



KENYA MARITIME AUTHORITY

STRATEGIC PLAN

POPULAR VERSION

2018 - 2022



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STRATEGIC PLAN

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Office of The Director General

Kenya Maritime Authority

Mombasa

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ABBREVIATIONS AND ACRONYMS

AAMA	Association of African Maritime Administrations	KPI	Key Performance Indicators
AIMS	Africa Integrated Maritime Strategy, 2050	KRA	Kenya Revenue Authority
COLREGS	Convention on the International Regulations for Preventing Collisions at Sea, 1972	MARPOL	International Convention for the Prevention of Pollution from Ships, 1973, as modified by the Protocol of 1978 relating thereto and by the Protocol of 1997, as amended
DCOC	Djibouti Code of Conduct	MCI	Marine Cargo Insurance
DGPS	Differential Global Positioning System	MET	Maritime Education and Training
EPIRB	Emerging Position Indicating Radio Beacon Station	MSI	Maritime Safety Information
FAL	Convention on Facilitation of International Maritime Traffic, 1965, as amended	MTCC	Maritime Technology Cooperation Centre
GHG	Green House Gas	MTP	Medium Term Plan
GMDSS	Global Maritime Distress Safety System	MTP III	Third Medium Term Plan
GPS	Global Positioning System	NAVREA	Geographic areas in which various governments are responsible for navigation and weather warnings.
HNS	Hazardous and Noxious Substances	PFSP	Port Facility Security Plan
ILO	International Labour Organization	PSCO	Port State Control
IMDG	International Maritime Dangerous Goods	PWD	People with Disabilities
IMO	International Maritime Organization	RMRCC	Regional Maritime Resource Coordination Centre
IMSAS	IMO Member State Audit Scheme	RO	Organization recognized by an Administration in accordance with IMO resolutions A.739 (18) and A.789 (19).
IMSBC	International Maritime Solid Bulk Cargo	RSOs	Recognized Security Organizations
INTP	Integrated National Transport Policy, 2009	SDGs	Sustainable Development Goals
IORA	Indian Ocean Rim Association, 1997	SOLAS	International Convention for the Safety of Life at Sea, 1974 as amended
ISM	International Safety Management Code, 1993 as amended	STCW	International Convention on Standards of Training, Certification and Watchkeeping for Seafarers, 1978, as amended
ISPS code	International Ship and Port facility Security code	WOMESA	Women In Maritime Sector of East and Southern Africa
JKUAT	Jomo Kenyatta University of Agriculture and Technology	WWNWS	World Wide Navigational Warning Service
KECOSO	Kenya Communications Sports Organization		
KMA	Kenya Maritime Authority		



FOREWORD

“It is a great pleasure to present the Kenya Maritime Authority (KMA) Strategic Plan 2018-2022. The Plan outlines the Authority's short and medium-term goals and objectives towards the realization of our mandate to regulate, co-ordinate and oversee Kenya's maritime affairs.”

Kenya Maritime Authority was established vide Legal Notice Number 79 of 2004 with the mandate to regulate, co-ordinate and oversee Kenya's maritime affairs. The institution has over the years strengthened its capacity to carry out its mandate. Among the strategic initiatives over the years are the development of appropriate legal framework, implementation of international maritime instruments to which the country is a signatory, enhancement of quality of maritime education and sustenance of international standards of maritime education and training, enhancement of search and rescue capacity and establishment of frameworks for monitoring and evaluating the quality of maritime transport services in the country.

The Government of Kenya has identified the "Blue Economy" as one of the emerging economic sectors with the potential to significantly contribute to the country's growth and development as captured in the long-term development blue print, the Kenya Vision 2030. The "Blue Economy" was added as the eighth sector under the Economic and Macro Pillar of Vision 2030 that will require a range of critical economic interventions whose implementation will significantly impact the economy of Kenya.

In our vision to become a world class administration, leading Kenya's transformation to a globally competitive maritime nation, the strategic model has been reviewed to fit into the Government's Big Four Agenda, Medium Term Plan 3 (MTP III) and Vision 2030. Among the targeted priority undertakings are the improvement of maritime education and training, creation of decent jobs for our seafarers, improvement of safety and security of shipping in

Kenyan waters, creation of a conducive environment for maritime trade and investment and use of technology and innovation in improving service delivery in the sector.

We take cognizance of the fact that effective implementation of this Strategic Plan will require full collaboration with both the private and public sector agencies. In this context, we encourage Management to work closely with the National Government, County Governments, other public institutions, relevant stakeholders and the wider public in undertaking the various programmes and projects outlined in this Strategic Plan. The Board will put the necessary measures to ensure regular and timely interventions as well as appropriate monitoring and evaluation systems are in place for effective implementation.

On behalf of the Board of Directors of Kenya Maritime Authority, I wish to assure all stakeholders of my personal commitment and of the entire Board to provide the necessary strategic leadership and guidance in ensuring the successful implementation of this Strategic Plan.

Geoffrey Ng'ombo Mwango
Chairman, Board of Directors



PREFACE

“As we roll out this strategic plan, our key focus will be on developing a conducive environment for realization of the country's Blue Economy aspirations and the Big 4 Initiatives.”

This Strategic Plan presents the strategic direction for the Kenya Maritime Authority during the period 2018 to 2022. It provides the roadmap for the Authority's journey towards realizing its contribution to the national 'Blue Economy' development agenda as it executes its regulatory mandate as spelt out in the Kenya Maritime Authority Act No.5 of 2006.

The development of this Strategic Plan involved the review of the 2013-18 Strategic Plan, situational analysis of national, regional and international developments in the maritime sector to which our mandate was aligned. We developed the mission, vision, goals and strategic objectives that will be realized through an effective monitoring and evaluation framework.

The preparation of the Strategic Plan was a participatory process in which the Board of Directors and Management were actively involved. In addition, the views and comments from key stakeholders were sought at various stages through consultative workshops and meetings. The Plan is intended to serve as an important tool for the Authority's decision making, resource mobilization and utilization during the next five years.

It is clear that the successful implementation of Strategic Plan 2018-2022 will call for greater collaboration not only among staff and the Board of Directors but also with stakeholders in the maritime sector. In this regard, greater transparency and involvement of stakeholders in activities of the Authority will be enhanced in the realization of the strategic objectives as well as in the use of public resources.

I wish to express my profound gratitude and appreciation to the Strategic Planning team, the Authority's staff and all those who participated in its preparation. I am confident that the Authority will fully implement this Strategic Plan with the highest level of integrity and professionalism as it strives to transform the Country into a leading maritime nation.

Major (Rtd) George Nyamoko Okong'o
Director General



VISION, MISSION, CORE VALUES & PRINCIPLES



VISION

A world class Administration, leading Kenya's transformation into a globally competitive maritime nation.



MISSION

Effectively regulate, coordinate and oversee maritime affairs in Kenya for sustainable development.



CORE VALUES

Integrity, Transparency, Accountability
Transparency, Customer Focus, Innovation,
Team Work, and Professionalism



PRINCIPLES

Equity, Public Participation, Meritocracy,
Inclusivity, Equality, Efficiency and
Effectiveness

STRATEGIC THEMES AND GOALS

KMA Strategy for 2018-2022 will be focused on seven Strategic themes:



STRATEGIC HOUSE

MISSION

A world class Administration, leading Kenya's transformation into a globally competitive maritime nation.

VISION

Effectively regulate, coordinate and oversee maritime affairs in Kenya for sustainable development

CORE VALUES

Integrity, Transparency, Accountability Transparency, Customer Focus, Innovation, Team Work and Professionalism

Maritime Education
and Training

Seafarers' Welfare

Maritime Education
and Training

Marine Environment

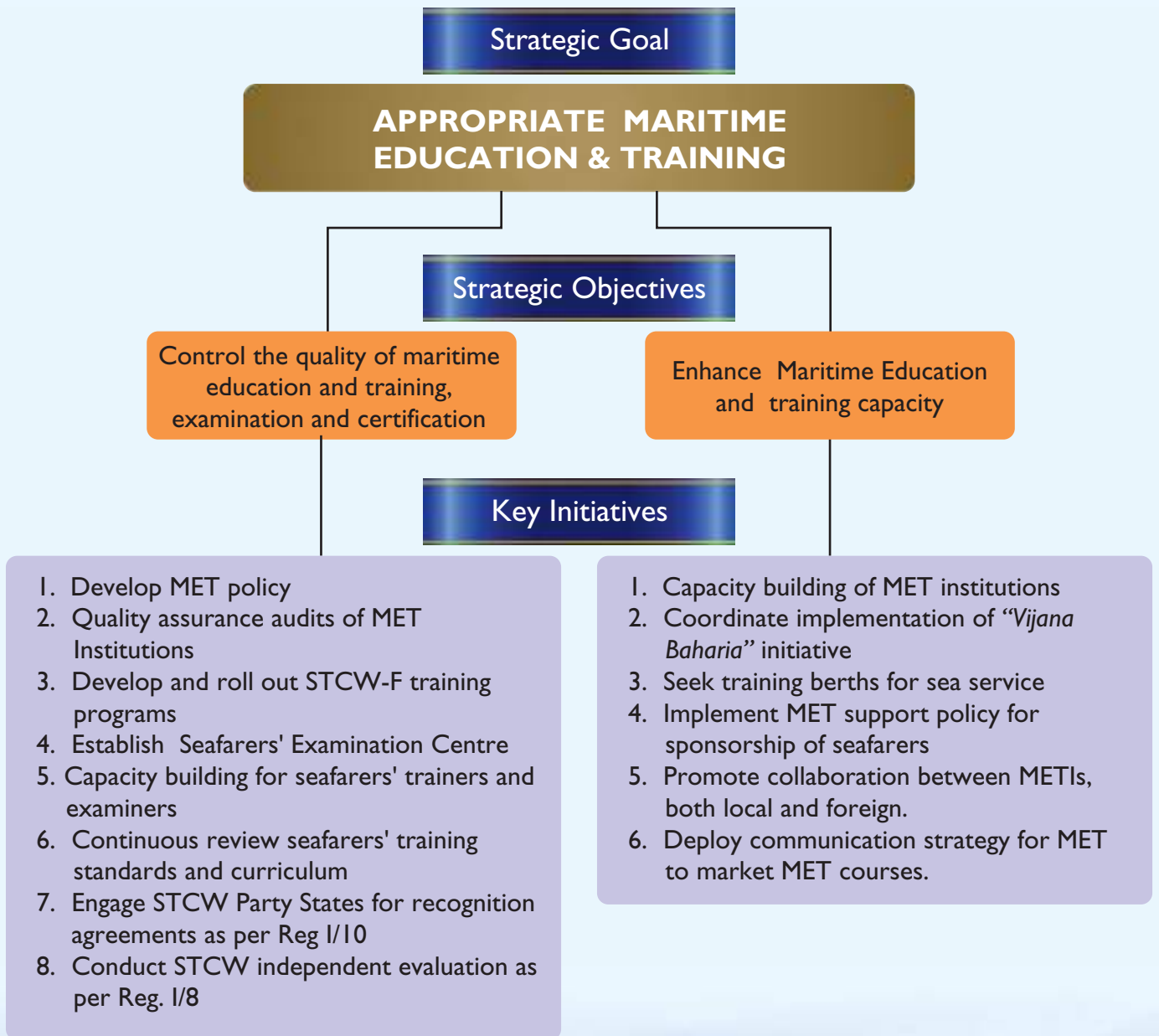
Maritime Trade Facilitation
and Development

Research Innovation and
Technology

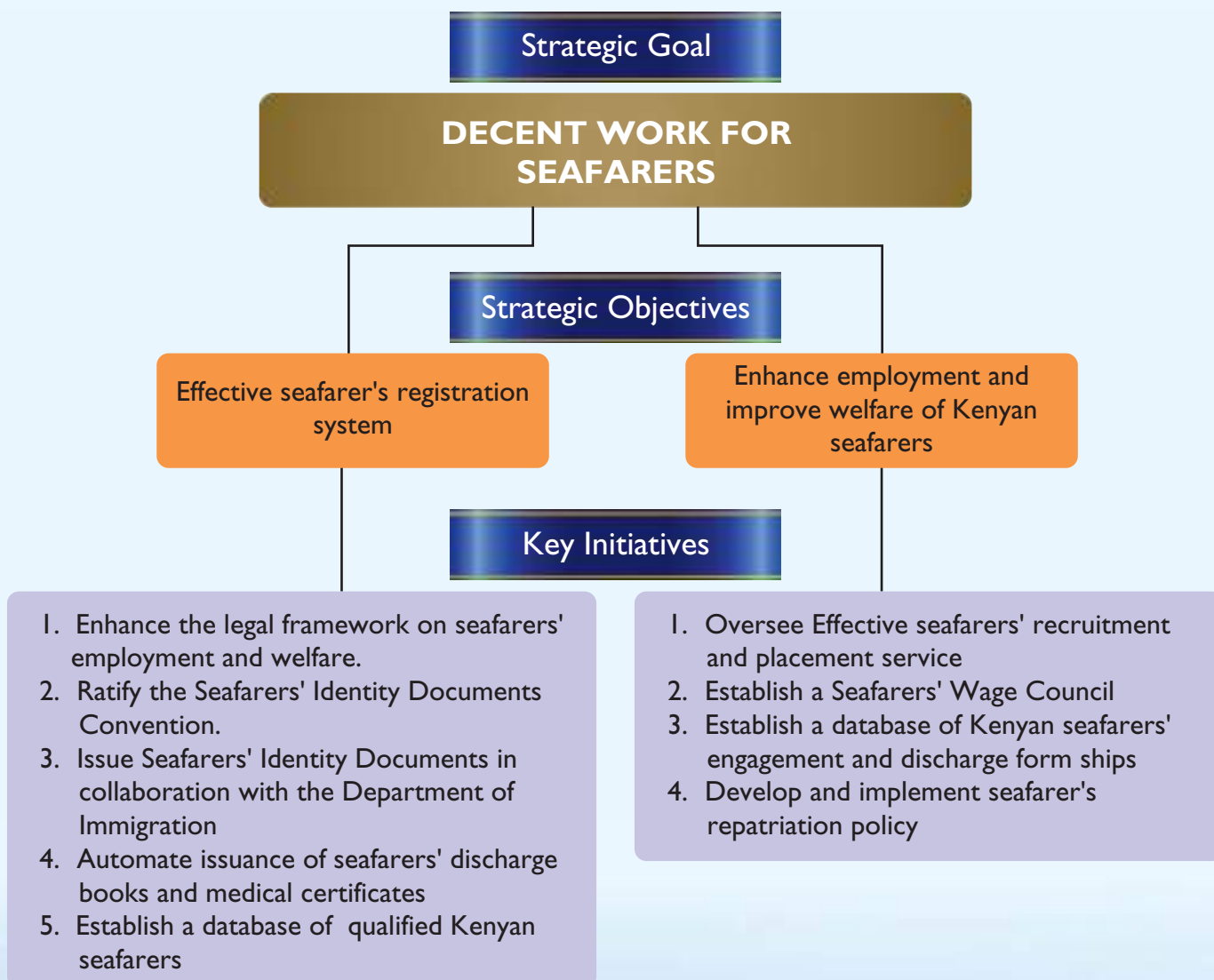
PRINCIPLES

Equity, Public Participation, Meritocracy, Inclusivity, Equality, Efficiency and Effectiveness

GOAL I: APPROPRIATE MARITIME EDUCATION & TRAINING CENTRE



GOAL 2: DECENT WORK FOR KENYAN SEAFARERS



GOAL 3: MARITIME TRANSPORT IN SAFE AND SECURE WATERWAYS



GOAL 4: CLEAN MARINE ENVIRONMENT

Strategic Goal

CLEAN MARINE ENVIRONMENT

Strategic Objectives

1. Prevent and minimize pollution from ships both accidental and from operational discharges
2. Improve pollution preparedness and response capabilities

1. Enhance surveillance, monitoring, effective control and enforcement in pollution control.
2. Promote marine scientific research and assessments, technical cooperation and transfer of marine technology

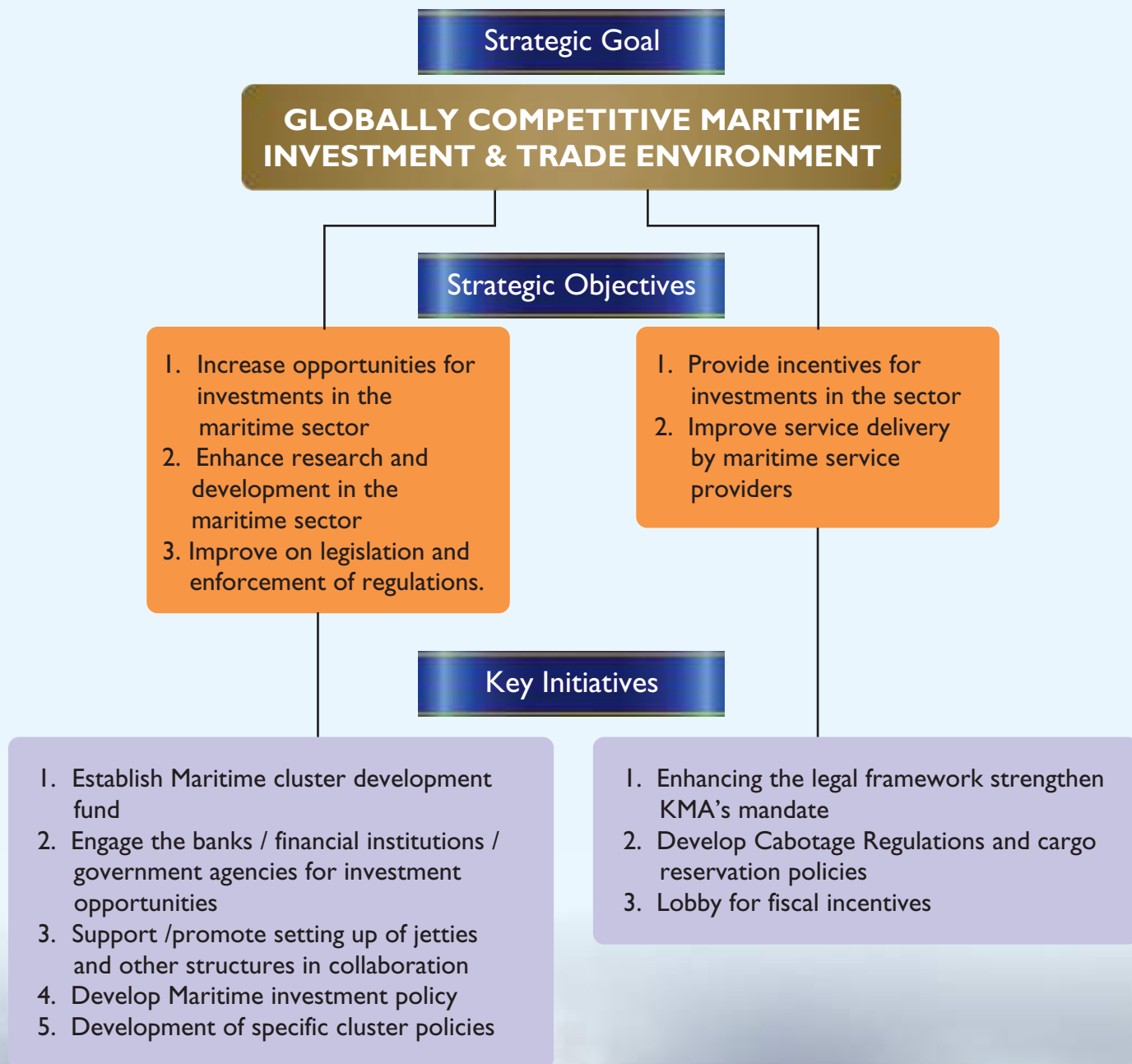
Key Initiatives

1. Develop a legal framework to regulate marine pollution and response.
2. Development of a marine environment protection strategy
3. Build capacity in surveillance, monitoring, reporting and investigation of marine pollution.
3. Conduct studies for designating dumpsite for waste as per the London Convention and develop administrative instruments.
4. Promote scientific research and marine environment assessments on pollution prevention and reduction
5. Development of a National Framework for Marine Spills Preparedness and Response

1. Establish fully equipped and resourced Marine Spills Response Centre(s)
2. Build capability for marine spill trajectory modelling and monitoring, spill quantification and projection
3. Promote the acquisition, evaluation and dissemination of marine scientific data and knowledge and facilitate access to such information and data.
4. Promote Technical Assistance, Co-operation and Technology transfer in respect to prevention of marine pollution and response



GOAL 5: GLOBALLY COMPETITIVE MARITIME INVESTMENT & TRADE ENVIRONMENT



GOAL 6: INTEGRATION OF MODERN TECHNOLOGY AND INNOVATION

Strategic Goal

INTEGRATION OF MODERN TECHNOLOGY AND INNOVATION

Strategic Objectives

1. Enhance the utilization and integration of ICT innovations and technologies within the maritime sector.
2. Improve on the vessel designs and approval processes

1. Enhance digital surveillance
2. Enhance knowledge management in the maritime sector

Key Initiatives

1. Aligning the ICT strategy to the business objectives.
2. Developing of app, portals and online services
3. Modelling prototypes of better alternatives
4. Develop standards to cater for vessels construction

1. Smart number plates for small vessels
2. Smart Identification Cards for Crew/Coxswains
3. Establish Data analytics function
4. Establishment of an information and documentation resource centre at KMA

KEY PERFORMANCE INDICATORS



Increased number of approved Maritime Training institutions to **5**



Fully equipped and resourced Seafarers' Examination Centre (SEC)



10 STCW I/10 recognition agreement entered



Increase the number of trainers in the maritime sector by **40%** by the year 2022



10,000 of qualified Seafarers



5000 generation Seafarers Identity Documents issued



6000 seafarers employed onboard ships



Increased tonnage of Kenyan ships registry by **30%**



Additional **15** IMO conventions domesticated



11 Maritime Search and Rescue Centers



Increase GDP contribution from Kshs. **70 Billion** to Kshs. **100,000** billion by June 2022



70% of services available online

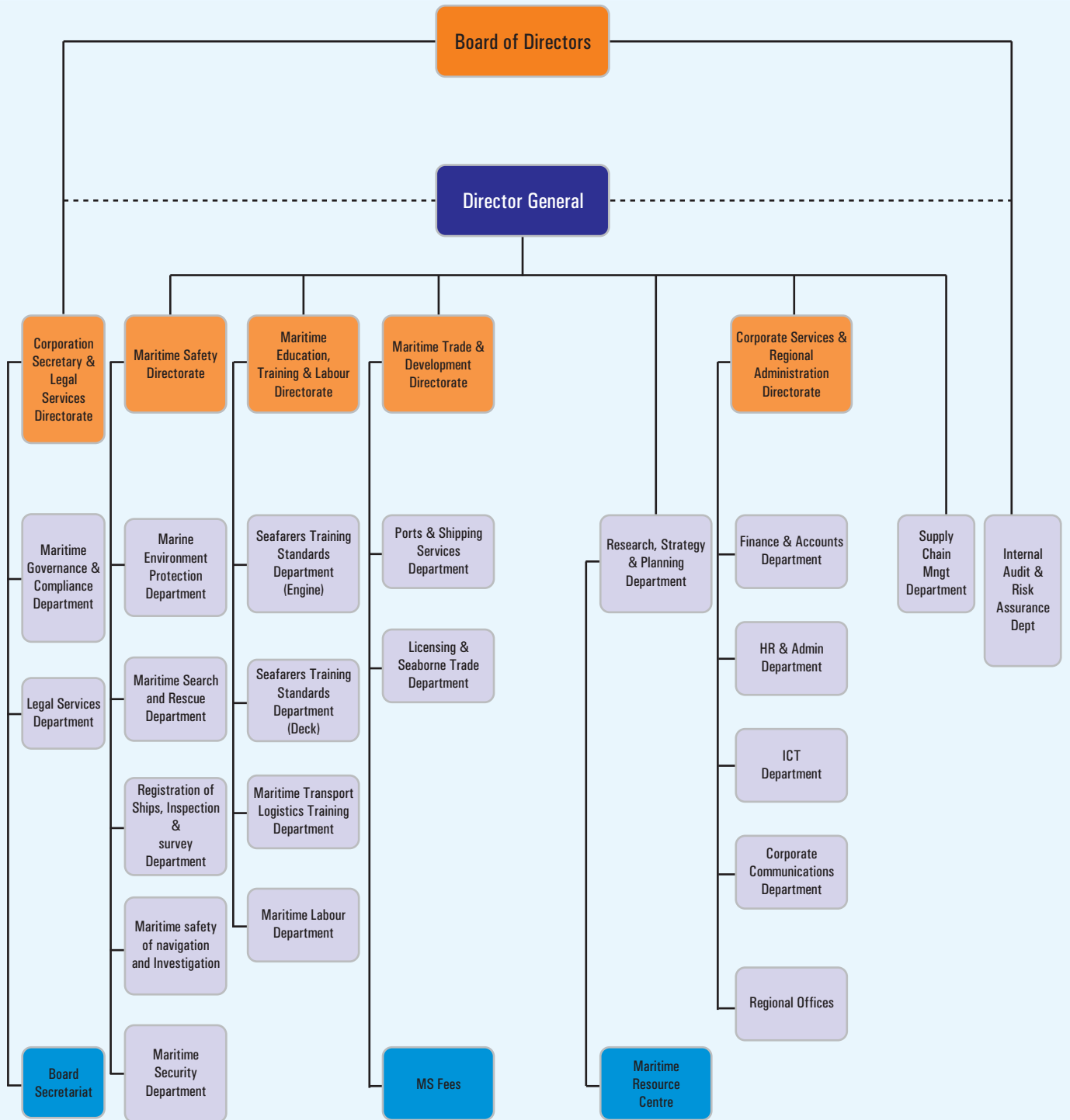
FINANCIAL RESOURCES REQUIREMENTS

The financial resources required to achieve the Strategic Goals are summarised in the table below:

Strategic Goal	Baseline Estimates (Ksh. Mn)	Resource Requirements				
		Projected Estimates (Ksh. Mn)				
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Promote Maritime Education & Training and Seafarers' Welfare targeting mass production of skilled seafarers.	618	3	65	133	134	283
Maritime Transport in Safe and Secure Waterways	1,217	188	268	259	251	251
Clean marine environment	87	4	5	26	26	26
Globally Competitive Maritime Investment & Trade environment	269	19	24	94	66	66
Strengthen maritime governance	98	3	51	15	15	15
Integrate of modern technology and innovation	325	27	38	105	100	55
Strengthen the institutional delivery framework	7,113	1,412	1,518	1,369	1,408	1,404
TOTAL	9,727	1,656	1,970	2,000	2,000	2,100



ORGANIZATIONAL STRUCTURE



NOTES 



KENYA MARITIME AUTHORITY

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