Key policy documents like a National Fish Marketing Strategy are not in place to properly guide fish imports and exports. Further, KFMA institutional capacity is limited due to lack of office space for KFMA, inadequate technical staff and inadequate funding

b) Weak marketing and trade information management system

Data collection and dissemination regarding fish and fish products marketing and trade is inadequate.

c) Declining capture fish stocks and low aquaculture production

There is limited and declining information on available fish stocks necessary for facilitating market arrangements for fish and fish products.

d) Ready market for IUU fishing

Availability of market for IUU fish and fish products in the region compromises sustainable fish trade.

e) Inadequate Infrastructure

Inadequate marketing infrastructure such as fish auction centres, ice plants, cold chain facilities, sorting sheds, market information systems and electricity at strategic fish landing sites are an impediment to fish marketing in the country. The major fish landing sites are in remote areas usually not connected to major road network and collection of the fish to the market delays leading to fish losses. This reduces the bargaining power of the fish producers as fish is highly perishable and therefore the fishers are compelled to sell their fish at low price.

f) Low Value Addition

Investment in the sector is low because of the high level of perceived risk by investors. This leads to limited diversification of fish and fish products for the local, national and international markets.

g) Limited access to credit and insurance

Access to affordable credit is critical in ensuring increased fish trade in local, national and international fish and fish products markets.

h) Incidence of HIV and AIDS

The incidence of HIV and AIDS among the fish producing and fish marketing folks leads to loss of marketing skills.

## 1.5. Kenya Fish Marketing Authority's Development Role

### a. The Constitution

The Authority shall endeavour to meet the prescription of the rights conferred by the Constitution of Kenya to the consumers as per Article 46. (1) which states that, consumers have the right;-

- (a) to goods and services of reasonable quality;
- (b) to the information necessary for them to gain full benefit from goods and services;
- (c) to the protection of their health, safety, and economic interests.

## b. The Kenya Vision 2030

The Kenya Vision 2030 is the long-term development blue-print expected to transform the country into a rapidly industrializing middle-income nation enjoying a high quality of life by the year 2030. The Vision aims to create a cohesive, equitable and Just society based on democratic principles and issue based politics grounded on the existing rich and diverse cultures and traditions. The Sessional Paper No. 10 of 2012 on Kenya Vision 2030 entrenches the development plan as a people driven process.

The Kenya Vision 2030 identifies the agricultural sector, which comprises the fisheries sub-sector among others, as one of the key sectors to deliver the envisaged national economic growth rate of 10% annually. The Kenya Vision 2030 aims at transforming the agricultural sector into an "innovative, commercially-oriented and modern Agriculture, Livestock and Fishery Sector" The wholesale and retail trade is to move towards greater efficiency in the country's marketing system by lowering transaction costs through institutional reforms. This involves strengthening informal trade (through investment in infrastructure, training and linking it to wider local and global market). The Vision further envisages the government strengthening producer co-operative movements and assisting in branding and marketing in the regional and international markets.

## c. Third Medium Term Plan (2018-2022)

The KFMA will contribute towards the realization of the flagship programmes in line with its mandate. The programmes and projects to be implemented during the Third Medium Plan period include to: empower Traders and investors; raise per capita consumption of fish; cooperation and implementation of regional international frameworks and standards. Other programmes and projects identified include: diversification of fish export markets; and sensitization and awareness creation of the young population on the Blue Economy.

## d. Big Four Agenda

The Government Big Four Agenda comprises: Food and Nutrition Security, Universal Health Care, Affordable Housing and Manufacturing. The KFMA will undertake measures within its mandate towards realization of relevant targets under Food and Nutrition Security and Manufacturing. These measures include: value addition, promotion of fish consumption and marketing, development and rolling out of electronic fish marketing information system, as well as strengthening fisheries associations.

## e. Sustainable Development Goals

The Kenya Fish Marketing Authority will contribute towards the United Nations Sustainable Development Goals as follows:

### **Goal 1: End Poverty in all its Forms Everywhere:**

The focus will be to end poverty in the rural areas so as to increase access to means to produce and purchase food by investing in linkages to markets and enhancing market access for the fishers, fish farmers and consumers.

### **Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable Agriculture:**

This will be achieved through tackling food and nutrition insecurity promoting sustainable fisheries and production systems by preventing, deterring and eliminating marketing of Illegal Unreported and Unregulated (IUU) fishing.

**Goal 3: Ensure healthy lives and promote well - being for all at all ages:**

This will be achieved through promotion of healthy eating interventions and fortification of foods with fish.

**Goal 5: Achieve gender equality and empower all women and girls:**

This will be attained through the inclusion of women and youth in the sub-sector through policy direction and involvement at all levels of projects and programmes development and implementation.

**Goal 12: Ensure sustainable consumption and production patterns:**

This will be achieved through targeted interventions of post-harvest losses and increased accessibility to fish and fishery products.

**Goal 13: Take urgent action to combat climate change and its impacts:**

This will be addressed through promoting marketing of climate-smart fish and fishery products.

**Goal 17: Strengthen means of implementation and revitalize the global partnership for Sustainable Development:**

This goal requires countries to aim to strengthen the means of implementation and revitalization the global partnership for sustainable development with specific target on trade to promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization (WTO). This will be achieved through implementing relevant Bilateral and Multilateral Agreements.

f. African Union Agenda 2063

Agenda 2063 is a strategic framework for the socio-economic transformation of the continent. It is built on and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development. The Agenda 2063 proposes to have in place the African Commodity Strategy and Continental Free Trade Area. The KFMA will take advantage of these agreements to promote markets for Kenyan fish and fishery products in the regional market.

## CHAPTER TWO

### 2.0. SITUATION ANALYSIS

#### 2.1. Overview

It is important to note that this is the first Strategic Plan developed for the KFMA. Previously, issues of fish and fishery products marketing were implemented under the State Department or Fisheries Strategic Plan 2013-2017. This chapter thus, documents the major achievements, challenges experienced and the lessons learnt during the implementation of the previous Strategic Plan (2013- 2017). Further, the chapter has taken into consideration the stakeholder analysis, SWOT and PESTEL scans.

#### 2.2. Review of the previous Strategic Plan 2013-2017

The Strategic Plan being reviewed is for the former State Department for Fisheries that had the mandate of marketing of fish and fishery products.

##### 2.2.1. Milestones/ Key Achievements of the Strategic Plan 2013-2017

**a. Strategic Objective 1:** To develop/ review policy and legal framework for fisheries management and development

Fisheries Management and Development Act 2016 became operational on 29 September, 2016. The Act established an Advisory Council, two Semi- Autonomous Government Agencies; Kenya Fish Marketing Authority (KFMA); Kenya Fisheries Service (KeFS) as well as a Fund (Fish Levy Trust Fund-FLTF).

The Manual Standards Operating Procedures on Fish Quality and the Business Operators Guidelines were developed.

**b. Strategic Objective 2:** To maintain and expand fish market access

- i. Developed a Residue Monitoring Plan for farmed fish that was approved by the European Union (EU) thereby, opening up export markets for farmed fish and fishery products in the EU.
- ii. Participated in the KenTrade E-portal to facilitate fish and fishery products import/export.
- iii. Participated in the Bilateral and Multilateral trade negotiations and cooperation.

#### 2.3. Challenges faced during the implementation of the previous plan

The following challenges prevailed during the implementation period of the Strategic Plan 2013-2017 as it relates to the KFMA. These challenges were;

- i. Inadequate funding and unexpected budget cuts negatively affected implementation of planned programmes.
- ii. Inadequate staff.
- iii. Lack of office space and equipment.

## 2.4. Lessons Learnt

The following lessons were learnt from the implementation of the Strategic Plan (2013-2017);

- Close collaboration and co-operation among MDAs, County Governments and other stakeholders is crucial in development and implementation of sector policies, strategies, programmes and projects.
- There is need for effective monitoring and evaluation on the implementation of Strategic Plans to ensure delivery of planned outputs and outcomes,
- Appropriate and adequate capacity building is critical in ensuring that priority interventions deliver the expected development results; and
- It is important that deliberate efforts are made to secure adequate funding for planned activities to ensure successful implementation of future Strategic Plans.

## 2.5. Environmental Scan

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

Table 2.1 below provides a summary of the SWOT analysis of the Kenya Fish Marketing Authority.

Table 2.1: Kenya Fish Marketing Authority SWOT Analysis

<b>Strength</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Existence of FMD Act 2016</li> <li>• Presence of international marketing convention/ treaties/ agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate baseline data on fish marketing</li> <li>• Inadequate regulations</li> <li>• Lack of office space</li> <li>• Inadequate skilled staff</li> <li>• Inadequate funding</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• GOK commitment and support from fisheries and Blue Economy sub-sector</li> <li>• National and county efforts and support</li> <li>• A rich pool of expertise</li> <li>• Existence of BMUs and fish trader groups</li> <li>• High demand for fish and fish products both local and internationally</li> <li>• There is established external fish markets</li> </ul>	<ul style="list-style-type: none"> <li>• Corruption</li> <li>• Competition in the international markets</li> <li>• Socioeconomic uncertainties e.g. COVID-19</li> </ul>

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

The PESTEL analysis of the Kenya Fish Marketing Authority;

#### 2.5.2.1. Political Analysis

Kenya is politically stable and this is expected to prevail in the next five years and beyond. This is largely attributed to the Constitution, which ushered new systems and structures on our political, social and economic frontiers. The devolved governments present a significant

opportunity in terms of political stability in the country. Political stability is also being experienced in most of Kenya's neighbouring countries. This in turn is promoting Kenya's socio- economic stability. Further, Kenya enjoys good and cordial relation with her neighbours and as a result, under the EAC, the East Africa Federation is being fast- tracked.

#### 2.5.2.2. Economic Analysis

Kenya's long- term development agenda is currently guided by the Kenya Vision 2030. The Vision aims to create a globally competitive and prosperous nation with a high quality of life for all citizens by 2030. The Vision also aims at transforming Kenya into "a newly industrialized, middle income country, providing a high quality of life to all its citizens in a clean and secure environment. The growth objectives underpinning Vision 2030 require the rate of growth to have reached 10 per cent per annum by 2012/2013 and be sustained thereafter up to the year 2030. In the Manifesto, the government targets to create 6.5 million jobs in the five years period from 2017 to 2022.

The creation of a conducive environment to attract investments into the sector through development and review of the necessary policies, legislations, standards and regulations and institutional reforms and capacity building in terms of human resource, equipment and infrastructure development for the management and development of the sector in the country will be carried out.

The EAC is currently debating the merger of three regional economic blocs namely: South African Development Community (SADC); the Common Market for Eastern and Southern Africa (COMESA) and EAC. The merger is envisaged to result into one East and Southern Africa Bloc and establish a Free Trade Area (FTA). The FTA will provide a larger market for fish and fisheries products, and thereby make it possible for the players along the fish value chain to take advantage of economies of scale.

The on-going implementation of single customs territory by Customs authorities of the EAC member countries will also lead to reduced cost of doing business. In addition, The EAC member states are taking steps to address the Non-Tariff Barriers (NTB) that may inhibit trade in the region.

#### 2.5.2.3. Social Analysis

The key features of the social environment are tied with political and socio-economic changes. This is attributed to modernization, urbanization, growth in the education sector, use and expansion of ICT, high levels of poverty and unemployment, change of lifestyles, and increased public awareness on their rights and participation at all levels of decision making in line with the Constitution. The political and socio-economic changes have both positive and negative impacts on the fisheries sector. A good example was the ESP implemented under the former Ministry of Fisheries Development that led to most communities embracing fish farming as a commercial enterprise and thus diversifying their socio-economic activities. A show case was in the Maasai community which have diversified their economic activities from cattle keeping and embraced fish farming.

On the other hand, increasing poverty levels and unemployment, has led to increase in the number of fishers, fishing efforts, and use of illegal fishing gears and methods. Consequently, this has resulted to unsustainable management of the fisheries resource especially the capture fisheries.

#### 2.5.2.4. Technological Analysis

The total number of active internet/ data subscriptions in Kenya by September 2018 stood at 42.2. Million up from 41.1 million subscriptions reported in June 2018. The rapid growth in internet use shows that communication will have to be through electronic media. This will facilitate delivery of online services which are cheaper and faster. It also enhances stakeholder participation in decision making by facilitating an efficient feedback mechanism. For example, in the fisheries sector there is an Electronic Fish Market Information System (EFMIS) Supported by the European Union (EU). The EFMIS-Ke (Kenya) currently is on the entire Lake Victoria and plans are underway to cover the whole country. In addition, we have KENTRADE system which is an electronic platform used to process fish import and export documents, Trade Control and Expert System (TRACES) is another system which is an international platform for processing of fish exports.

During this Strategic Plan period, the focus will be towards promoting marketing of fish and fish products from Kenya and within the country. The Kenya trade E-Portal which gives general information on trade in goods and services is a platform that has been used by the fisheries sub-sector to host its services. The promotion of technologies on value addition of fish and fishery products along the value chain will be enhanced.

#### 2.5.2.5. Environmental Analysis

The key environmental challenges in fisheries sector are the impacts of climate change and environmental degradation resulting to deterioration of water quality and fluctuations of water quantity and thus negatively affecting the fisheries sector. However, in recognition of the importance of the environment to economic development, the Government of Kenya enacted the Environment Management and Coordination Act (EMCA) in 1999. Further, the Constitution recognizes the right of every person to a clean and healthy environment and requires every person to cooperate with state organs and other persons to protect and conserve the environment and ensure ecologically sustainable development and use of natural resources. In addition, the year 2010 the Government developed the National Climate Change Response Strategy (NCCRS) and the National Climate Change Action Plan in 2018 to address the challenges and impacts of climate change. The Government also through the relevant Ministries, Departments and Agencies (MDAs) and in collaboration with the international organizations, development partners, private sector, local communities among other stakeholders will continue to implement environmental projects and programmes. This will be at the international, regional and local levels to address the challenges of environmental degradation and impacts of climate change.

Solid waste that is dumped into the rivers, lakes and oceans affect the capture of fish thus and is thus likely to reduce the supply of fish if the dumping is not controlled. The other major environmental problem that needs to be controlled is eutrophication in our lakes, rivers and oceans as a result of poor sewage treatment and disposal. This has brought about other problems like the water hyacinth and other water weeds that have invaded our fishery waters. Lastly but not least is the chemical pollution of heavy metals and pesticides in our fishery waters which needs to be monitored and controlled before they affect the quality of our fish supply to the markets.



### 2.5.2.6. Legal Analysis

The Department of Fisheries was established in 1979, and KMFRI was established by the Science and Technology Act 1978 (CAP 250), with the mandate for marine and Fisheries research. About a decade later, the Fisheries Act (Cap 378) of 1989, Fisheries Regulations (1991) and the Maritimes Zones Act (CAP 371) of 1989 were put in place to improve regulation and governance of fisheries resources in the country. The Ministry of Fisheries Development formulated the National Oceans and Fisheries Policy, 2008. The Policy gives a comprehensive guidance for the development of the sector and emphasizes the need to increase fish production from the underexploited Lake Turkana and the EEZ. The Fisheries Act, Cap 378 has been repealed and replaced with the Fisheries Management and Development Act No. 35 of 2016. This act provided for ecological approaches to fisheries management and development and is therefore in line with the constitutional provisions. The Act created the Kenya Fish Marketing Authority that is charged with the responsibility to market fish and fishery products from Kenya.

The Constitution, the international and regional treaties, conventions and protocols which Kenya is a signatory to will continue to guide the Kenya Fish Marketing Authority in the marketing of fish and fishery products from Kenya.

### 2.6. Stakeholder Analysis

The stakeholder analysis assists in identifying the internal and external stakeholders the Kenya Fish Marketing Authority collaborates with or interacts with for the efficient and effective delivery of services. Table 2.2 below provides the key stakeholders, their expectations as well as those of the KFMA

Table 2.2: Internal and External Stakeholders' Analysis

Stakeholder	Stakeholders' expectation from the Authority	Expectations of the Authority from the Stakeholders.
<b>Internal stakeholder analysis</b>		
Cabinet Secretary	<ul style="list-style-type: none"> <li>• High standards of professional ethics by the staff the KFMA</li> <li>• Accountability and transparency in provision of services by the KFMA</li> <li>• Effectiveness, efficiency and economic use of resources.</li> <li>• Teamwork by the staff of the</li> </ul>	<ul style="list-style-type: none"> <li>• Policy direction of the Authority</li> <li>• Presentation of draft Policies and bills to the Cabinet and the relevant Committees of National Assembly or Parliament for consideration and approval.</li> <li>• Presentation of the Authority draft and revised budget estimates to the National Assembly Budget Committee</li> <li>• Submission of required reports and responses to the relevant committees of Parliament</li> <li>• Resources mobilization (Human and Capital)</li> </ul>

Principal Secretary	<ul style="list-style-type: none"> <li>• High standards of professional ethics by the staff of the Authority</li> <li>• Accountability and Transparency in provision of services by the Authority staff</li> <li>• Effectiveness, efficiency and economic use of resources by the KFMA staff and service delivery</li> <li>• Team work by the staff of the KFMA</li> </ul>	<ul style="list-style-type: none"> <li>• Policy direction and guidance</li> <li>• Strategic direction and leadership in the implementation of Government and State Department's policies, Strategies, Plans, programmes and projects</li> <li>• Provide oversight of the KFMA funds and assets</li> <li>• Facilitate resources mobilization (Human and Capital)</li> </ul>
Board of Directors, KFMA	<ul style="list-style-type: none"> <li>• High standards of professionalism and discipline</li> <li>• Integrity</li> <li>• Efficiency and effectiveness in service delivery</li> <li>• Teamwork and commitment</li> <li>• Accountability and transparency in service delivery</li> <li>• Give feedback regarding products and services</li> </ul>	<ul style="list-style-type: none"> <li>• Conducive Working environment</li> <li>• Fairness, Justice and non-discrimination</li> <li>• Recognition and appreciation</li> <li>• Meritocracy in staff promotions and training</li> <li>• Favourable terms and conditions of service</li> <li>• Commitment to service delivery</li> </ul>
KFMA Staff	<ul style="list-style-type: none"> <li>• High standards of professionalism and discipline</li> <li>• Integrity</li> <li>• Efficiency and effectiveness in service delivery</li> <li>• Teamwork and commitment to work</li> <li>• Accountability and transparency in service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment to service delivery</li> <li>• Implementation of the Government and authority's policies, Strategies Plans, programmes and projects</li> <li>• Sharing of information</li> <li>• Hard work and discipline</li> <li>• Favourable terms and conditions of service</li> </ul>
<b>External Stakeholder Analysis</b>		
Parliament (National Assembly and the Senate)	<ul style="list-style-type: none"> <li>• Compliance with the Constitution, Relevant Policies, laws and regulations</li> <li>• Provision of reliable and timely information/ reports required from time to time (responses parliamentary questions, and financial and non- financial reports)</li> </ul>	<ul style="list-style-type: none"> <li>• Provide oversight on the functions KFMA</li> <li>• Approve budgets</li> <li>• Debating and passing of relevant policies and bills on time</li> </ul>
Office of the Attorney General and Department of Justice	<ul style="list-style-type: none"> <li>• Initiation of bills and sessional papers</li> </ul>	<ul style="list-style-type: none"> <li>• Legal advice</li> <li>• Drafting of bills and sessional papers</li> </ul>

Research Institutions and Universities	<ul style="list-style-type: none"> <li>• Active participation in setting research agenda and curricula development</li> </ul>	<ul style="list-style-type: none"> <li>• Timely dissemination of research findings and sharing</li> </ul>
County Governments	<ul style="list-style-type: none"> <li>• Provide technical support and build capacity</li> <li>• Formulate policies, standards, and regulations.</li> <li>• Support and co-operation when required by the County Governments on matters relating to the fisheries sector</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation and compliance with fisheries policies, regulations, and standards</li> <li>• Support implementation of national fisheries projects/ programmes at county level</li> <li>• Development of infrastructure (fish markets, roads, receptors, etc.)</li> <li>• Support and co-operation when required by KFMA on matters relating to the fisheries sector</li> </ul>
Development partners	<ul style="list-style-type: none"> <li>• Prudent management of funds</li> <li>• Transparency and accountability</li> <li>• Timely provision of required information and reports</li> </ul>	<ul style="list-style-type: none"> <li>• Financial and technical support.</li> <li>• Timely disbursement of agreed funds</li> <li>• Development of infrastructure</li> </ul>
Suppliers and merchants	<ul style="list-style-type: none"> <li>• Maintenance of good working relations</li> <li>• Timely processing of payments for goods and services</li> <li>• Good governance, transparency and accountability</li> <li>• Professionalism</li> <li>• Efficient and effective service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Timely delivery of quality goods and services</li> <li>• Professionalism and adherence to quality standards</li> <li>• Regular feedback</li> <li>• Integrity</li> <li>• Advice on how to improve KFMA services</li> </ul>
Beach Management Units (BMUs) and Common Interest Groups (CIGs) and Community Based Organizations (CBOs)	<ul style="list-style-type: none"> <li>• Technical and logistical support</li> <li>• Efficiency in delivery of services</li> <li>• High standards of professionalism and professional ethics</li> <li>• Good governance, Accountability and Transparency in provision of services</li> <li>• Value addition in management protocols</li> <li>• Timely implementation of activities</li> <li>• Up to date and accurate information</li> </ul>	<ul style="list-style-type: none"> <li>• Active participation in KFMA programmes</li> <li>• Support and cooperation in managing fisheries resources including provision of indigenous knowledge, and implementation of programmes and projects.</li> <li>• Regular feedback</li> <li>• Partnership and collaborations</li> <li>• Advice on how to improve KFMA products and services</li> </ul>

	<ul style="list-style-type: none"> <li>• Innovative and appropriate technologies</li> </ul>	
Private sector	<ul style="list-style-type: none"> <li>• Provide a conducive environment for investment</li> <li>• Accountability, transparency and effective and efficient service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in the fisheries sector</li> <li>• Public Private Partnership (PPP's) in development of projects and programme</li> </ul>
Media	<ul style="list-style-type: none"> <li>• Receive timely information</li> <li>• Access facts/information</li> </ul>	<ul style="list-style-type: none"> <li>• Factual reporting on the KFMA's affairs</li> </ul>
Ministries, Departments and Agencies (MDAs)	<ul style="list-style-type: none"> <li>• Collaboration in development and implementation of policies, laws and regulations, strategies, plans and programmes/ projects relating to other MDAs when required</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration in development and implementation of policies, laws and regulations, strategies, plans and programmes/projects relating to marketing of fish and fishery products.</li> </ul>
Regional and International Organizations/Bodies	<ul style="list-style-type: none"> <li>• Support the implementation of Regional and International Organizations initiative when called upon</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration and support of Kenya's agenda on matters of marketing of fish and fishery products</li> </ul>

## CHAPTER THREE

### 3.0. VISION STATEMENT, STRATEGIC FOCUS AND OBJECTIVES AND STRATEGIES

#### 3.1. Overview

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

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

##### 3.2.1. Vision

To be the leading agency in marketing fish and fish products in Africa.

##### 3.2.2. Mission

To facilitate fish and fish products marketing at all levels for socio-economic development of Kenya.

##### 3.2.3. Core Values

In order to fulfil its mandate and realize its vision and mission, the operation of the Kenya Fish Marketing Authority will be guided by the following;

- i. **Integrity:** The Authority will take measures to ensure that all staff comply with the Leadership and Integrity Act, 2012.
- ii. **Reliability:** The Authority will be committed to fulfilling its obligations to clients.
- iii. **Team Spirit:** The Authority will continuously promote team work among its staff and stakeholders.
- iv. **Meritocracy:** The Authority will consider merit in making choices affecting staff and clients.
- v. **Fairness and equity:** The Authority will endeavour to provide equal opportunities; for all persons, recognize achievement, uphold individual dignity and appreciate diversity.
- vi. **Transparency:** The Authority will conduct its business in a transparent manner.
- vii. **Professionalism:** The Authority will uphold the highest level of professionalism in all its affairs.

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

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

Table 3.1: Key result areas

Item	Key Result Area/ Strategic Focus Area	Strategic Objective	Strategies
1.	Policy and legal frameworks on marketing of fish and fishery products	To develop, implement and review policies, strategies, plans, regulations, guidelines and operational standards on marketing of fish and fishery products	<ul style="list-style-type: none"> <li>i. Develop, implement and coordinate a National Fish Marketing Strategy.</li> <li>ii. Develop policies, legislations, regulations and plans for marketing of fish and fishery products</li> <li>iii. Collaborate to develop fish and fishery products marketing guidelines and standards.</li> <li>iv. Implement relevant regional and international trade treaties and agreements.</li> </ul>
2.	Diversification of fish and fishery products and markets	To diversify fish and fishery products and markets	<ul style="list-style-type: none"> <li>i. Identify fish market needs and trends and advise fisheries stakeholders accordingly.</li> <li>ii. Promote diversification of fish and fishery products and their uses.</li> <li>iii. Facilitate market access of fish and fishery products.</li> <li>iv. Collaborate with relevant stakeholders in the development of fish market infrastructure.</li> <li>v. Organize stakeholders to ensure smooth marketing of fish and fishery products.</li> <li>vi. Collaborate with national and international trade related bodies.</li> </ul>
3.	Sustainable use of fish and fishery products	To ensure prevention, deterrence and elimination of trading and marketing of fish and fishery products from IUU fishing	<ul style="list-style-type: none"> <li>i. Enforce national fisheries trade laws and international fisheries related trade rules.</li> <li>ii. Promote national, regional and international collaborations with related trade bodies on IUU fishing</li> <li>iii. Establish and strengthen trade</li> </ul>

			linkages and marketing systems at local, national, regional and international levels.
4.	Fish marketing database and information Management	To establish fish marketing information management system	<ul style="list-style-type: none"> <li>i. Data collection, storage, analysis and sharing on marketing of Fish and fishery products.</li> <li>ii. Establish data collection and sharing mechanism.</li> <li>iii. Gather fish and fishery products market intelligence</li> </ul>
5.	Capacity Development	To develop capacity of the KFMA and relevant stakeholders	<ul style="list-style-type: none"> <li>i. To Develop KFMA operational instruments (Organizational Structure and Staffing Levels; Career Progression Guidelines; Human Resources Policies and Procedures Manual as well as Salary and Allowances Structure).</li> <li>ii. Develop human resource capacity</li> <li>iii. Financial resource mobilization</li> </ul>

## CHAPTER FOUR

### 4.0. IMPLEMENTATION AND COORDINATION FRAMEWORK

#### 4.1. Overview

The successful implementation of this Strategic Plan (2018 -2022) hinges on both human and financial capacities of the Authority to undertake the planned activities and achieve set targets and objectives spelt out in the Plan. Secondly, it will require Support and leadership from the Board of Directors, the Ministry's top management besides full involvement and commitment of all the staff in the Authority, and collaboration from the relevant stakeholders.

#### 4.2. Structure of the Organization

In order to undertake its functions effectively, it is proposed that the Authority be structured in to three departments. These are Market Development and Client Services, Marketing Research and Information Management and the Department of Corporate Services.

The functions of the respective departments are outlined below, -

##### **4.2.1. Department of Marketing Research and Information Management**

The Department will be headed by a Director, who will be responsible to the CEO for the following functions:

- i. develop and review of national fish marketing strategy
- ii. develop and review fish marketing management information system;
- iii. undertake fish market intelligence, research on emerging issues and trends in fish marketing;
- iv. research on emerging issues on marketing of fish and fishery products;
- v. develop and review fish marketing management information system;
- vi. manage and ensure safe custody of all research-based databases at the Authority
- vii. publish and disseminate fish marketing research findings to relevant stakeholders; and
- viii. monitor and evaluate trends of marketing of fish and fishery products.

##### **4.2.2. Market Development and Client Services Department**

The Department will be headed by a Director who will be responsible to the CEO for the following functions:

- i. Develop, implement and review policies, legislations and regulations on market development and client services;
- ii. Coordinate the implementation of national fish marketing strategy;
- iii. ensure that fish and fishery products from Kenya enjoy market access at local, national, regional and international levels;
- iv. define and manage Kenya fish and fisheries products brand;



- v. develop and disseminate Information, Education and Communication (IEC) materials on marketing of fish and fishery products to relevant stakeholders;
- vi. collaborate with national and international trade related bodies;
- vii. facilitate formation of linkages and partnerships with relevant stakeholders in support of marketing fish and fishery products;
- viii. develop, implement and review the KFMA resource mobilization strategy
- ix. building capacity of fish traders associations;
- x. promote the sustainable utilization and conservation of fisheries resources by preventing, deterring and eliminating to the extent possible trade in illegal, unreported and unregulated fishing in liaison with Kenya Fisheries Services and other relevant agencies,
- xi. promote the adoption of value addition technologies and innovations for marketing of fish and fishery products in collaboration with other relevant stakeholders;
- xii. promote collaborations, linkages and partnerships with relevant stakeholders in support of marketing fish and fishery products; and
- xiii. enforce national fisheries trade laws and international fisheries related trade rules in liaison with relevant stakeholders.

#### **4.2.3. Department of Corporate Services**

The Department will be headed by a Director, Job Grade KFMA 2 who will be responsible to the CEO for the coordination of the following Divisions:

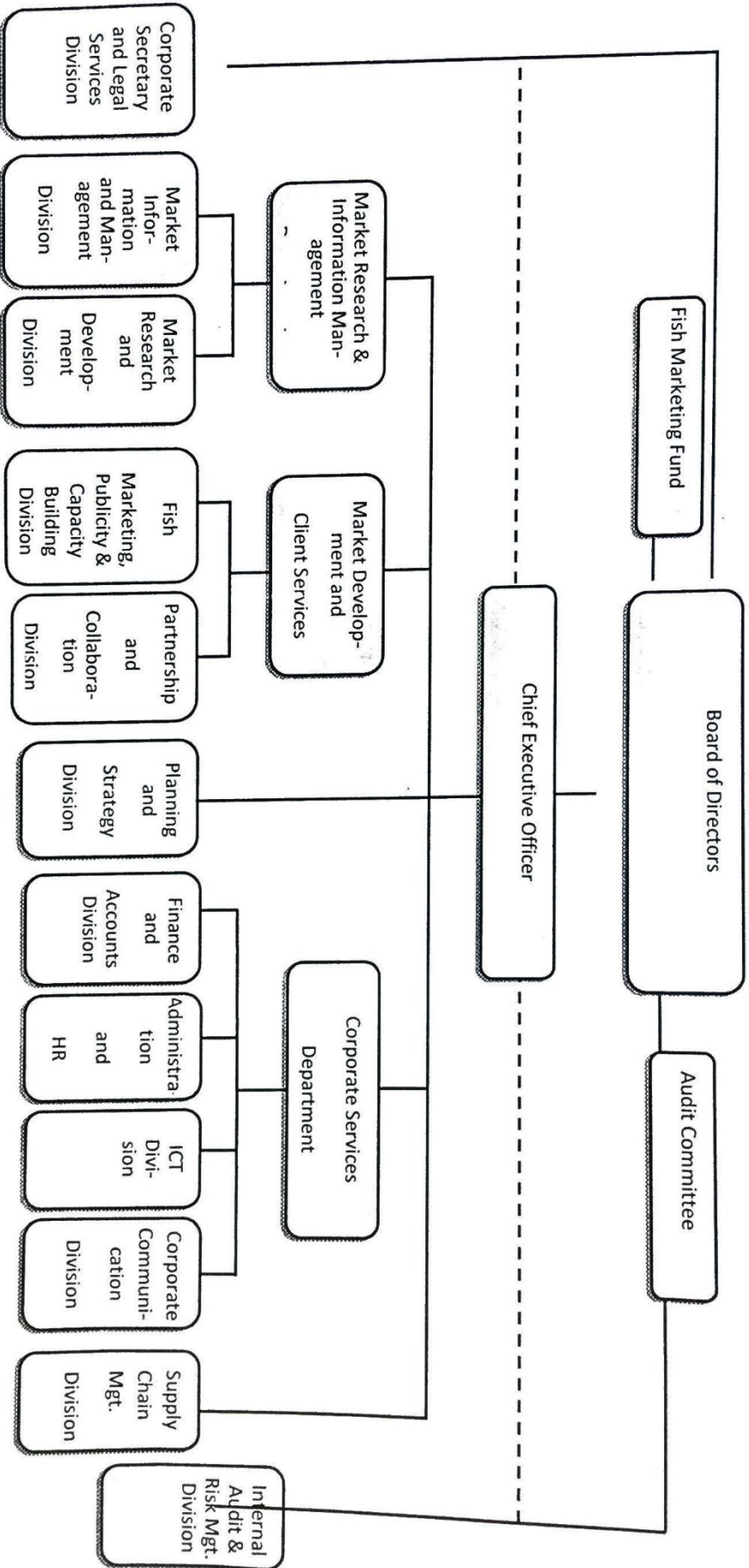
- i. Human Resource and Administration Division;
- ii. Finance and Accounts Division;
- iii. Information Communication Technology Division; and
- iv. Public Communications Division.

#### **4.2.4. Other Divisions**

There will be four independent divisions namely:

- i. Planning and Strategy;
- ii. Supply Chain Management;
- iii. Corporation Secretary/Legal Services; and
- iv. Internal Audit and Risk Management.

Figure 1: Proposed Organizational Structure



#### 4.3 Proposed Staff establishment

<b>Proposed Cadre</b>	<b>Proposed/Authorized Establishment</b>	<b>In-Post</b>	<b>Variance</b>
Chief Executive Officer	1	1	(0)
Director	2	0	(2)
Corporation Secretary	1	0	(1)
Deputy Director	5	0	(5)
Assistant Directors	14	1	(13)
Senior Market Research and Development Officer	5	0	(5)
Market Research and Development Officer	15	0	(15)
Senior Assistant Market Research and Development Officer	-	-	-
Assistant Market Research and Development Officer II/I/Senior	4	0	(4)
Senior Market Information Management Officer	5	0	(5)
Market Information Management Officer	7	0	(7)
Senior Assistant Market Information Management Officer	-	-	-
Assistant Market Information Management Officer	4	0	(4)
Senior HRM Officer	1	0	(1)
HRM Officer	1	0	(1)
Senior Administration Officer	1	0	(1)
Administration Officer	1	0	(1)
Senior HRM Assistant	-	-	-
HRM Assistant	1	0	(1)
Senior Accountant	1	0	(1)
Accountant	1	0	(1)
Senior Finance Officer	-	-	-
Finance Officer	1	0	(1)
Senior ICT Officer	-	-	-
ICT Officer	1	0	(1)
Senior Assistant ICT Officer	-	-	-
Assistant ICT Officer	1	0	(1)
Senior Planning and strategy Officer	1	0	(1)
Planning and Strategy Officer	1	0	(1)
Senior Public Communication Officer	-	-	-
Public Communication Officer	1	0	(1)
Customer Care Assistant/Senior	1	0	(1)
Senior Supply Chain Management Officer	-	-	-
Supply Chain Management Officer	1	0	(1)
Senior Supply Chain Management Assistant	-	-	-
Supply Chain Management Assistant	1	0	(1)

Senior Legal Officer	-	-	-
Legal Officer	1	0	(1)
Senior Internal Auditor	-	-	-
Internal Auditor	1	0	(1)
Clerical Officer	2	0	(2)
Senior Office Administrator	1	0	(1)
Office Administrator II/I	2	0	(2)
Assistant Office Administrator	6	0	(6)
Senior Driver	-	-	-
Driver II/I	18	0	(18)
Senior Office Assistant	5	0	(5)
Office Assistant II/I	10	0	(10)
<b>Grand Total</b>	<b>142</b>	<b>2</b>	<b>(140)</b>

#### 4.4. Human resources development Strategies

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

- i. Carry out institutional skills gap analysis every five (5) years
- ii. Carry out staff training needs assessment every three (3) years
- iii. Execute interventions geared towards addressing the identified skills gaps and training needs
- iv. Establish an internship/attachment program across all its Departments
- v. Establish a robust induction and orientation program for all newly employed and posted/deployed/transferred officers
- vi. Customize and implement performance appraisal system for all its employees.

#### 4.5. Financial Resources

##### 4.5.1. Financial Resources requirements

Key Result Area	Resource Requirements						
	Baseline Estimates (KSh. Million)	Projected Estimates (Ksh. Million)					Total (5 Years)
		2018/19	2019/20	2020/21	2021/22	2022/23	
Develop strategies, plans, regulations, guidelines and standards on marketing of fish and fishery products	N/A	1.5	0	70	45	60	176.5
Diversification of fish and fishery products and markets	N/A	0	2.8	30.4	34.2	43	110.4
Sustainable use of fish	N/A	0	1.4	9	12	13	35.4

and fishery products							
Fish Marketing Database and information Management	N/A	0	5.8	10	23	119	157.8
Build Capacity for KFMA	N/A	0.3	3.3	7	7.5	10	28.1
Total (KSh. Million)		1.8	13.3	126.4	121.7	245	508.2

#### 4.6. Resource Mobilization strategies

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

#### 4.7. Risk Analysis and Mitigation

<b>Risk</b>	<b>Category</b>	<b>Mitigation measures</b>
Limited supply of fish and fishery products, leading to increased fish imports and reduced exports	High	<ul style="list-style-type: none"> <li>• Import and export strategy in place to streamline fish imports.</li> <li>• Develop a fish marketing strategy</li> </ul>
Porosity of borders, leading to marketing of IUU fish and fishery products.	Medium	<ul style="list-style-type: none"> <li>• Develop and enforce fish and fishery products marketing standards.</li> <li>• Strengthen market intelligence</li> </ul>
Inadequate levels of funding.	Medium	<ul style="list-style-type: none"> <li>• Undertake Resource Mobilization.</li> <li>• Collaborate with other stakeholders.</li> </ul>
Poor linkages between producers and marketers	Medium	<ul style="list-style-type: none"> <li>• Sensitize county governments to organize fish trader groups and cooperative societies.</li> <li>• Capacity building of fish trader the groups.</li> <li>• Develop an online platform for information sharing among fish producers and traders</li> </ul>

## CHAPTER FIVE

### 5.0. MONITORING AND EVALUATION

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

The Strategic Plan will be evaluated in the final year to test its feasibility and results. This will be on account of relevance, cost effectiveness, efficiency, and sustainability. In this regard, efficiency will assess the extent to which the intended outputs are attained relative to annually generated targets. Sustainability will address whether there exists capacity to follow-up implementation of the strategic Plan. The Authority will prepare annual M & E reports and submit to the Board of Directors and the Ministry to assess the implementation of the strategic Plan

ANNEX

Annex I: Implementation Matrix

Output (Target for 5yrs cumulative)	Output Indicators	Unit	Baseline year 2017/2018	Baseline value (Kshs. Million) 2017/2018	Target								Budget Estimates (Kshs. Million)								Responsibility
					2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23							
<b>STRATEGIC FOCUS AREA I: Policy and legal frameworks on marketing of fish and fishery products</b>																					
<b>STRATEGIC OBJECTIVE 1: To develop, implement and review policies, strategies, plans, regulations, guidelines and operational standards on marketing of fish and fishery products</b>																					
<b>EXPECTED OUTCOME: Conducive environment for marketing of fish and fishery products</b>																					
Developed, implemented and coordinated a national fish marketing strategy	Level of developed national fish marketing strategy	%	N/A	N/A	10	-	100	-	-	1.5	0	50	0	0	10	10	Ag CEO, KFMA				
Level of implemented and coordinated national fish marketing strategy	Level of implemented and coordinated national fish marketing strategy	%	N/A	N/A	N/A	N/A	N/A	N/A	100	100	0	0	0	10	10	Ag CEO, KFMA					

Develop policies, legislations, regulations and plans for marketing of fish and fishery products	Level of developed policies, legislations, regulations and plans for marketing of fish and fishery products	%	N/A	N/A	N/A	N/A	N/A	N/A	100	100	100	100	100	0	0	5	15	20	Ag CEO, KFMMA
Collaborate to develop fish and fishery products marketing guidelines and standards	Level of developed fish and fishery products marketing guidelines and standards	%	N/A	N/A	N/A	N/A	N/A	N/A	100	100	-	0	0	10	15	20	Ag CEO, KFMMA		
Implemented relevant regional and international trade treaties and agreements	Level of implemented relevant regional and international trade treaties and agreements	%	N/A	N/A	N/A	N/A	100	100	100	100	100	0	0	5	5	10	Ag CEO, KFMMA		
<b>Sub-total (KRA 1)</b>														<b>1.5</b>	<b>0</b>	<b>70</b>	<b>45</b>	<b>60</b>	
<b>STRATEGIC FOCUS AREA 2: Diversification of fish and fishery products and markets</b>																			
<b>STRATEGIC OBJECTIVE 2: To diversify fish and fishery products and markets</b>																			



**EXPECTED OUTCOME: Increased earnings from marketing of fish and fish products**

Identify fish market needs and trends and advise fisheries stakeholders accordingly	Level of identified fish market needs and trends and advise fisheries stakeholders accordingly	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100	100	100	100	100	-	-	10	10	15	Ag CEO, KFMA
Promote diversification of fish and fishery products and their uses	Level of promoted diversification of fish and fishery products and their uses	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100	100	100	100	100	-	-	10	10	10	Ag CEO, KFMA
Facilitate market access of fish and fishery products .	Number of facilitated market access of fish and fishery products	No	N/A	N/A	N/A	N/A	0	1	1	1	1	1	N/A	0.5	1	3	5	5		
Collaborate with relevant stakeholders in the development of	Level of relevant stakeholders collaborated in the development of	%	N/A	N/A	N/A	N/A	100	100	100	100	100	100	100	N/A	0.8	2.4	3.2	5	5	

fish market infrastructure	ment of fish market infrastructure .																			
organized stakeholders to ensure smooth marketing of fish and fishery products	Number of organized stakeholders to ensure smooth marketing of fish and fishery products	No.	N/A	N/A	N/A	N/A	5	5	5	5	5	-	-	3	4	4				
collaborated national and international trade related bodies	Number of collaborated national and international trade related bodies	No.	N/A	N/A	N/A	4	6	6	6	6	6	0	1.5	4	4	4				
<b>Sub-total (KRA 2)</b>						<b>0</b>	<b>2.8</b>	<b>30.4</b>	<b>34.2</b>	<b>43</b>										
<b>STRATEGIC FOCUS AREA3: Sustainable use of fish and fishery products</b>																				
<b>STRATEGIC OBJECTIVE 3: To ensure prevention, deterrence and elimination of trading and marketing of fish and fishery products from IUU fishing</b>																				
<b>EXPECTED OUTCOME: Reduced trade and marketing of fish and fish products from IUU fishing.</b>																				
Enforced national fisheries trade laws and international fisher-	Level of enforced national fisheries trade laws and international	%	N/A	N/A	N/A	N/A	100	100	100	100	100	-	1	5	5	5				

fisheries related trade rules.	fisheries related trade rules.																			
6 promoted national, regional and international collaborations with related trade bodies on IUU fishing	Number of promoted national, regional and international collaborations with related trade bodies on IUU fishing	No.	N/A	N/A	N/A	N/A	N/A	2	2	2	2	-	-	2	2	2				
Established and strengthened trade linkages and marketing systems at local, national, regional and international levels	Level of established and strengthened trade linkages and marketing systems at local, national, regional and international levels	%	N/A	N/A	N/A	N/A	100	100	100	100	100	-	0.4	2	5	6				
<b>Sub-total (KRA 3)</b>												0	1.4	9	12	13				
<b>STRATEGIC FOCUS AREA 4: Fish marketing database and information management</b>																				
<b>STRATEGIC OBJECTIVE 4: To establish fish marketing information management system</b>																				
<b>EXPECTED OUTCOME: Efficient Market Information Management</b>																				

Data collected, stored, analyzed and shared on marketing of Fish and fishery products	Level of data collected, stored, analyzed and shared on marketing of Fish and fishery products	%	N/A	N/A	N/A	N/A	N/A	100	100	100	100	100	100	100	100	-	0.4	1	3	4	
Established data collection and sharing mechanism	Level of established data collection and sharing mechanism	%	N/A	N/A	N/A	N/A	N/A	100	100	100	100	100	100	100	-	0.4	2	10	100		
Gathered fish and fishery products market intelligence	Level of gathered fish and fishery products market intelligence	%	N/A	N/A	N/A	N/A	100	100	100	100	100	100	100	-	5	7	10	15			
<b>Sub-total (KRA 4)</b>														<b>0</b>	<b>5.8</b>	<b>10</b>	<b>23</b>	<b>119</b>			
<b>STRATEGIC FOCUS AREA 5: Capacity Development</b>																					
<b>STRATEGIC OBJECTIVE 5: To develop capacity of the KFMA and relevant stakeholders</b>																					
<b>EXPECTED OUTCOME: Efficient and effective Marketing of fish and fishery products</b>																					
Developed KFMA operational instruments	Level of developed KFMA operational instruments	%	N/A	N/A	N/A	N/A	N/A	40	100	N/A	N/A	N/A	N/A	-	2	3	-	-		Ag CEO, KFMA	



Developed Human resource capacity	Level of developed human resource capacity.	%	N/A	N/A	N/A	N/A	10	100	100	100	-	1	2	5	7	Ag CEO, KFMA
Financial resource mobilized	Amount of mobilized financial resources	Kshs.	N/A	N/A	9.5	10.5	15.9	360	450	0.3	0.3	2	2.5	3	Ag CEO, KFMA	
<b>Sub-total (KRA 5)</b>										0.3	3.3	7	7.5	10		
<b>Grand Total</b>										1.8	13.3	126.4	121.7	245		

**Annex II: Monitoring and Evaluation Framework**

Key Result Area	Outcome/output	Key Performance Indicator	Baseline (2017/18)	Target		
				Mid Term Period Target (2020/21)	End of Plan Period Target (2022/23)	
KRA I: Policy and legal	Conducive environment for	Develop policies, legislations,	N/A	100%	100%	

Key Result Area	Outcome/output	Key Performance Indicator	Baseline	Target		
			(2017/18)	Mid Term Period Target (2020/21)	End of Plan Period Target (2022/23)	
frameworks on marketing of fish and fishery products	marketing of fish and fishery products	regulations and plans for marketing of fish and fishery products.	2.1	2.7	3.2	
						Value of exports
KRA2: Diversification of fish and fishery products and markets	Increased earnings from marketing of fish and fish products.	Value of imports	1.6	1.8	1.86	
			Value of locally traded products	25	30	55
			Number of diversified fish and fishery products	N/A	2	2
			Number of diversified fish markets	N/A	N/A	2
			Volume of IUU fishing traded products (MT)	14,000	10,000	5,000
			IUU fishing			
KRA 3: Sustainable use of fish and fishery products.	Reduced trade and marketing of fish and fish products from IUU fishing	Level of established fish information marketing system	N/A	5	5.5	
KRA 4: Fish marketing database and information management	To establish fish marketing information management system	Level of developed KFMA operational instruments.	N/A	100	N/A	
KRA 5: Capacity Development	Efficient and effective Marketing of fish and fishery products	Amount of mobilized financial resources	N/A	50M	100M	