



KENYA  
VISION 2030



# FISH LEVY TRUST FUND

## STRATEGIC PLAN

**2023/2027**

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

### **VISION**

A leading agency in promoting the management and development of fisheries resources through supplementary funding.

### **MISSION**

To provide supplementary funding for sustainable management and development of fisheries resources for socio-economic development.

### **CORE VALUES**

- 1) Integrity
- 2) Professionalism
- 3) Equity and Equality
- 4) Teamwork
- 5) Accountability
- 6) Transparency
- 7) Good governance

## **FOREWORD**

I am delighted to present the Fish Levy Trust Fund Strategic Plan 2023-2027, which outlines the strategic vision, mission and interventions identified to assist the Fund realize its mandate. The Fish Levy Trust Fund was established by the Fisheries Management and Development Act 2016, to provide supplementary funding of activities geared towards management, development and capacity building, awards and urgent mitigation to ensure sustainability of the fisheries resource in Kenya.

The Blue Economy and Fisheries sub-sector is a key contributor to food and nutrition security. The sub-sector faces various challenges including; overfishing, declining stocks, post-harvest loss, pollution, climate change and variability and Illegal, Unreported and Unregulated Fishing and limited budgetary allocation to the sector among others.

In response to the local, regional and global marketing tides in the Blue Economy and fisheries sector, FLTF aspires to steer the sub-sector to achieve optimal resource financing.

The Strategic Plan provides a road map to address the challenges in financing the sub-sector. To realize the aspirations of the FLTF, the Fund will require adequate financial and human resources to exploit existing opportunities in funding fishing and fishing related activities. Finally, collaboration with other relevant stakeholders will be crucial in achieving the desired objectives.

The FLTF is resolute in its commitment to providing unwavering support for the implementation of the strategic plan. Together, with collective efforts and a shared vision, we will propel the Blue Economy and fisheries sub-sector towards a future characterized by sustainability, prosperity, and social well-being.

**CHAIRPERSON, BOARD OF TRUSTEES**

**FISH LEVY TRUST FUND**

## **PREFACE**

The Strategic Plan 2023-2027 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 Fourth Medium-Term Plan 2023-2027, the Kenya Kwanza Plan, the African Union Agenda 2063, in particular the Comprehensive African Agricultural Development Programme, Sustainable Development Goals as well as other global and regional conventions and agreements.

The Plan was informed by lessons learnt from the implementation of the previous FLTF Strategic Plan and previous fisheries sector plans and outlines measures to be undertaken to address gaps and challenges facing funding in the fisheries sub-sector. Further, the Plan outlines strategic objectives and interventions for implementation.

This Strategic Plan identifies three (3) Key Result Areas (KRAs) with the corresponding strategic objectives and strategies. These KRAs are; Develop policy, legal, regulatory, and institutional framework, Awareness creation on FLTF and Resource mobilization and partnership. Further, this Plan has incorporated an implementation framework to ensure accountability, efficient and effective implementation. This will be undertaken through monitoring and evaluation of planned activities and prudent financial management.

During the preparation of the Plan, a consultative and participatory approach was adopted. The consultations were inclusive to ensure the final document reflects the aspirations of both internal and external stakeholders.

I wish to thank the top management of the Ministry of Mining, Blue Economy and Maritime Affairs, foremost the Cabinet Secretary Hon. Salim Mvurya, EGH for providing policy direction. My gratitude further goes to the Principal Secretary, State Department for Blue Economy and Fisheries Ms. Betsy M. Njagi for the significant support and guidance provided. I also wish to register my special gratitude to the Board of Trustees for their guidance during the preparation of this Plan not forgetting the FLTF secretariat and interns. Finally, I wish to thank all external key stakeholders who participated in the development of the Strategic Plan for their valuable contribution.

It is my hope that successful implementation of this Strategic Plan will contribute to enhanced funding of the fisheries sub-sector for socio-economic development of the country.

**Dr. Beatrice Akunga, PhD.**  
**AG. CHIEF EXECUTIVE OFFICER,**  
**FISH LEVY TRUST FUND**

## TABLE OF CONTENTS

FOREWORD .....	ii
PREFACE .....	iii
LIST OF TABLES .....	vii
LIST OF FIGURES.....	viii
DEFINITION OF CONCEPTS AND TERMINOLOGIES .....	ix
ACRONYMS AND ABBREVIATIONS.....	x
EXECUTIVE SUMMARY .....	xii
CHAPTER ONE: INTRODUCTION.....	1
1.1. Strategy as an Imperative for FLTF Success .....	1
1.1.1. Rationale for the Strategic Plan (2023 – 2027) .....	1
1.2. The Context of Strategic Planning.....	2
1.2.1. United Nations 2030 Agenda for Sustainable Development.....	2
1.2.2 African Union Agenda 2063.....	3
1.2.3. East Africa Community Vision 2050.....	3
1.2.4. The Constitution of Kenya .....	4
1.2.5. Kenya Vision 2030, The Bottom-Up Economic Transformation Agenda, 2022-2027 and Fourth Medium-Term Plan .....	5
1.2.6. Public Finance Management Act, 2021.....	5
1.2.7. Public Service Commission Performance Management Regulations, 2021.....	6
1.2.8 Sector Policies and Laws.....	6
1.3. History of the Organization.....	9
1.4. Methodology of Developing the Strategic Plan .....	9
CHAPTER TWO: STRATEGIC DIRECTION.....	11
2.1. Mandate.....	11
2.2. Vision Statement.....	11
2.3. Mission Statement .....	11
2.4. Strategic Goals.....	11
2.5. Core Values.....	12
2.6. Quality Policy Statement.....	12
CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSES.....	13
3.1. Situational Analysis.....	13
3.1.1. External Environment .....	13
3.1.2. Summary of Opportunities and Threats .....	15
3.1.3. Internal Environment .....	17
3.1.4. Summary of Strengths and Weaknesses .....	17
3.1.5. Analysis of Past Performance.....	19

3.2.	Stakeholder Analysis.....	19
CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS.....		24
4.1.	Strategic issues.....	24
4.1.1.	Delayed/slow operationalization of the FLTF .....	24
4.1.2.	Limited awareness on the Fish Levy Trust Fund .....	24
4.1.3.	Inadequate resources for FLTF operations.....	24
4.2.	Strategic Goals.....	24
4.3.	Key Result Areas.....	25
CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES .....		26
5.1.	Strategic Projections .....	26
5.2.	Strategic Choices.....	27
CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK.....		29
6.1.	Implementation Plan.....	29
6.1.1.	Action Plan .....	29
6.1.2.	Annual Work Plan and Budget.....	34
6.1.3.	Performance Contracting.....	34
6.2.	Coordination Framework .....	34
6.2.1.	Institutional Framework.....	34
6.2.2.	Leadership .....	41
6.2.3.	Systems and Procedures .....	43
6.3.	Risk Management .....	43
CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES.....		45
7.1.	Financial Requirements.....	45
7.2.	Resource Gaps.....	45
7.3.	Resource Mobilization Strategies.....	46
7.3.1.	Medium Term Expenditure Framework (MTEF) Budget Process.....	46
7.3.2.	Levies.....	46
7.3.3.	Donations and funds from other sources.....	46
7.3.4.	Development of strategic partnerships .....	46
7.3.5.	Other Resources .....	46
7.4.	Resource Management.....	46
7.5.	Business Process Re-engineering.....	47
CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK .....		48
8.1.	Monitoring Framework.....	48
8.2.	Performance Standards .....	49
8.3.	Evaluation Framework.....	49
8.3.1.	Mid-Term Evaluation.....	50

8.3.2.	End-Term Evaluation .....	50
8.4.	Reporting Framework and Feedback Mechanism .....	50

## LIST OF TABLES

Table 1.1: Policies and Laws .....	7
Table 3.1: Summary of Opportunities and Threats .....	15
Table 3.2: Summary of Strengths and Weaknesses.....	18
Table 3.3: Stakeholder Analysis .....	19
Table 4.1: Strategic Issues, Goals and Key Result Areas .....	25
Table 5.1: Outcomes Annual Projections .....	26
Table 5.2: Strategic Objectives and Strategies .....	27
Table 6.1: Implementation Matrix.....	29
Table 6.2: Fish Levy Trust Fund proposed staffing levels .....	36
Table 6.3: Skills Set and Competence Development.....	40
Table 6.4: Risk Management Framework.....	44
Table 7.1: Financial Requirements for Implementing the Strategic Plan .....	45
Table 7.2: Resource Gaps .....	45
Table 8.1: Outcome Performance Matrix .....	49
Table 8.2: Quarterly Progress Reporting Template .....	51
Table 8.3: Annual Progress Reporting Template .....	51
Table 8.4: Evaluation Reporting Template .....	52



**LIST OF FIGURES**

Figure 6.1: Proposed FLTF Organization Structure ..... 35

## DEFINITION OF CONCEPTS AND TERMINOLOGIES

**Fish Levy Order** – gazette notice by the Cabinet Secretary responsible for fisheries, stipulating the rate of levy payable for engaging in specified fishing and fishing related activities.

**Key Activities:** Actions taken or work performed, through which inputs are mobilized to produce outputs.

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

**Key Results Areas:** They are the broad areas in which you are expected to deliver results.

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

**Output:** Products, services, or immediate results, tangible or intangible resulting directly from the implementation of activities or applying inputs.

**Strategies:** Broad abstractions which are descriptive of the means for achieving the strategic objectives.

**Strategic Issues:** These are problems or opportunities emanating from situational analysis that an organisation has to manage in order to be able to fulfil its mandate and mission.

**Strategic Goal:** General qualitative statements on what an organisation is hoping to achieve in the long term. Each strategic goal is linked to a strategic issue. Goals are the foundations of your plan and need to be set at the start of the planning process.

**Strategic Objectives:** These are what the organization commits itself to accomplish in order to achieve strategic goals. Strategic objectives should be SMART; they establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements.

**Target:** A result to be achieved within a given time frame.

**Value Chain:** A description of the production-to-market linkages, generating value to the customer through efficient processes and procedures. Value chains are about understanding how creation of value is distributed along the chain.

## ACRONYMS AND ABBREVIATIONS

ABBREVIATION	DEFINITION
<b>AWP</b>	Annual Work Plan
<b>BES &amp; GC</b>	Business Education Single and Group Certificates
<b>BETA</b>	Bottom-Up Economic Transformation Agenda
<b>BMU</b>	Beach Management Unit
<b>CCRF</b>	Code of Conduct for Responsible Fisheries
<b>CCTV</b>	Closed Circuit Television
<b>CMM</b>	Conservation and Management Measures
<b>COMESA FS</b>	Common Market for Eastern and Southern Africa Fisheries Strategy
<b>CPA</b>	Certified Public Accountant
<b>CS</b>	Cabinet Secretary
<b>EAC</b>	East African Community
<b>EEZ</b>	Exclusive Economic Zone
<b>FAO</b>	Food and Agricultural Organisation
<b>FLMIS</b>	Fish Levy Management Integrated System
<b>FLTF</b>	Fish Levy Trust Fund
<b>FMDA</b>	Fisheries Management and Development Act, 2016
<b>FY</b>	Financial Year
<b>GDP</b>	Gross Domestic Product
<b>HR</b>	Human Resource
<b>HRM</b>	Human Resource Management
<b>ICT</b>	Information, Communication Technology
<b>IFMIS</b>	Integrated financial management information systems
<b>IOTC</b>	Indian Ocean Tuna Commission
<b>IPPD</b>	Integrated Personnel and Payroll Database
<b>IUU</b>	Illegal, Unregulated and Unreported
<b>KeFS</b>	Kenya Fisheries Service
<b>KES</b>	Kenya Shillings
<b>KFIC</b>	Kenya Fish Industries Corporation
<b>KFMA</b>	Kenya Fish Marketing Authority

<b>ABBREVIATION</b>	<b>DEFINITION</b>
<b>KMFRI</b>	Kenya Marine and Fisheries Research Institute
<b>KNEC</b>	Kenya National Examinations Council
<b>KRA</b>	Key Result Areas
<b>LVEMP</b>	Lake Victoria Environmental Management Programme
<b>LVFO</b>	Lake Victoria Fisheries Organizations
<b>MPA</b>	Marine Protected Areas
<b>MSME</b>	Micro, Small and Medium Enterprises
<b>MTEF</b>	Medium Term Expenditure Framework
<b>NGO</b>	Non-Governmental Organization
<b>PC</b>	Performance Contracts
<b>PESTEL</b>	Political, Economic, Social, Technological, Environmental & Legal Analysis
<b>PPP</b>	Public Private Partnerships
<b>PS</b>	Principal Secretary
<b>PSMA</b>	Port States Measures Agreement
<b>SDBE&amp;F</b>	State Department for Blue Economy and Fisheries
<b>SDEP</b>	State Department for Economic Planning
<b>SDG</b>	Sustainable Development Goals
<b>SLDP</b>	Strategic Leadership Development Programme
<b>SMC</b>	Senior Management Course
<b>SP</b>	Strategic Plan
<b>SPAS</b>	Staff Performance Appraisal System
<b>SWIOFC</b>	South West Indian Ocean Commission Convention
<b>SWOT</b>	Strengths, Weakness, Opportunities and Threats Analysis
<b>TNT</b>	The National Treasury
<b>ToR</b>	Terms of Reference
<b>UN</b>	United Nations
<b>UNCLOS</b>	United Nations Convention on the Law of the Sea
<b>UNFSA</b>	United Nations Fish Stock Agreement
<b>WIOMSA</b>	Western Indian Ocean Marine Science Association

## EXECUTIVE SUMMARY

The Fish Levy Trust Fund (FLTF) is a Fund established under the FMDA, 2016 to provide supplementary funding for activities geared towards management, development and capacity building, awards and urgent mitigation to ensure the sustainability of the Kenya's fisheries resource. The Fund currently in its operationalisation phase, has embarked on creating legislative documents that are crucial in creating an enabling operating environment.

The Fund's Strategic Plan (2023-2027) provides a roadmap that it will pursue within the five years. The plan takes cognizance of the risks and challenges identified during the implementation of the previous plan (2018-2022) and considers the country's aspirations and commitments to excel regionally and globally in fisheries resources management and development as well as delivery of quality services to all citizens.

Some of the Key challenges during the implementation of the Strategic Plan 2018-2022 include: The COVID-19 pandemic which hampered effective and timely implementation of most planned activities, programs and policies and Lengthy procedures in the development of regulations and approval of operational documents.

Under this Strategic Plan 2023-2027, Fish Levy Trust Fund aspires to be a leading agency in promoting management and development of fisheries resource through supplementary funding. The Fund's vision is "To be a leading agency in promoting management and development of fisheries resource through supplementary funding", while the mission is "To provide supplementary funding for sustainable management and development of fisheries resource for socio-economic development". The Fund will be guided by the following core values; Integrity, Professionalism, Equity and Equality, Teamwork, Accountability, Transparency and Good governance

The Plan is structured into eight chapters. Chapter One outlines the importance of the Strategic Plan 2023-2027 for the success of Fish Levy Trust Fund (FLTF) and the rationale for its development. It also outlines the national development priorities, regional and international development frameworks under which it operates. It further gives the history of the FLTF and the methodology of developing the Plan; Chapter Two outlines the Fund's Mandate, Vision Statement, Mission Statement, Core Values, Strategic Goals and Quality Policy; Chapter Three presents the situational and Stakeholder analyses and reviews the implementation of the last strategic plan highlighting the achievements, challenges and lessons learnt;

Chapter Four covers the Strategic Issues, Strategic Goals as well as the Key Results Areas (KRAs). The Fund identified three strategic issues including: slow operationalization of the Fund; limited awareness on the FLTF and inadequate resources. To address these issues the Fund identified three goals for the plan period 2023-2027. These include development of appropriate FLTF policy, legal, regulatory, and institutional framework, enhanced awareness on FLTF and mobilisation of adequate funding for the fund. These goals will see to the development of FLTF legislation, human resource capacity, and increased awareness of the fund and the mobilisation of funds.

To achieve the set goals the Fund will focus on three Key Result Areas. These include: Development of policy, legal, regulatory, and institutional framework; Resource mobilization, management and partnership and Awareness creation on FLTF.

Chapter Five outlines the strategic objectives and the strategic interventions for the Plan period, while Chapter Six provides for the implementation and coordination framework of the Plan. It also highlights the principles of the organization structure, Staff Establishment and Risk Analysis & Mitigation Measures.; Chapter Seven gives a summary of the resource requirements for implementing the Strategic Plan, resource gaps, Resource Mobilization Strategies, Resource Management and the Business Process Re-engineering. Finally, Chapter Eight describes the fund's monitoring, evaluation and reporting framework and outlines the performance standards, reporting framework and feedback mechanism.

To implement the Plan and KRAs highlighted there in, the financial resources required by the FLTF is estimated to be Ksh. 1260.5 million. The resource requirements, estimated resource allocations as per the MTEF budget estimate are approximately Ksh. 634.6 million and the variance is Ksh. 625.9 million. The Fund intends to mobilize the variance through levy collection, donations, development of strategic partnerships with relevant stakeholders.

At the end of the plan period, addressing the strategic issues and by focusing on the key result areas to achieve the strategic goals will not only see to the operationalization of the Fund, but also pave way for the Fund to carry out its mandate of providing supplementary funding of activities geared towards management, development and capacity building, awards, and urgent mitigation to ensure the sustainability of the fisheries resource.

## CHAPTER ONE: INTRODUCTION

### 1.0. Overview

This chapter outlines the importance of the Strategic Plan 2023- 2027 for the success of Fish Levy Trust Fund (FLTF) and the rationale behind its development. It also outlines the national development priorities, regional and international development frameworks under which it operates. It further gives the history of the FLTF and the methodology of developing the Strategic Plan.

### 1.1. Strategy as an Imperative for FLTF Success

A strategy is a systematic, organized plan aimed at achieving specific goals. The FLTF Strategic Plan 2023-2027 is expected to guide the Fund towards attaining its desired outcomes. A well-defined strategy is imperative for the success of FLTF for several reasons: -

- i. To articulate the Fund's mission, vision, and objectives, providing a clear sense of purpose for its activities.
- ii. To provide a roadmap for long-term planning and guide the Fund's actions over multiple years by guaranteeing that it remains focused on its mandate even though leadership changes occur.
- iii. To ensure that the Fund's efforts are aligned with its mandate of mobilizing resources for the sustainable development of the fisheries sector;
- iv. To allocate limited resources to projects and programmes with the highest impact and sustainability;
- v. To provide mechanisms for accountability, both internally and externally, ensuring that the Fund operates transparently and is accountable to its beneficiaries, donors, and the public.
- vi. The Fund's mandates are legally binding, and the strategy will ensure that the Fund remains compliant within its mandate, relevant laws and regulations.

Kenya established FLTF under section 28 of the Fisheries Management and Development Act (FMDA) 2016 to provide supplementary funding of activities geared towards Management Development and capacity building, awards and urgent mitigation to ensure sustainability of the fisheries resource. This Strategic Plan will assist the FLTF in effectively implementing its activities and achieving its objectives by providing a structured roadmap for action. It will ensure that resources are used efficiently, risks are managed, stakeholders are engaged, progress is monitored, and the Fund remains adaptable to changing circumstances within the framework of relevant legislation and regulations.

#### 1.1.1. Rationale for the Strategic Plan (2023 – 2027)

The Fish Levy Trust Fund's strategic plan for the period 2023-2027 is of utmost importance, as it serves as a guiding framework for resource mobilization to support the growth and sustainable management of the fisheries sector. This plan takes over from the previous 2018-2022 strategic plan, whose mandate ended on June 30, 2023. It offers a clear pathway for FLTF to attain its goals and plays a pivotal role in advancing the sustainable development of Kenya's fisheries industry, enabling the organization to respond to evolving circumstances, track its progress, enhance communication, and ultimately fulfill its mission and vision.

The strategic plan is aligned with BETA and the Fourth Medium Term Plan (2023 - 2027) of the Kenya Vision 2030 and the other public development priorities. This is also in line with the Public Service Commission Performance Management Regulations, 2021, which stipulates that every public body shall develop and implement a Strategic Plan in line with guidelines issued by the Ministry responsible for planning. Further, Article 68 (2) part (g) of the Public Finance Management Act, 2012, requires an Accounting Officer for a public entity to prepare a Strategic Plan for the entity in conformity with the medium-term fiscal framework and fiscal policy objectives of the institution.

Circular letter No.1 of 2023 on analysis and interpretation of mandates and core functions also directs that Accounting Officers are expected to analyze and interpret their mandates and come up with a vision, mission, core functions, goals and policy priorities. They should also include strategic objectives and smart targets for their institutions.

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

The strategic plan has been developed in consideration of national development priorities, regional and international development frameworks.

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

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

#### **1. Goal 1 & 2: End Poverty in all its forms everywhere & Zero Hunger**

- i. Avail supplementary funds to support investment and income-generating projects for persons engaged in fishing and fishing related activities.
- ii. Support capacity building activities to empower the community with the knowledge and skills needed to access income-generating opportunities, thereby reducing poverty rates.
- iii. Collaborate with government agencies, NGOs, and international organizations to leverage resources, knowledge, and expertise along the fish value chain in the fight against hunger.

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

This will be achieved by directly providing supplementary funding for urgent disaster mitigation and indirectly by multifaceted approach that culminate in sustainable fisheries, community resilience and strategic partnerships to address food security and health related challenges facing the fishing communities.

#### **3. Goal 5; Achieve gender equality and empower all women and youth.**

This will be attained through supporting capacity building and providing supplementary funding for women, youth and people abled differently in fisheries sub-sector.

#### **4. Goal 13; Climate action**

- i. Support to urgent mitigation emergencies by establishing contingency funds and collaborating with organizations experienced in emergency relief and humanitarian assistance.



- ii. Provide grants for sustainable fisheries management practices that promote resilience to climate change. This includes supporting strategies for fishing communities and research on the impact of climate change on fisheries and implementing adaptive measures.
- iii. Promote sustainable fishing practices through capacity building to adopt sustainable and climate-friendly fishing practices, such as reducing bycatch, using selective gear, and avoiding overfishing.

## 5. Goal 14- Life below water

The Fund will support training and capacity-building programs for local fisher folk and marine resource managers to enhance their knowledge and skills in sustainable fisheries management and conservation.

## 6. Goal 17- Partnerships for sustainable development.

This will be achieved through the strengthening of collaboration and partnerships at the national, regional and international levels for sustainable management and development of fisheries resources through promoting investment, capacity building and resource mobilization.

### 1.2.2 African Union Agenda 2063

The African Union Agenda 2063 represents the overarching strategic blueprint guiding Africa's socio-economic transformation for the next five decades. It not only builds upon but also aims to expedite the realization of prior and ongoing continental initiatives focused on fostering sustainable growth and development. Central to this agenda is the objective of harnessing transboundary natural resources such as water, forests, fisheries, aquatic biotechnology, and biodiversity for the benefit of the continent.

To contribute to the realization of Agenda 2063, the FLTF will focus on several key priorities and initiatives related to fisheries and the sustainable development of the African continent. These include: -

- i. Support the establishment and management of marine protected areas (MPAs) to safeguard critical marine habitats and protect biodiversity. Ensure these conservation efforts align with the broader conservation goals of Agenda 2063;
- ii. Provide supplementary funding to programs that empower local fishing communities through capacity building, training, and support for income-generating activities related to fisheries;
- iii. Support adaptation strategies for fishing communities, encompassing measures to mitigate the consequences of climate change on ocean health and fish populations;
- iv. Invest in data collection to enhance knowledge of fishery resources and support informed decision-making; and
- v. Develop strategies for resource mobilization including alternative sources of funding for the management and development of the fisheries sector.

### 1.2.3. East Africa Community Vision 2050

The Vision 2050 for the East Africa Community serves as a strategic tool aimed at enhancing the well-being of the region's population by promoting greater competitiveness, value-added production, trade,

and investment. This vision is expected to act as a catalyst for transformative growth and development, ultimately propelling the community towards achieving upper-middle-income status.

The FLTF will hold a pivotal position in facilitating the achievement of the East African Community's Vision 2050. Its contribution will be instrumental in fostering sustainable development, stimulating economic growth, ensuring food security, and upholding environmental conservation within the fisheries sector of the area. The Fund will:

- i. Contribute to food security and improved nutrition by promoting/ supporting responsible and sustainable fishing practices and investing in initiatives that enhance the availability and accessibility of fish and fishery products for the people of Kenya.
- ii. Support programs that empower local fishing communities and promote income-generating activities related to fisheries hence reduce poverty.
- iii. Provide supplementary funding for programs that support adaptation strategies, such as climate-resilient fishing practices and community-based programs.
- iv. Empower youth and women in the fisheries sector through training, capacity building, and access to resources and opportunities.

#### **1.2.4. The Constitution of Kenya**

The FLTF relates to the Constitution of Kenya by operating within the legal and regulatory framework established by the constitution, the object of the Fund gives effect to article 43 (1) (c) of the constitution that provides for the right to be free from hunger and to have adequate food of acceptable quality. Further, the Bill of Rights, specifically under Article 42 provides that every person has the right to a clean and healthy environment, which includes the right to have the environment protected for the benefit of present and future generations.

Article 46 (1) of the constitution also gives the right to consumers to access goods and services of reasonable quality, information necessary for them to gain full benefit from goods and services and protection of their health, safety, and economic interests.

The Fund shall therefore endeavour to meet the above obligations of the constitution through the: -

- i. **Devolution and Resource Management:** After the devolution of powers, the Constitution, emphasizes the management of natural resources at both the national and county levels. The FLTF operates within this constitutional framework, as it plays a role in providing support to resource management through supplementary funding;
- ii. **Public Finance and Accountability:** The Constitution establishes principles of public finance and accountability. The FLTF, which is a financial entity in the fisheries sector, is subject to financial regulations and oversight as per the constitution; and
- iii. **Community Participation:** The constitution promotes public participation in governance and decision-making. The FLTF's engagement with fishing communities aligns with these constitutional principles by involving stakeholders in the development and implementation of FLTF regulations and programmes/projects for management and development of the fisheries resource.

### 1.2.5. Kenya Vision 2030, The Bottom-Up Economic Transformation Agenda, 2022-2027 and Fourth Medium-Term Plan

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 of Kenya Vision 2030 entrenches the development plan as a people-driven process.

The Kenya Vision 2030 is anchored on three pillars namely; economic, social and political. In the economic pillar, the vision identifies the agricultural sector, which comprises the fisheries sub-sector among others, as one of the key sectors to deliver the envisaged national economic growth rate of 7% annually. The sub-sector contributed 0.5% to the national Gross Domestic Product (GDP) in 2018; 0.6% in 2019 and 2020; 0.7% in 2021; and 0.6 % in 2022 (Economic Survey, 2023).

The FLTF will contribute to Vision 2030 in the following ways: -

- i. **Economic Growth and Diversification:** The Fund will promote economic diversification by supporting investment programs in sustainable fisheries management and value chain development. A vibrant fisheries sector contributes to GDP growth and economic resilience.
- ii. **Food Security and Nutrition:** The FLTF will support sustainable fishing practices and responsible resource management and thus contribute to food security and improved nutrition, which are key components of Vision 2030.
- iii. **Environmental Sustainability:** The Fund will support programmes/ projects towards sustainable fisheries management that will be aligned to Vision 2030's goals for environmental sustainability, including the conservation of aquatic ecosystems and biodiversity.
- iv. **Rural Transformation:** The Fund will promote rural transformation by empowering fishing communities through income-generating activities, capacity building, and access to resources.

The Bottom-Up Economic Transformation Agenda (BETA) focuses on grassroots economic development and empowerment. During the plan period, FLTF is committed to the implementation of the BETA by supporting Micro, Small and Medium Enterprises (MSMEs) aimed at: - job creation, food and nutrition security; income and revenue generation; and improvement of livelihoods of the Kenyan citizenry. This will be achieved through: -

- i. Supporting investment through supplementary funding in fishing and fish-related activities creating employment opportunities, especially in rural and coastal areas, supporting the agenda's goal of job creation.
- ii. Facilitating access to resources, capacity building, and financial support for small-scale fisher folk, aligning with the agenda's aim of providing equitable access to opportunities.
- iii. Supporting value addition activities in the fisheries sub-sector and help increase the income and profitability of local communities, a key objective of the BETA.

### 1.2.6. Public Finance Management Act, 2021

The Public Finance Management Act, 2021 requires the accounting officers for national government entities to prepare a strategic plan for the entity in conformity with the medium-term fiscal framework and fiscal

policy objectives of the national government. In cognizance to this, the FLTF Strategic Plan has taken into account on how to implement and attain the government's medium term fiscal framework objectives and targets.

#### **1.2.7. Public Service Commission Performance Management Regulations, 2021**

The FLTF Strategic Plan complies with the requirements of the Public Service Commission Performance Management Regulations, 2021, which require every public body, in accordance with the guidelines issued by the Ministry responsible for Economic Planning, to develop and implement a strategic plan that takes into account:

- i. The nature and scope of public body's mandate;
- ii. A description of the goals, objectives and targets to be attained in the medium term;
- iii. The national development agenda and policy priorities

#### **1.2.8 Sector Policies and Laws**

The fisheries sector is governed by a number of national, regional, continental, and international policy, legal and institutional frameworks. Table 1.1 below gives a summary of fisheries sub-sector specific policies, laws and, international treaties and conventions and their relevance to the FLTF.

Table 1.1: Policies and Laws

S/No.	Policies and Laws	FLTF Relevance
1.	National Oceans and Fisheries Policy, 2008	The Fund will support initiatives that contribute to increased sustainable fish production and utilization.
2.	Fisheries, Management and Development Act, 2016	The Fund will provide supplementary funding to support the implementation of the Act.
	Kenya Coast Guard Service Act, 2018	Provide supplementary funding towards protection of maritime resources with the aim of deterring IUU.
3.	Science, Technology and Innovation Act, 2013	Support science, technology and innovation in the Fisheries sub-sector.
4.	Climate Change Act, 2016	Support development and implementation of fisheries climate resilient programmes and projects
5.	Maritime Zones Act, CAP 371	Provide support for the exploration, exploitation, conservation and management of marine fisheries resources.
6.	The Merchant Shipping Act (Cap 389)	Provide support for urgent mitigation against hazards in the water resources
7.	State Corporations Act, Cap 446	Collaboration with State corporations which support the conservation, management and development of fisheries resources.
8.	East African Treaty	Collaborate with the Lake Victoria Fisheries Organization.
9.	Lake Victoria Fisheries Organizations (LVFO) Convention	Collaborate in the harmonization of the fisheries conservation, management, and development initiatives for the sustainable utilization of living resources of the Lake Victoria with the rest of the East African Community (EAC) Member states
10.	UN Convention on the Law of the Sea (UNCLOS)	Support sustenance of marine environment, fisheries, monitoring and surveillance of territorial waters in accordance with the Convention.
11.	United Nations Fish Stock Agreement, (UNFSA) for Straddling and Highly Migratory Fish, 1995	Support enhancement of long-term conservation and sustainable use of straddling fish stocks and highly migratory fish stocks
12.	UN 1993 FAO Compliance Agreement	Promote compliance with international conservation and management measures by fishing vessels on the high seas to deter any activity that undermines the effectiveness of

S/No.	Policies and Laws	FLTF Relevance
		international conservation and management measures
13.	FAO Code of Conduct for Responsible Fisheries (CCRF)	Promote long-term conservation and sustainable use of fisheries through the ecosystem approach and Rights-Based Fisheries Management,
14.	Port State Measures Agreements	Promote proper detection and investigation of IUU fishing; promote reporting and notification of fishing activities in all Exclusive Economic Zone (EEZ) and high sea to stop fish caught from IUU fishing from reaching markets; and participate in regional forums and activities to deter the IUU
15.	Indian Ocean Tuna Commission (IOTC) Agreement	Support co-ordination of the regulation and management of the highly migratory and straddling tuna and tuna-like fish species in the Indian Ocean, Domesticated and implement the obligatory Resolutions on Conservation and Management Measures (CMM)
16.	South West Indian Ocean Commission Convention (SWIOFC)	Support participation in the scientific and compliance committees and working parties' activities, ratification of management protocols on Minimum Terms and Conditions for Access to the fishing resources in the region
17.	Western Indian Ocean Marine Science Association (WIOMSA)	Promote the educational, scientific and technological development of all aspects of marine sciences throughout the region of the Western Indian Ocean with a view toward sustaining the use and conservation of its marine resources
18.	International Convention for Regulation of Whaling, 1946	Promote establishment of a Whale Research Unit, training on bycatch whaling, development of sustainable use of whales through whale watching activities
19.	The Common Market for Eastern and Southern Africa Fisheries Strategy (COMESAFS)	Promote fish handling and safety to reduce post-harvest losses
20.	UN Decade of Ocean Science	Support efforts to reverse, and recycle of decline in ocean health

### 1.3. History of the Organization

The Fish Levy Trust Fund (FLTF) is a culmination of proposals made by the various East African States that use the Lake Victoria as a shared resource. The Fund was intended to generate funding for sustaining development activities started by the Lake Victoria Environmental Management Programme (LVEMP). This was to ensure the continuity of the said activities when the donor funds ended.

With this vision in mind, each member State was urged to establish a Fund under new Acts of Parliament. The funds were to be held in trust and were to be sourced from a percentage levy sourced from the fish producers, traders and exporters. A Board of Trustees and a secretariat would manage these Funds. Upon the success of the Funds on the Lake Victoria riparian States, the Funds would be expanded to other water bodies. The Funds were envisioned as a collaborative effort to foster sustainable fisheries management.

Kenya established FLTF under section 28 of the Fisheries Management and Development Act (FMDA) 2016 to provide supplementary funding of activities geared towards management, development, capacity building, awards and urgent mitigation to ensure the sustainability of the fisheries resource. The Fund is administered by a five-member Board of Trustees (BoT) nominated through an open and competitive process that meets the requirements of Chapter 6 of the Constitution.

### 1.4. Methodology of Developing the Strategic Plan

Institutions engage in strategic planning to define their long-term goals and objectives, align their resources and efforts, and adapt to changing circumstances effectively. It provides a structured approach to ensure that they can navigate challenges, seize opportunities, and achieve their mission in a purposeful and coordinated manner.

The initiation of the Strategic Plan for 2023-2027 by the Fund commenced in June 2022, with the FLTF Board and Managing Trustee top management setting in motion the strategic planning process by defining the plan's purpose and scope. After reaching a consensus, Terms of Reference (ToR) were then formulated, resulting in the formation of a Technical Committee responsible for guiding the development of the strategic plan.

The Technical Committee undertook the task of interpreting the Terms of Reference (ToR) provided by the Management of the organization's strategic plan review and development. Using these ToRs as a foundation, the committee formulated an action plan for the evaluation and enhancement of the strategic plan, which was then presented to the management for their consideration and approval. The committee also devised a strategic framework for the review and development of the strategic plan.

In late September 2022, a zero draft of the Strategic Plan was produced. The zero draft was shared with internal stakeholders on November 2022, to gather their feedback and suggestions. Following this, a second draft was formulated after incorporating the internal stakeholders' input in January 2023.

In February 2023, the second draft was disseminated to external stakeholders, including the Kenya Fish Marketing Authority (KFMA), Kenya Fish Industries Corporation (KFIC), Kenya Fisheries Service (KeFS), Kenya Marine and Research Institute (KMFRI) and the State Department for Blue Economy and Fisheries (SDBE&F). A revised draft Strategic Plan was produced, taking into account comments and inputs from these external stakeholders in March 2023.

In June 2023, the Fund again sat and reviewed the Strategic Plan to include inputs stemming from the restructuring of Human Resource Management carried out by The Public service Commission.

However, in July 2023, the State Department for Economic Planning released revised guidelines for the preparation of the Fifth-Generation Strategic Plans for the 2023-2027 period. These updated guidelines integrated the new Government's Bottom-Up Economic Transformation Agenda (BETA) to address the evolving economic landscape and challenges posed by emerging economic dynamics. In addition, these revised guidelines introduced new approaches to strategic planning, leading to new information and data gaps in the already drafted FLTF Strategic Plan.

Following alignment with the Fifth-Generation Strategic Plan guidelines, the FLTF proceeded to formulate the final strategic plan which was then submitted to internal and external stakeholders for review. The comments and inputs received were integrated in the final draft and forwarded to the State Department for Economic Planning for their review and feedback. Finally, the document was published and disseminated for implementation.



## CHAPTER TWO: STRATEGIC DIRECTION

### 2.0. Overview

This Chapter outlines the Fund's Mandate, Vision Statement, Mission Statement, Core Values, Strategic Goals and Quality Policy. These elements serve as a comprehensive overview of various fundamental aspects and guiding principles of FLTF.

### 2.1. Mandate

The FLTF as established under section 28(1) of the Fisheries Management and Development Act 2016. Section 28(3) provides that the object of the fund shall be to provide supplementary funding of activities geared towards management, development and capacity building, awards, and urgent mitigation to ensure the sustainability of the fisheries resource.

The Functions of FLTF include:

- (i) Initiate, and implement policies, regulations, strategies, standards and guidelines for the Fund;
- (ii) Consolidate fish levies from persons engaged in fishing or fishing-related activities;
- (iii) Promote protection, conservation and utilization for supplementary funding;
- (iv) Support urgent mitigation measures to ensure the sustainability of fishery resources;
- (v) Support capacity building for persons engaged in fishing and fishing-related activities for the sustainability of fishery resources;
- (vi) Collaborate with other stakeholders for compliance with fisheries legal and regulatory framework;
- (vii) Develop, implement and review programs and projects on mitigation measures;
- (viii) Develop, implement and review criteria for the disbursement of monies from the Fund;
- (ix) Mobilize resources through collaborations and partnerships for supplementary funding of fishing and fishing-related activities; and
- (x) Invest surplus funds in line with the objects and purpose of the Fund

### 2.2. Vision Statement

A leading agency in promoting management and development of fisheries resource through supplementary funding.

### 2.3. Mission Statement

To provide supplementary funding for sustainable management and development of fisheries resource for socio-economic development.

### 2.4. Strategic Goals

- i. Appropriate FLTF policy, legal, regulatory, and institutional framework
- ii. Enhanced awareness on FLTF

iii. Adequate funding

## 2.5. Core Values

- i. **Integrity:** FLTF will ensure all staff uphold integrity in undertaking their activities as per the constitution and relevant legislation.
- ii. **Professionalism:** The Fund will uphold the highest level of professionalism in all its affairs.
- iii. **Equity and Equality:** The Fund will strive to ensure fair play and provide equal opportunities to all stakeholders.
- iv. **Teamwork:** The Fund will continuously promote teamwork among its staff.
- v. **Accountability:** The Fund will ensure accountability in all its operations.
- vi. **Transparency:** The Fund will conduct its business in a transparent manner
- vii. **Good governance:** The Fund will enhance a governance framework that encourages efficient use of resources.

## 2.6. Quality Policy Statement

The Fund's dedication to quality is deeply rooted in her mandate and pledges to continuously improve processes and services in order to have a positive impact on the fisheries sub-sector. The Fund will be guided by the core values and will strengthen its internal systems to ensure efficient and effective delivery of its mandate.

## CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSES

### 3.0. Overview

This chapter presents the situational and stakeholder analysis of the Fund. It Further reviews the implementation of the last strategic plan highlighting the achievements, challenges and lessons learnt.

### 3.1. Situational Analysis

#### 3.1.1. External Environment

##### 3.1.1.1. Macro-environment

The implementation of the FLTF's strategic plan 2023 – 2027 will be greatly dependent on the Political, Economic, Social, Technological, Environmental and Legal factors (PESTEL).

PESTEL analysis is critical in diagnosing the operating environment of an entity that focuses on Policy, Political, Economic, Social, Technological, Environmental, Legal and Regulatory factors. It takes a wider spectrum than the SWOT analysis. It enables an organization to improve a number of areas to leverage and mitigate upon the external shocks, despite this; it is imperative that management captures and plans for them in order to improve the implementation process.

PESTEL also provides the premises upon which the strategic plan is based, as changes in macro-environmental forces require planners to respond appropriately. This may involve reviewing the strategic plan from time to time. A detailed analysis of the external factors affecting the operating environment of the Fund is as follows: -

#### 1. Political analysis

Kenya has experienced political stability over time. This has created a conducive environment for participation of the public and private sector in development initiatives. The government has prioritized the implementation of the “Bottom – Up Economic Transformation Agenda (BETA)” for an inclusive growth through sustainable use of the ocean, inland fisheries resources and aquaculture for; improved food and nutrition security, job creation, expanded revenue base and improved livelihoods.

There exists political goodwill that supported the creation of the Ministry of Mining, Blue Economy and Maritime Affairs and establishment of the State Department for the Blue Economy and Fisheries, under which the Fund is anchored. This institutional arrangement also provides a conducive environment for the fund to operate.

## 2. Economic analysis

Kenya's economy was projected to grow by 5.5 percent in 2023 and above 6.0 percent over the medium term. This growth will be reinforced by the Government's Bottom-Up Economic Transformation Agenda geared towards economic turnaround and inclusive growth. This resonates well with the government's plan to promote blue economy opportunities for positive economic transformation. The outlook is subject to considerable risks, including the effects of a prolonged Russia's invasion of Ukraine on commodity prices, tight global financing, drought, slow global post COVID economic recovery, irregular household consumption patterns, inflation rates and currency depreciation which will have an implication on FLTF performance

## 3. Social analysis

Kenya is experiencing high population growth rate with the youth forming the largest proportion of the entire population. The youth also represent a bigger segment of the unemployed thereby limiting their contribution to economic growth and development. The youth have diverse trainings from the formal education system, however the skills acquired through the formal education system have not been effectively incorporated in sustainable conservation and utilization of fisheries and other blue economy resources. The government's plans to train youth and young people in blue economy opportunities and support fisher folk on alternative livelihoods are critical to FLTF performance.

Additionally, health challenges have overcome cultural practices hence most Kenyans have changed their eating habits from red to white meat. Consequently, there is an increase in demand for fish.

## 4. Technological analysis

Technology has revolutionized the way people live, work and interact. Nearly 70 percent of the Kenya population use mobile financial transaction apps and have access to fast and affordable internet. FLTF will leverage on the existing technologies in performing its functions which include consolidating fish levies from persons engaged in fishing or fishing related activities in line with the Fish Levy Order and the Fish Levy Trust Fund Regulations and providing funds for urgent mitigations for climate change and natural disasters affecting the livelihoods of the fisher folk. The FLTF will endeavor to put in place measures to ensure efficient, effective and economic utilization of the available resources including Integration of ICT to increase efficiency e.g. Fish Levy Management Information System (FLMIS), use of e-mails, WhatsApp and virtual meetings);

## 5. Environmental analysis

Kenya is endowed with diverse water resources including marine, lakes, rivers, dams and wetlands that support inland fisheries and aquaculture. The Kenya marine and coastal environment includes a 640 Km coastline and the EEZ that extends up to 200 NM and is rich in mangroves, coastal forests, estuaries, sandy beaches and dunes, coral reefs, and seagrass beds that support an array of marine and coastal fauna and flora species.

Climate change has impacted negatively on the health, structure, and functioning of marine and coastal ecosystems. Climate change extremes such as floods, drought, increase and decrease in water volumes of local lakes, the infestation of alien species in the country's water bodies, salinization of freshwater and other

aquatic resources, coupled with pollution, environmental degradation and other related disasters affects the production and productivity of fish from natural water bodies. The decline in productivity will reduce catches therefore affecting the levies collected.

FLTF will play a critical role in addressing the impacts of climate change by providing funds for urgent mitigations for climate change and natural disasters affecting the livelihoods of the fisher folk.

## 6. Legal analysis

The legal framework governing the fisheries and aquaculture sector include: - Fisheries Management and Development Act, 2016; the Science and Technology Act (CAP 250) which established KMFRI, with the mandate for marine and fisheries research; and Maritimes Zones Act (CAP 371) of 1989. In addition, there are international and regional agreements, treaties, conventions and protocols to which Kenya is a signatory that guide the management and development of the fisheries and aquaculture sector. The United Nations Convention on the Law of the Sea (UNCLOS), the EAC Protocol on Environment and Natural Resources Management, and the Port States Measures Agreement (PSMA) are key examples. This is besides the use of the relevant national policies, laws, standards, guidelines and regulations.

These legal and regulatory frameworks support sustainable management development of shared resources and national aquatic resources for improved fish stocks. To operationalize the FLTF developed Draft FLTF regulations, Fish Levy Order, Draft Disbursement guidelines will be fast tracked during the planned period.

### 3.1.1.2. Micro-environment

There are immediate factors or elements in the Fund's immediate environment which affects its performance and decision making.

The Fund is currently in its operationalization phase with staff deployed from the State Department for Mining and Blue Economy and the Kenya Fisheries Service. The Fund is currently developing operational documents and building proper infrastructure to assist in creating a proper operating environment.

### 3.1.2. Summary of Opportunities and Threats

Based on the analysis of the external environment, the following is a summary of emergent opportunities and/or threats as per Table 3.1.

Table 3.1: Summary of Opportunities and Threats

Environmental factor	Opportunities	Threats
Political	<ul style="list-style-type: none"> <li>❖ Stable political environment to attract investments</li> <li>❖ Government that prioritizes blue economy and fisheries sector (Political Goodwill)</li> <li>❖ Political corporation in the management of the shared resources such as conservation, preservation and decision making.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Change of regimes that brings about change in policies and priorities.</li> <li>❖ Bureaucratic processes by National and County Governments that makes the decision-making process lengthy Transboundary interests affecting shared fisheries resources.</li> </ul>

Environmental factor	Opportunities	Threats
	<ul style="list-style-type: none"> <li>❖ Clear government development agenda in various blueprints and strategies.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Some areas have Political Instability within the regional and international. arena</li> <li>❖</li> </ul>
Economic	<ul style="list-style-type: none"> <li>❖ Resilient economy amid considerable risks.</li> <li>❖ Robust mitigation measures against risks/shocks</li> <li>❖ Robust private sector</li> </ul>	<ul style="list-style-type: none"> <li>❖ High commodity prices brought by socio-economic changes.</li> <li>❖ Slow economic recovery</li> </ul>
Social	<ul style="list-style-type: none"> <li>❖ Availability of highly skilled youths</li> <li>❖ Changing fish eating culture</li> <li>❖ High unemployment rate amongst the youth</li> <li>❖</li> </ul>	<ul style="list-style-type: none"> <li>❖ Social decadence of morals such as (increased drug abuse and prostitution) and hopelessness among others</li> <li>❖ Unsustainable management and utilization of fisheries resources</li> <li>❖ Social calamities and pandemics.</li> </ul>
Technological	<ul style="list-style-type: none"> <li>❖ Leverage on ICT</li> </ul>	<ul style="list-style-type: none"> <li>❖ Increased cases of cybercrime</li> <li>❖ Rapid change in technology</li> </ul>
Environmental	<ul style="list-style-type: none"> <li>❖ Availability of diverse inland and marine fishery resources.</li> <li>❖ Increased awareness amongst stakeholders on ecosystem approach to fisheries management and development.</li> <li>❖ Increased investments in climate change mitigation and adaptation programs</li> </ul>	<ul style="list-style-type: none"> <li>❖ Negative impacts of climate change. Climate change extremes such as floods, drought, fluctuation in water volumes of local lakes, the infestation of alien species in the country's water bodies, salinization of freshwater and other aquatic resources, coupled with pollution, environmental degradation and other related disasters.</li> <li>❖ Ineffective implementation of environmental laws and regulations.</li> </ul>
Legal	<ul style="list-style-type: none"> <li>❖ Existing legal frameworks to govern blue economy and fisheries sector e.g Fisheries Management and Development Act (FMDA), 2016,</li> <li>❖ International and regional conventions such as UNCLOS</li> </ul>	<ul style="list-style-type: none"> <li>❖ Sections of Fisheries Management and Development Act 2016 invalidated by court of law.</li> <li>❖ Poor implementation of laws and regulations.</li> </ul>

### 3.1.3. Internal Environment

Persistent changes in internal environment variables such as the value chain activities, resource capabilities, skills, competences, structural design, and culture can affect the performance of FLTF. The Fund has both strengths and weakness that affect the Governance, internal business processes and Resources and capabilities. This has been presented as follows:

#### 3.1.3.1. Governance and Administrative Structures

- (i) The FLTF is Governed by a Board of Trustees. The management is headed by an Ag. Managing trustee, who is responsible for the day to day running of the the Fund.. The Fund once operational will comprise of one technical directorate, called: Fund Management Directorate. This is besides the Administrative Support Services Directorates with four divisions namely: -
- a. Supply Chain Management Division;
  - b. Internal Audit and Risk Division;
  - c. Compliance Division; and
  - d. Corporation Secretary and Director Legal Services

#### 3.1.3.2. Internal Business Processes.

An evaluation of the strengths, weaknesses, opportunities and threats that face FLTF is key in the identification of the internal factors (strengths and weaknesses) that are either favorable or unfavorable towards achievement of set objectives. The analysis reveals positive forces that work together and potential problems that need to be recognized and possibly addressed. Internal factors include strengths and weaknesses while external factors are opportunities and threats.

The FLTF has identified key strengths such as establishment of the fund by FMD Act 2016; support from the top management and leadership in the ministry; existence of policy and legal frameworks for management and development of fisheries and aquaculture resources; goodwill from both the County and National Government and stakeholders, support from the grassroots stakeholders; technical support from the SDBE&F and KeFS, budgetary allocation ; digital space; presence of international and regional conventions, treaties and agreements. The weaknesses that are faced in the FLTF include inadequate staff, capacity gaps and Inadequate policy, legal and institutional framework for the Fund.

The Fund proposes to develop a Fish Levy Management Integrated System (FLMIS) to ensure efficiency in collection and disbursement of funds. The fund has embraced a technological approach in day to day communication by utilizing end to end encrypted emails and has an interactive interaction with stakeholders on the various social media platforms.

#### 3.1.3.3. Resources and Capabilities

These are important in providing a sustainable competitive advantage to the FLTF. Partnerships and collaborations are some of the frameworks that the FLTF has embraced in order to achieve her mandate.

### 3.1.4. Summary of Strengths and Weaknesses

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

Table 3.2: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative Structures	<ul style="list-style-type: none"> <li>❖ Goodwill from the Government and stakeholders.</li> <li>❖ establishment of the fund by FMDA, 2016 section 28.</li> <li>❖ Provision for establishing a Board of Trustees</li> <li>❖ Technical Support from the SDBE&amp;F and KeFS.</li> <li>❖ Budgetary allocation</li> <li>❖ Existence of enabling policies and legal framework in fisheries sub-sector.</li> <li>❖ Good Partnerships with other MDA's</li> </ul>	<ul style="list-style-type: none"> <li>❖ Delayed operationalization of the Fund</li> <li>❖ Inadequate funding</li> <li>❖ Low awareness of FLTF.</li> <li>❖ Inadequate number of staff</li> <li>❖ Inadequate automation of records</li> <li>❖ Delays in gazettement of draft fish levy regulations and guidelines</li> <li>❖ Delays in approval of FLTF human resource instruments</li> <li>❖ Inadequate physical facilities (offices and equipment</li> <li>❖ Lacuna in the FMDA, 2016 on appointment of chairman and Managing trustee</li> </ul>
Internal Business Processes	<ul style="list-style-type: none"> <li>❖ Strong partnership with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>❖ Inadequate financial and human capital</li> <li>❖ Inadequate policy, legal and institutional framework for fisheries management and development</li> <li>❖ Lack of digital systems for processes</li> <li>❖ Non-automated processes</li> <li>❖ Limited budgetary allocations</li> </ul>
Resources and Capabilities	<ul style="list-style-type: none"> <li>❖ Deployed staff to support the FLTF</li> <li>❖ Seed financial allocation for the operationalisation of the FLTF</li> <li>❖ Good will from the National and County governments</li> </ul>	<ul style="list-style-type: none"> <li>❖ Weak partnership and collaboration frameworks</li> <li>❖ Inadequate staff</li> <li>❖ Limited office space</li> <li>❖</li> </ul>



### 3.1.5. Analysis of Past Performance

The FLTF undertook an evaluation of the past performance based on the level and/or extent of achievement of the previous strategic plan objectives. In doing this evaluation, focus was on Key Result Areas, Specific Objectives, Performance Achievements, challenges and lessons learnt. The evaluation results are presented as follows:

#### 3.1.5.1. Key Achievements

##### **Key Results Area 1 (KRA); Development of Regulations and Guidelines**

FLTF developed Draft FLTF regulations, Fish Levy Order, Draft Disbursement guidelines to guide the operations of the Fund.

##### **Key Result Area 2; Development and strengthening of the Human Resource capacity**

The Fund developed draft Human resource policies and procedures manual.

##### **Key Results Area 3; Development and strengthening the capacity and visibility of FLTF**

The Fund sensitized 1500 stakeholders across the country on the Fund. This allowed for public participation and enhanced visibility of the Fund.

#### 3.1.5.2. Challenges

The following are the attendant and extraneous factors that hindered the achievement of the set targets during implementation of the previous strategic plan.

- i. Limited budgetary allocation, lengthy procedures and bureaucracy towards the finalization of FLTF regulations and guidelines delayed the finalization of the documents and the operationalization of the Fund.
- ii. Delay in approval of Human Resource policies and procedures manual affected the operationalization of FLTF.
- iii. The Legal framework: FLTF structure as provided for in the FMDA Act of 2016 is not explicit on the appointment of the Chairperson and procedure of appointing the Managing Trustee.

#### 3.1.5.3. Lessons Learnt

1. Collaboration with other relevant stakeholders helped FLTF in undertaking the planned activities.

## 3.2. Stakeholder Analysis

Stakeholders are individuals/groups/institutions that impact on or are impacted by the activities and services of the Fund. Mapping and analysis of the various stakeholders, their role and expectations from the Fund and the Fund's expectations from each stakeholder are provided in Table 3.3

Table 3.3: Stakeholder Analysis

S/No.	Stakeholder	Role	Expectation of the Stakeholders	Expectation of the FLTF
<b>Internal Stakeholders</b>				
1.	<b>CS /Ministry of Mining, Blue Economy and Maritime Affairs</b>	Policy Direction	<ul style="list-style-type: none"> <li>❖ Prepare and submit reports on the fund's contribution towards government development agenda.</li> <li>❖ Co-operation in the coordination and implementation of Government policies, programmes and strategies</li> <li>❖ High standards</li> <li>❖ Accountability and transparency</li> <li>❖ Effective and efficient use of resources</li> <li>❖ Team work</li> </ul>	<ul style="list-style-type: none"> <li>❖ Facilitate effective mobilization, allocation and disbursement of financial resources</li> <li>❖ Monitor and evaluate utilization of Financial Resources</li> <li>❖ Give clear and consistent guidelines, realistic timelines, and offer technical support</li> <li>❖ Policy direction of the fund</li> <li>❖ Preparation of draft policy</li> <li>❖ Preparation of budgets</li> <li>❖ Resource mobilization</li> </ul>
2.	<b>PS/State Department for the Blue Economy and Fisheries</b>	Policy Direction	<ul style="list-style-type: none"> <li>❖ Timely Communication and Dissemination of Relevant Information</li> <li>❖ Partnership and collaboration in various programmes and partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Provision of Logical, Technical and Financial Support to FLTF</li> <li>❖ Collaboration and Partnership</li> <li>❖ Policy direction</li> <li>❖ Strategic leadership</li> <li>❖ Resource mobilization both human and capital</li> </ul>

S/No.	Stakeholder	Role	Expectation of the Stakeholders	Expectation of the FLTF
3.	<b>Board of Trustees</b>	Administration Provide Oversight to the Fund	<ul style="list-style-type: none"> <li>❖ Prepare and submit a report on the fund's contribution towards government development agenda.</li> <li>❖ Co-operation in the coordination and implementation of Government policies, programmes and strategies</li> <li>❖ High standards</li> <li>❖ Accountability and transparency</li> <li>❖ Effective and efficient use of resources</li> <li>❖ Team work</li> </ul>	<ul style="list-style-type: none"> <li>❖ Policy direction</li> </ul>
4.	<b>FLTF Staff</b>	• Implementation	<ul style="list-style-type: none"> <li>❖ Conducive working environment</li> <li>❖ Fairness</li> <li>❖ Meritocracy</li> </ul>	<ul style="list-style-type: none"> <li>❖ Maintained high standards</li> <li>❖ Work Efficiency</li> </ul>
<b>External Stakeholders</b>				
1.	<b>Ministries, Departments and Agencies</b>	Policy, project, and programs development and implementation	<ul style="list-style-type: none"> <li>❖ Cooperation in the development and implementation of policies legislation, regulations and standards; and development implementation of projects and programmes.</li> <li>❖ Sharing of necessary /required information</li> </ul>	<ul style="list-style-type: none"> <li>❖ Collaboration in the development and implementation of FLTF guidelines, regulations and standards; and development implementation of projects and programmes.</li> <li>❖ Provide data and information required</li> </ul>

S/No.	Stakeholder	Role	Expectation of the Stakeholders	Expectation of the FLTF
2.	<b>Suppliers and Merchants</b>	Supply of goods and services	<ul style="list-style-type: none"> <li>❖ Maintenance of good working relations and timely payment of goods and services delivered</li> <li>❖ Fairness, equality and transparency in tendering.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Timely delivery of goods and services</li> <li>❖ Professional adherence to quality standards</li> </ul>
3.	<b>Parliament</b>	Oversight and legislation	<ul style="list-style-type: none"> <li>❖ Accountability and transparency in provision of services</li> <li>❖ Compliance with the constitution relevant policies and laws and regulations</li> <li>❖ Provision of reliable and timely information/reports required from time to time</li> </ul>	<ul style="list-style-type: none"> <li>❖ Approval of budgets, policies and legislation</li> <li>❖ Provision of oversight</li> </ul>
4.	<b>State Law Office</b>	Legal advise	<ul style="list-style-type: none"> <li>❖ Initiating regulations</li> <li>❖ Preparation and submission of required reports and documents on legal matters relating to FLTF</li> </ul>	<ul style="list-style-type: none"> <li>❖ Legal advice</li> <li>❖ Drafting of regulations</li> <li>❖ Representation of FLTF on legal matters</li> </ul>
5.	<b>County Governments</b>	Support in policy programs and projects development	<ul style="list-style-type: none"> <li>❖ Involvement of key stakeholders in policy, programmes and projects formulation and implementation</li> </ul>	<ul style="list-style-type: none"> <li>❖ Participation in policy programmes and project formulation and implementation.</li> </ul>
6.	<b>Development Partners</b>	Financial and technical support	<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 technical support</li> <li>❖ Timely disbursement of agreed funds</li> </ul>

S/No.	Stakeholder	Role	Expectation of the Stakeholders	Expectation of the FLTF
7.	<b>Beach Management Units</b>	Implementation of projects and programs	<ul style="list-style-type: none"> <li>❖ Involvement of key stakeholders in policy, programmes and projects formulation and implementation</li> </ul>	<ul style="list-style-type: none"> <li>❖ Participation in policy programmes and project formulation and implementation</li> </ul>
8.	<b>Media</b>	Publicity	<ul style="list-style-type: none"> <li>❖ Receive timely information</li> <li>❖ Facilitate access to facts/ information</li> </ul>	<ul style="list-style-type: none"> <li>❖ Factual reporting on FLTF</li> <li>❖ Partnership in publicity and awareness creation of FLTF's agenda</li> </ul>
9.	<b>Financial Institutions</b>	Financial Support	<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 technical support</li> <li>❖ Timely disbursement of agreed funds</li> </ul>
10.	<b>Private Sector</b>	Policy development and implementation of projects and programs	<ul style="list-style-type: none"> <li>❖ Provide a conducive environment for investment</li> </ul>	<ul style="list-style-type: none"> <li>❖ Investment in Fish Levy Trust Fund</li> <li>❖ Adherence to regulations and standards.</li> </ul>
11.	<b>Non-Governmental/ Public Benefits Organizations (NGOs)</b>	Policy development and implementation of projects and programs	<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 technical support</li> <li>❖ Timely disbursement of agreed funds</li> <li>❖ Participation in policy programmes and project formulation and implementation.</li> </ul>

## CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

### 4.0. Overview

This chapter outlines Strategic issues, Strategic Goals as well as the Key Results Areas (KRAs) which provide the Fish Levy Trust Fund aspirations over the medium term (2023-2027). The Plan has Three (3) KRAs which are in line with the vision and mission statement of the Fund.

### 4.1. Strategic issues

The FLTF identified the following strategic issues that are as a result of situational and stakeholder analyses:

#### 4.1.1. Delayed/slow operationalization of the FLTF

The FLTF was established under the FMDA 2016 and since then the Fund is yet to be fully operationalised. The draft FLTF Regulations and Levy Order are yet to be gazetted. The draft Human Resource policies and procedures manual are yet to be approved and the Board of Trustees is yet to be appointed/reappointed. The Fund also lacks office accommodation, facilities and equipment. Further, the institutional legal framework limits efficient and effective operations of the Fund.

To operationalise the FLTF, the FMDA 2016 requires the institution to develop policy documents for efficient and effective management of the Fund. The policy documents required include; FLTF Regulations and Levy Order, Funds Disbursement Guidelines, Awards Policy, Mitigation Guidelines communication strategy and Capacity Building Strategy.

#### 4.1.2. Limited awareness on the Fish Levy Trust Fund

Despite the fact that Fish Levy Trust Fund was established through the FMDA, 2016, there is still inadequate awareness amongst various stakeholders on the Fund's activities. To ensure the Fund operates effectively and efficiently, visibility is key.

#### 4.1.3. Inadequate resources for FLTF operations

Although the Fisheries sector has huge potential it has continued to receive limited budgetary allocation devoted to fisheries management, development, capacity building and research. The Grant that the Fund gets from exchequer is inadequate to carry out all the planned activities.

### 4.2. Strategic Goals

These are the desired outcomes in addressing strategic issues and they include the following:

- i. Appropriate FLTF policy, legal, regulatory, and institutional framework
- ii. Enhanced awareness on FLTF

- iii. Adequate funding

### 4.3. Key Result Areas

The FLTF identified three (3) Key Result Areas that are linked to the attainment of strategic goals. These are:

- i. Develop policy, legal, regulatory, and institutional framework
- ii. Awareness creation on FLTF
- iii. Resource mobilization, management and partnerships

Table 4.1: Strategic Issues, Goals and Key Result Areas

Strategic Issue	Goal	KRAs
Delayed/slow operationalization of the FLTF.	Appropriate FLTF policy, legal, regulatory, and institutional framework	Develop policy, legal, regulatory, and institutional framework.
Inadequate resources for FLTF operations	Adequate funding	Resource mobilization, management and partnerships
Limited awareness of the Fish Levy Trust Fund	Enhanced awareness on FLTF	Awareness creation on FLTF

## CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

### Overview

In this chapter, we delve into the Strategic Projections and choices that form the foundation of the Fish Levy Trust Fund's aspirations for the medium term (2023 - 2027). These decisions are deeply rooted in the Funds strategic goals and Key Result Areas (KRAs), serving as a roadmap to guide its actions and priorities during this crucial period.

### 5.1. Strategic Projections

The Fish Levy Trust Fund employed a comprehensive analysis of Key Result Areas (KRAs) and their five-year projections to formulate objectives. These projections were developed with a keen awareness of the practical accomplishments attainable within the given annual constraints. The Fish Levy Trust Fund, in pursuit of effective planning, pinpointed three core KRAs during the specified planning period, as detailed in Table 5.1. By aligning these KRAs with realistic projections, the Fund aimed to establish a strategic roadmap that would enable it to navigate the challenges and opportunities presented by the prevailing circumstances, ensuring progress and success in its endeavors.

The 5-year projections for the determined KRAs were the basis for formulating objectives. The projections are Three KRAs during the plan period as presented in Table 5.1.

Table 5.1: Outcomes Annual Projections

KRA	Strategic Objective	Outcome	Outcome indicator	Projections				
				Year 1	Year 2	Year 3	Year 4	Year 5
<b>KRA 1: Policy, legal, regulatory, and institutional framework</b>								
	<b>SO: 1.1</b> To develop policy, legal, regulatory framework for FLTF	Operational Fund	Level of operationalization (%)	44	68	80	89	100
	<b>SO: 1.2:</b> To develop Institutional framework							
<b>KRA 2: Resource mobilization, management and partnerships</b>								
<b>SO: 2.1</b> Increased Sustainable Funding for FLTF activities	Increased Sustainable Funding for FLTF activities	Sustainable Funding	Funds Mobilized (KES0 million)	0	100	300	500	800
			Funds disbursed (KES0 million)	0	97	291	485	776



KRA			Projections				
Strategic Objective	Outcome	Outcome indicator	Year 1	Year 2	Year 3	Year 4	Year 5
	Improved partnerships and collaborations	Level of collaborations and strategic partnerships	0	10	20	30	40
<b>KRA 3: Public Awareness on FLTF</b>							
<b>SO 3.1:</b> To create awareness on FLTF to key stakeholders	Increased public awareness on the Fund	Level of BMU's sensitization on the Fish Levy Trust Fund	80	5	5	5	5
		Level of National and County government official's sensitization on Fish Levy Trust Fund	80	5	5	5	5

## 5.2. Strategic Choices

The Fish Levy Trust Fund selected Key Results Areas (KRAs), strategic objectives, and corresponding strategies to drive the realization of the 2023 - 2027 strategic plan, as delineated in Table 5.2. These choices reflect a planning process, aligning the Fund's priorities and resources with the overarching goals of the strategic plan, ensuring a coherent and focused approach to achieving its mission and objectives over the specified period.

Table 5.2: Strategic Objectives and Strategies

KRAs	Strategic Objectives	Strategies
Policy, legal, regulatory, and institutional framework	To develop/ review policies, legal, regulatory and institutional frameworks for FLTF	<ul style="list-style-type: none"> <li>Fast track approval and implementation of the FLTF Regulations and Levy Order</li> <li>Development and implementation of Standard Operating Procedures (awards, mitigation, capacity building, etc.).</li> </ul>
	To develop institutional framework	<ul style="list-style-type: none"> <li>Fast track the approval and implementation of the human resource manuals and guidelines</li> <li>Implementation of the FLTF organisational structure and staffing manuals</li> </ul>

KRAs	Strategic Objectives	Strategies
		<ul style="list-style-type: none"> <li>• Recruitment staff for FLTF</li> <li>• Improve employee productivity</li> <li>• Improve corporate governance</li> <li>• Automation of processes</li> <li>• Establishment of FLTF offices</li> </ul>
Resource mobilization, management and partnerships	Increased Sustainable Funding for FLTF activities	<ul style="list-style-type: none"> <li>• Strengthening institutional capacity on resource mobilization</li> <li>• Increase GoK funding from KSH 30M to 250M</li> <li>• Unlock the Fish Levy Fund to unlock Ksh 800M</li> <li>• Strengthen partnerships and collaborations with Development Partners, Community Based Organizations, Private Sector and Beach Management Units</li> <li>• Develop Proposals and Concept papers for mobilizing Funds</li> <li>• Utilize the Fish Levy Trust Fund for Fund development</li> <li>• Promote innovative financing mechanisms</li> </ul>
Public awareness on FLTF activities	To create awareness on FLTF to key stakeholders	<ul style="list-style-type: none"> <li>• Enhance visibility of the Fund</li> <li>• Improve stakeholder engagement</li> <li>• Sensitization and engagement of key stakeholders</li> <li>• Enhance communication and stakeholder management</li> </ul>

## CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

### 6.0. Overview

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

### 6.1. Implementation Plan

The implementation plan consists of an elaborate action plan, budgeting and performance contracting as follows:

#### 6.1.1. Action Plan

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

Table 6.1: Implementation Matrix

Strategy	Key Activities	Expected outputs	Output Indicators	Target for 5 years	Target						Budget (Ksh. Millions)					Responsibility	
					(2023/2024)	(2024/2025)	(2025/2026)	(2026/2027)	(2027/2028)	(2023/2024)	(2024/2025)	(2025/2026)	(2026/2027)	(2027/2028)	Lead	Support	
Strategic Issue : Delayed/slow operationalization of the FLTF.																	
Strategic goal: Appropriate FLTF policy, legal, regulatory, and institutional framework																	
KRA 1: Policy, legal, regulatory, and institutional framework																	
Outcome: Operational Fund																	
Strategic Objectives (SO.1.1): To develop policy, legal, regulatory framework for FLTF																	
Fast track approval and implementation of the FLTF Regulations and Levy Order	Consultative meetings and forums	FLTF Regulations and Levy Order	Availability of FLTF Regulations and Levy Order	2	2	0	0	0	0	1.5	0	0	0	0	Managing Trustee	Director Fund Management	
Development and implementation of Standard Operating Procedures (awards, mitigation, capacity building etc).	Consultative meetings/workshops	Developed and implemented Standard Operating Procedures (awards, mitigation, capacity building etc).	Number of developed and implemented Standard Operating Procedures (awards, mitigation, capacity building etc).	5	1	1	2	1	0	1.5	2	5	3	0	Managing Trustee	Director Fund Management	
Outcome: Operational Fund																	
Strategic Objectives (SO 1.2): To develop institutional framework																	
Fast track the approval and implementation of the	Meetings and collaborative forums	Approved Human Resource	Number of Approved Human Resource Manuals and Guidelines	3	1	2	0	0	0	1	2	0	0	0	Managing Trustee	Director Fund Management	

human resource manuals and guidelines		Manuals and Guidelines															
	Recruitment of staff	Recruited staff	Number of recruited staff	60	0	0	8	20	32	0	0	18.3	61	145	Managing Trustee	Director Fund Management	
Improve Productivity	Development of staff competency through training, mentorship and coaching	Competent staff	Number of staff trained	60	5	7	8	20	32	0.5	0.7	4	10	16	Managing Trustee	Director Fund Management	
Automation of processes	Automate HR process	HR management systems	Proportion of HR processes automated	100%	25	50	75	100	100	3	2	1	0	0	Managing Trustee	Director Fund Management	
	Automation of Fish levy information Management system	Fish Levy Management Integrated System (FILMIS)	Proportion of Levy and disbursement processes automated	100%	0	25	50	25	0	0	10	15	5	0	Managing Trustee	Director Fund Management	
Improve corporate governance	Training of the BoT members	Board Training reports	Number of Board Trainings held	10	2	2	2	2	2	3	2	2	2	1.5	Managing Trustee	Director Fund Management	

Implementation of the FLTF organizational structure and staffing manuals	Hire and equip office space	Hired and equipped regional office space	Number of hired and equipped office space	5	0	0	1	2	2	0	0	20	60	100	Managing Trustee	Director Fund Management
Strategic Issue : Inadequate resources for FLTF operations																
Strategic goal: Adequate funding																
KRA 2: Resource mobilization, management and partnerships																
Outcome: Sustainable Funding																
Strategic Objectives (SO: 2.1): Increased Sustainable Funding for FLTF activities																
Promote innovative financing mechanisms	Consultative Forums	Funds Mobilized	Amount of Funds Mobilized	1,730	30	100	300	500	800	0.8	50	30	20	10	Managing Trustee	Director Fund Management
Develop and implement Fund disbursement guidelines	Meetings / consultative forums	Funds disbursed	Amount of funds disbursed	1,393	0	89	247	405	652	0	3	9	14.9	23.9	Managing Trustee	Director Fund Management
Strengthen partnerships and collaborations	Workshops, meetings	Strategic partnerships and collaborations established	Level of strategic partnerships and collaborations established	100	10	20	20	20	30	2	4	7	10	15	Managing Trustee	Director Fund Management
Strategic Issue: Limited awareness of the Fish Levy Trust Fund																
Strategic goal: Enhanced awareness on FLTF																
KRA 3: Awareness creation on FLTF																
Outcome: Increased levy collection																
Strategic Objectives (SO: 2.1): To create awareness on FLTF to all BMUs																
Enhance visibility	Training Meetings and	Trained Beach Management Units	Level of BMU's sensitization on the Fish Levy Trust Fund	100	25	40	35	0	0	11.4	22.8	20.7	0	0	Managing Trustee	Director Fund Management

	Workshops															
	Meetings and Workshops	National and county official aware of FLTF	Level of National and County government officials sensitization on Fish Levy Trust Fund	100	20	30	10	5	35	0.6	1.3	1	0.5	4.7	Managing Trustee	Director Fund Management
Improve stakeholder engagement	Stakeholder mapping	Stakeholder mapping reports	Number of stakeholder mapping undertaken	5	1	1	1	1	1	0.5	1	1	1	1	Managing Trustee	Director Fund Management
	Develop communication strategy	Developed and implemented Communication strategy	Level of development of communication strategy	100	0	30	70	0	0	0	1.5	6	0	0	Managing Trustee	Director Fund Management

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

To implement FLTF Strategic Plan, 2023-2027, Annual Work Plans (AWPs) will be extracted from the Action Plan and the Implementation Matrix (Table 6.1) of the FLTF Strategic Plan, 2023-2027. Besides, activity-based costing will be adopted in the development of the Annual Budgets. Further, the AWPs will be cascaded to individual work plans.

### **6.1.3. Performance Contracting**

FLTF Performance Contracts (PCs) will be drawn from the costed Annual Work Plans during the plan period. FLTF will develop Performance Contract for the Board of Trustees (BoT) 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 individual staff through the Staff Performance Appraisal System (SPAS).

## **6.2. Coordination Framework**

The implementation of this Strategic Plan will be coordinated by the FLTF Strategic Plan Implementation Committee that will be headed by the Managing Trustee. The Strategic Plan Implementation Committee will report to the BoT. Further, Managing Trustee, FLTF will be responsible for delivery of the strategies, programmes, projects and activities. The programmes, projects and activities that will be implemented from time to time will be teased out in the annual work plans for consideration and approval by BoT.

### **6.2.1. Institutional Framework**

Organizational structures, policies, rules and regulations are key to the implementation of the strategic initiatives. Effective coordination of the implementation of this plan requires implementation of the proposed structures, rules and regulations during the plan period. For effective and efficient delivery of the plan, FLTF proposed organization structure is as provided below in figure 6.1.



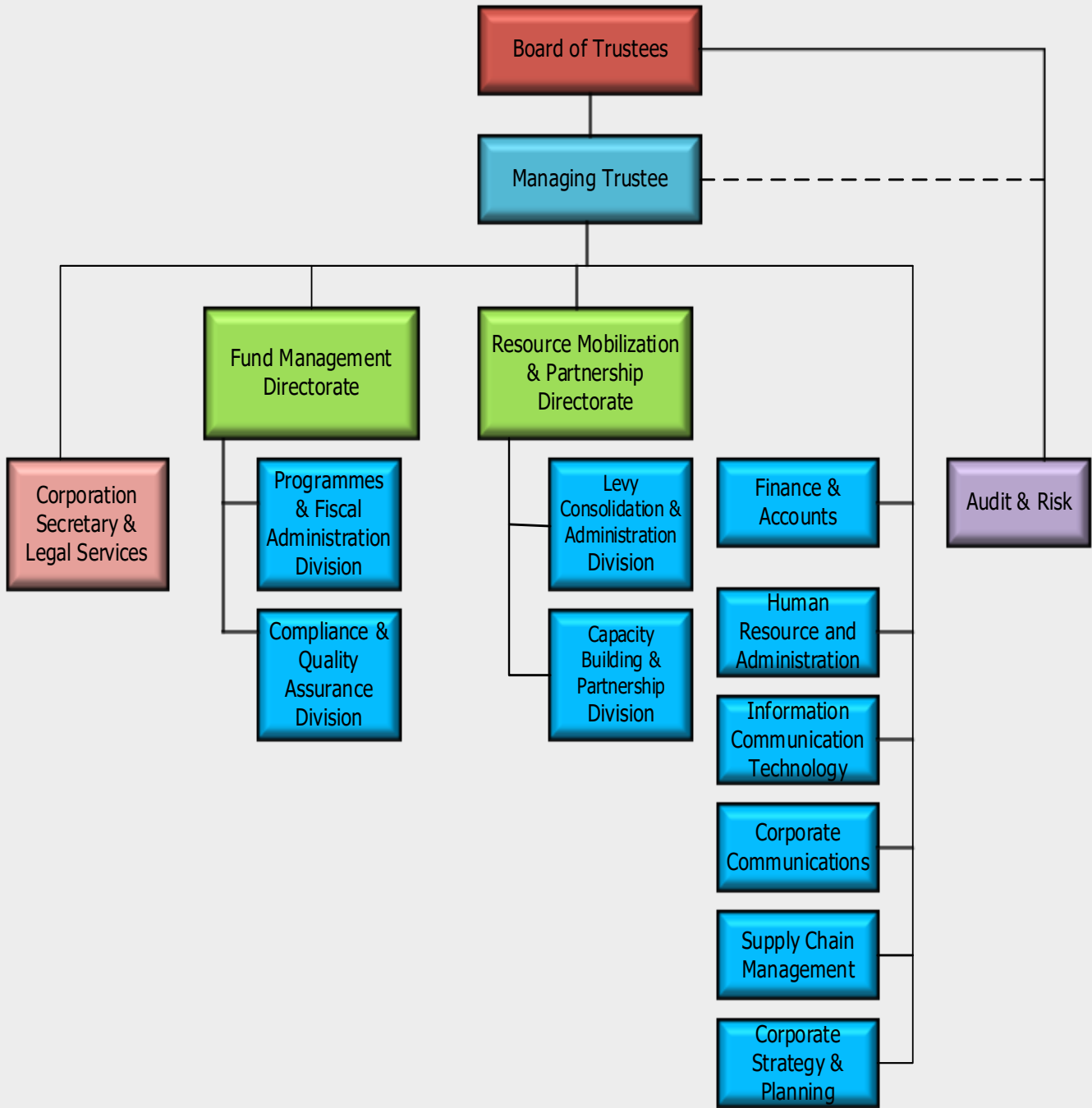


Figure 6.1: Proposed FLTF Organization Structure

The proposed FLTF staffing levels, skills set and competence development are as provided in table 6.1 and 6.2 respectively.

Table 6.2: Fish Levy Trust Fund proposed staffing levels

S/No.	Designation	Job Grade FLTF	In Post (A)	Proposed Establishment (B)	Variance (B-A)
<b>Office of the Managing Trustee</b>					
1.	Managing Trustee	1	0	1	1
2.	Principal Office Administrator	4	0	1	1
3.	Senior Driver	7	0	1	1
4.	Senior Office Assistant	8	0	1	1
	<b>TOTAL</b>		0	4	4
<b>Fund Management Directorate</b>					
<b>Office of Director, Fund Management</b>					
1.	Director, Fund Management	2	0	1	1
2.	Assistant Office Administrator I	6	0	1	1
3.	Driver I	8	0	1	1
	<b>TOTAL</b>			3	3
<b>Programme and Fiscal Administration Division</b>					
1.	Deputy Director, Programme and Fiscal Administration	3	0	1	1
2.	Principal Programme and Fiscal Administration Officer	4	0	4	4
3.	Programme and Fiscal Administration Officer /Senior	6/5	0	4	4
	<b>TOTAL</b>			9	9
<b>Compliance and Quality Assurance Division</b>					
1.	Deputy Director, Compliance and Quality Assurance	3	0	1	1

S/No.	Designation	Job Grade FLTF	In Post (A)	Proposed Establishment (B)	Variance (B-A)
2.	Principal Compliance and Quality Assurance	4	0	1	1
3.	Senior Compliance and Quality Assurance Officer	5	0	2	2
	<b>TOTAL</b>			<b>4</b>	<b>4</b>
<b>Resource Mobilization and Partnership Directorate</b>					
1.	Director, Resource Mobilization and Partnership	2	0	1	1
2.	Assistant Office Administrator I	6	0	1	1
3.	Driver I	8	0	1	1
	<b>TOTAL</b>			<b>3</b>	<b>3</b>
<b>Levy Consolidation and Administration Division</b>					
1.	Deputy Director, Levy Consolidation and Administration	3	0	1	1
2.	Principal Levy Consolidation and Administration Officer	4	0	2	2
3.	Senior Levy Consolidation and Administration Officer	5	0	6	6
	<b>Total</b>			<b>9</b>	<b>9</b>
<b>Capacity Building and Partnership Division</b>					
1.	Deputy Director, Capacity Building and Partnership	3	0	1	1
2.	Principal Capacity Building and Partnership Officer	4	0	1	1
3.	Senior Capacity Building and Partnership Officer	5	0	2	2
	<b>TOTAL</b>			<b>4</b>	
<b>Administrative Support Services</b>					

S/No.	Designation	Job Grade FLTF	In Post (A)	Proposed Establishment (B)	Variance (B-A)
<b>Corporate Strategy and Planning Division</b>					
1.	Deputy Director, Corporate Strategy and Planning	3	0	1	1
2.	Principal Officer, Corporate Strategy and Planning	4	0	1	1
3.	Senior Officer Corporate Strategy and Planning	5	0	1	1
	<b>TOTAL</b>			<b>3</b>	<b>3</b>
<b>Finance and Accounts Division</b>					
1	Deputy Director, Finance and Accounts	3	0	1	1
2	Principal Officer, Finance and Accounts	4	0	1	1
3	Finance and Accounts Officer	6	0	1	1
	<b>Total</b>			<b>3</b>	<b>3</b>
<b>Human Resource and Administration Division</b>					
1	Deputy Director, Human Resource and Administration	3	0	1	1
2	Principal Human Resource and Administration Officer	4	0	1	1
5	Human Resource and Administration Assistant II/I	7/6	0	1	1
6	Records Management Officer/Senior	6/5	0	1	1
8	Assistant Office Administrator II/I	7/6	0	2	2
9	Driver II/I	9/8	0	2	2

S/No.	Designation	Job Grade FLTF	In Post (A)	Proposed Establishment (B)	Variance (B-A)
10	Office Assistant II/I	10/9	0	2	2
	<b>Total</b>			<b>10</b>	<b>10</b>
	<b>ICT Division</b>				
1.	Principal ICT Officer	4	0	1	1
	<b>Total</b>			<b>1</b>	<b>1</b>
	<b>Corporate Communication Division</b>				
1.	Principal Corporate Communication Officer	4	0	1	1
	<b>Total</b>			<b>1</b>	<b>1</b>
	<b>Corporation Secretary and Legal Services Division</b>				
1.	Corporation Secretary	3	0	1	1
	<b>Total</b>			<b>1</b>	<b>1</b>
	<b>Audit and Risk Division</b>				
1.	Deputy Director, Internal Audit and Risk Assurance	3	0	1	1
2.	Internal Auditor/Senior	6/5	0	1	1
	<b>Total</b>			<b>2</b>	<b>2</b>
	<b>Supply Chain Management Division</b>				
1.	Deputy Director, Supply Chain Management	3	0	1	1
3.	Senior Supply Chain Management Officer	5	0	1	1
5.	Supply Chain Management Assistant II	7	0	1	1
	<b>Total</b>			<b>3</b>	<b>3</b>
	<b>Grand Total</b>			<b>60</b>	<b>60</b>

Table 6.3: Skills Set and Competence Development

Cadre	Skills Set	Skills Gap	Competence Development
Assistant Director, Public Communications	<ul style="list-style-type: none"> <li>• Public Relations</li> <li>• Managerial skills</li> <li>• Supervisory skills</li> <li>• Good oral and written communication skills</li> <li>• Advanced computer skills</li> </ul>	<ul style="list-style-type: none"> <li>• Crisis Management</li> <li>• Website management</li> </ul>	<ul style="list-style-type: none"> <li>• Masters Degree in Communications Studies, Mass Communications, Journalism, Public Relations, Media Studies, Corporate Communications or equivalent qualifications from a university recognized in Kenya</li> <li>• Editing</li> <li>• Writing journalism</li> </ul>
Senior HRMDO	<ul style="list-style-type: none"> <li>• Communication skills</li> <li>• People skills</li> <li>• Organization skills</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Report Writing and Presentation</li> <li>• Policy formulation, implementation and analysis</li> <li>• Review of Schemes of Service</li> </ul>	<ul style="list-style-type: none"> <li>• Proposal Writing</li> <li>• Guidance and Counselling</li> <li>• Performance Appraisal</li> <li>• IPPD</li> <li>• Minutes and Report Writing</li> </ul>
Senior Supply Chain Management Officer	<ul style="list-style-type: none"> <li>• Communication skills</li> <li>• Logistics skills</li> <li>• Inventory control skills</li> <li>• Time management skills</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement Planning</li> <li>• Inventory &amp; stock management</li> <li>• E – procurement</li> <li>• Procurement analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement Planning</li> <li>• Inventory &amp; stock management</li> <li>• E – procurement Procurement analysis</li> </ul>
Finance Officer I	<ul style="list-style-type: none"> <li>• Organization skills</li> <li>• Administrative skills</li> <li>• Interpersonal skills</li> <li>• Problem solving</li> </ul>	<ul style="list-style-type: none"> <li>• Budgeting</li> <li>• Financial reporting</li> <li>• Policy implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Certified Public Accountant (CPA-K)</li> <li>• Bachelor's Degree in Commerce (Finance option), Business Management or Finance, Economics, Business Administration</li> <li>• Budgeting</li> <li>• IFMIS competence</li> <li>• Public Finance Management</li> <li>• Financial accounting</li> </ul>

Cadre	Skills Set	Skills Gap	Competence Development
Accountant	<ul style="list-style-type: none"> <li>• Communication skills</li> <li>• Analytical skills</li> <li>• Supervisory skills</li> </ul>	<ul style="list-style-type: none"> <li>• Part II of Certified Public Accountant (CPA-K)</li> <li>• Need for continuous capacity building on; IFMIS refresher course Budgeting and Report Writing</li> </ul>	<ul style="list-style-type: none"> <li>• Passed Part II of Certified Public Accountant (CPA-K) <b>OR</b></li> <li>• Bachelor's Degree in Commerce (Accounting or Finance option), Business Administration (Accounts)</li> <li>• Customer Service Training</li> <li>• Knowledge in IFMIS Operations Taxation Training</li> </ul>
Office Administrator	<ul style="list-style-type: none"> <li>• Communication skills</li> <li>• Customer care skills</li> </ul>	<ul style="list-style-type: none"> <li>• Training on Public Relations and customer</li> </ul>	<ul style="list-style-type: none"> <li>• Diploma in Secretarial Studies from the Kenya National Examinations Council OR Business Education Single and Group Certificates (BES &amp; GC) Stages I, II and III from the KNEC in the following subjects: <ul style="list-style-type: none"> <li>a) Shorthand III (100 w.p.m.);</li> <li>b) Typewriting III (50 w.p.m.)/Computerized Document Processing III;</li> <li>c) Business English III/Communication II;</li> <li>d) Commerce II;</li> <li>e) Office Practice II etc</li> </ul> </li> </ul>
Cleaning Supervisor I	<ul style="list-style-type: none"> <li>• Communication Skills</li> <li>• Basic House Keeping</li> <li>• Confidentiality</li> </ul>	<ul style="list-style-type: none"> <li>• Basic Computer Skills</li> </ul>	<ul style="list-style-type: none"> <li>• Basic Computer Skills Office Etiquette and Personal Grooming</li> </ul>

### 6.2.2. Leadership

The Managing trustee, who serves as the accounting officer of FLTF, will assume ultimate leadership responsibility for the execution of the Strategic Plan. Meanwhile, the Board of Trustees (BoT) will oversee this process. The Managing trustee is accountable for the daily operations of FLTF, ensuring the fulfillment of its mission, objectives, and strategies, as well as the development of policies and the responsible management of resources, including finances and personnel. Additionally, the Managing trustee is tasked with implementing decisions made by the BoT and enhancing FLTF's corporate image.

Implementation of the strategic plan will be actualized through formation of Strategic Theme Teams. The Strategic Theme Teams will be aligned to the Strategic Issues for purposes of responsibility and accountability in leading and coordinating the execution of strategic activities relevant to the Key Result Areas (KRAs) (Annex 3). The Strategic Theme Teams will have clear Terms of References.



### **6.2.3. Systems and Procedures**

FLTF will employ various government systems to enhance the efficient and effective delivery of services.

To enhance service delivery efficiency and effectiveness during the planning period, FLTF will embark on the digitization and automation of its processes, data, and information. This initiative aligns with the government's policy of digitizing and automating critical government processes, with the aim of making 80% of government services available online in accordance to the Bottom-Up Economic Transformation Agenda (BETA). This effort will reduce challenges related to information asymmetry across FLTF value chain. The execution framework will be re-engineered into an automated system for tracking progress.

In terms of security and safety, FLTF will develop guidelines for health and safety to guide the installation of a biometric system, CCTV surveillance system, digitization of records for safety and easy retrieval, establishment of backups for record storage, data center backup outside the station, such as at Treasury and Konza Techno-City, and the installation of antivirus software for equipment protection.

### **6.3. Risk Management**

FLTF has identified, described and categorized the risks that may hinder the realization of the strategic plan. The categorized risks have been prioritized based on the likelihood of occurrence and expected impact with suggested actions for mitigation, monitoring and reporting of those risks as presented in Table 6.4.

Table 6.4: Risk Management Framework

S/NO	Risk Factor	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Mechanism
1.	Inadequate institutional and Legal framework on FLTF	Medium	High	Medium	Fast track the FLTF Regulations, Fish Levy Order and Human Resource instruments.
2.	Inadequate funding for the Fund programmes	High	High	High	Enhanced partnership and collaboration with the relevant stakeholders
3.	Low cooperation in levy collection	Medium	High	Medium	FLTF will create awareness embrace dialogue with stakeholders on levy collection.
4.	Limited awareness on the FLTF	Medium	Medium	Medium	FLTF will develop a communication strategy and create awareness through different channels.
5.	Inadequate number of Human Resource	Medium	High	Medium	Implementation of career guidelines.

## CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

### 7.0. Overview

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

### 7.1. Financial Requirements

The Fund will require adequate funding to implement the outlined strategic objectives for the plan period covering financial years 2023/2024 to 2027/2028. Prioritized budgeting will be entrenched to ensure that critical areas are adequately funded. Estimated amounts for these focus areas are summarized in table 5 and detailed in the implementation matrix (Appendix 1).

To implement the Plan and KRAs highlighted there in, the financial resources required by the FLTF is estimated to be **Ksh. 1182.3 Million**. A summary of the resource requirements for the FYs 2023/2024 - 2027/2028 is provided in Table 7.1.

Table 7.1: Financial Requirements for Implementing the Strategic Plan

Projected Resource Requirements (Kshs. Million)							
S/No	Cost Item	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	Total
1.	KRA 1: Develop Policy, legal, regulatory and institutional framework	9	16.7	60.3	138	262.5	486.5
2.	KRA 2: Resource, mobilization, management and partnerships	2.8	57	46	44.9	48.9	199.6
4	KRA 3: Awareness Creation on FLTF activities	12.5	26.6	28.7	1.5	5.7	75
5.	Administrative/ Operational Cost,	48.5	53.7	77.6	119.6	200	499.4
	TOTAL	72.8	154	212.6	304	517.1	1260.5

### 7.2. Resource Gaps

The resource requirements, estimated resource allocations as per the MTEF budget estimate and the variance is presented in Table 7.2. The resource gaps will inform resource mobilization strategies.

Table 7.2: Resource Gaps

<b>Financial Year</b>	<b>Estimated Financial Requirements (Ksh. Million)</b>	<b>Estimated allocations (Ksh. Million)</b>	<b>Variance (Ksh. Million)</b>
2023/ 2024	72.8	30	(42.8)
2024/ 2025	154	30	(124)
2025/ 2026	212.6	120.6	(92)
2026/ 2027	304	204	(100)
2027/ 2028	517.1	250	(267.1)
<b>TOTAL</b>	<b>1260.5</b>	<b>634.6</b>	<b>(625.9)</b>

### 7.3. Resource Mobilization Strategies

Funding to implement the Strategic Plan (SP) will be initially by the Government through the exchequer. Levies collected from fishing and fishing related activities will also support programs of the Fund. Deliberate efforts will be made to bridge a financial gap of **Ksh. 625.9 million** identified in section 7.2. The FLTF will continue to mobilize funds from development partners and embrace PPPs to support some of the FLTF's programmes and projects. Resource mobilization strategies for the planned period will include:

#### 7.3.1. Medium Term Expenditure Framework (MTEF) Budget Process

The Fund will continue to source additional funds from The National Treasury through the MTEF budget process to undertake the Fund's mandate.

#### 7.3.2. Levies

The Fund has proposed levies which will be imposed on Fishing and Fishing Related Activities by the Cabinet Secretary under section 28 of the Act by Order.

#### 7.3.3 Donations and funds from other sources

Donations made to the Fund from any source for the purposes of the Fund.

#### 7.3.4 Development of strategic partnerships

The Fund will collaborate with strategic partners to support some of its activities.

#### 7.3.5. Other Resources

The FLTF will explore other innovative resource opportunities such as NGOs and Foundations.

### 7.4. Resource Management

The FLTF will endeavor to put in place measures to ensure efficient, effective and economic utilization of the available resources during the plan period. Some of the measures will include:

The Fund shall prepare procurement and resource flow plans on financial management. Cost reduction will be a standard practice in FLTF. The Fund will improve its financial position through establishment of prudent financial practices. The following measures will be taken: -

- i. Reduce wastage of Resources through duplex Printing of documents;
- ii. Reuse and Recycle resources where appropriate;
- iii. Adherence to Public Finance Management Act, regulations and guidelines;

- iv. Adherence to Public Procurement and Asset Disposal Act regulations and guidelines;
- v. Establish a monitoring and evaluation system;
- vi. Leverage on the use of ICT for efficient and effective service delivery;
- vii. Undertake group trainings; and
- viii. Pooling of common user resources through centralization of common services such as use of pool transport for officers,

#### **7.5. Business Process Re-engineering**

Use of ICT to increase efficiency and effectiveness in the implementation of the Strategic Plan. This will entail the use of website, emails, virtual forums, paperless communication and automation of procurement and payment processes.

## CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

### 8.0. Overview

This chapter describes the fund's monitoring, evaluation and reporting framework for the Strategic period 2023-2027. It also outlines the performance standards, reporting framework and feedback mechanism.

### 8.1. Monitoring Framework

FLTF will develop a monitoring framework that will be used to measure performance against the set targets. This framework will play a key role in ensuring that activities carried out are kept within the parameters of the agreed strategic goals, objectives and are consistent with organisation's vision, mission and values. It will also interrogate internal and external changes which may require adjustments to the organisation's strategy or affect the Fund's ability to achieve its objectives.

The Fund will use reports based on the implementation of the annual work plans that will be developed from the implementation plan. This will be beside field visits reports, periodic reporting and regular meetings by stakeholders to monitor the extent of progress and achievement of the strategic plan. To track its performance FLTF will: -

- i. Objectively determine key performance indicators from the implementation matrix for tracking the outputs and outcomes;
- ii. Establish a data baseline on monitoring indicators; and
- iii. Plan for continuous improvement on the targeted results for efficiency and effectiveness.

## 8.2. Performance Standards

The Fund’s monitoring and evaluation system will be based on internationally accepted norms and standards including relevance, efficiency, effectiveness, success and sustainability. The standards for tracking performance for the strategic plan will include defining the Key Performance Indicators identified at outcome, output and efficiency level. A Strategic Theme Team under the guidance of the managing trustee will be responsible for data collection for the respective KRAs.

## 8.3. Evaluation Framework

FLTF will assess the level of performance of the SP on the basis of the outcome indicators baselines and targets as summarized in Table 8.1.

**Table 8.1: Outcome Performance Matrix**

Key Result Areas	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End – Term Period
KRA 1: Policy, legal , regulatory framework for FLTF	Operational Fund	Level of Operationalization of the Fund (%)	N/A	2023/ 2024	80	100
KRA 2: Resource Mobilization, Management and Partnerships	Sustainable Fund	Funds Mobilized (KES million)	N/A	2022/ 2023	300	800
		Funds disbursed	N/A	2022/ 2023	291	776
		Level of collaborations and strategic partnerships	N/A	2022/ 2023	50	100
KRA 3: Public awareness on FLTF activities	Increased levy collection	Level of BMU’s sensitization on the Fish Levy Trust Fund	N/A	2022/20 23	100	100
		Level of National and County government official’s sensitization on Fish Levy Trust Fund	N/A	2023/24	60	100
		Level of development of communication strategy	N/A	23/4	70	100

*NB: Evaluation of the Plan should be undertaken at least mid-term and end-term.*

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

The mid-term evaluation will be undertaken in the FY 2025/2026. Mid-term evaluation will be conducted in the intermediate stage of this SP and will aim at addressing any potential problems in design and implementation as outlined in the Kenya Evaluation Guidelines, 2020 and the Kenya Norms and Standards.

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

The End-Term evaluation will be done in the FY 2027/2028 to assess the implementation performance in terms of outcomes of the SP. The evaluation will also provide the challenges, lessons learnt and recommendations on the implementation of the SP and inform the next FLTF strategic plan 2028/2029-2032/2033. The End-Term Evaluation will also be guided by the Kenya Evaluation Guidelines, 2020 and the Kenya Norms and Standards.

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

The FLTF will monitor and report on the progress toward achieving the results and objectives outlined in this Strategic Plan. The Fund will generate quarterly, and annual monitoring and evaluation reports as provided in Table 8.2, 8.3 and 8.4.

The Fund will also ensure that lessons learned are systematically captured and integrated into continuous adjustments and improvements of the necessary corrective interventions within the strategy. Annual measurements of actual performance will be carried out and compared to set targets. If the results fall outside the set standards the managing trustee together with strategic theme team will undertake corrective actions to prevent its recurrence.

The monitoring reports will be shared with stakeholders, serving as a feedback mechanism to facilitate informed decision-making both internally and externally. This reporting will include distribution to key entities such as the State Department for the Blue Economy and Fisheries (SDBE&F), The National Treasury (TNT), the State Department for Economic Planning (SDEP) among others, as required.



Table 8.2: Quarterly Progress Reporting Template

**FISH LEVY TRUST FUND**

**QUARTERLY PROGRESS REPORT**

**QUARTER ENDING \_\_\_\_\_**

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

Table 8.3: Annual Progress Reporting Template

**FISH LEVY TRUST FUND**

**ANNUAL PROGRESS REPORT YEAR ENDING \_\_\_\_\_**

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

Table 8.4: Evaluation Reporting Template

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