



KENYA MARITIME  
AUTHORITY



# STRATEGIC PLAN

## 2023-2028

POPULAR VERSION



*'Seas Of Opportunities, Waves Of Prosperity'*



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**OUR VISION**



A leading maritime authority steering Kenya's Global Maritime Aspirations.



**OUR MISSION**



To facilitate Kenya's sustainable maritime development through progressive stewardship.



**OUR VALUES**



- Customer focus
- Integrity
- Professionalism
- Patriotism and Teamwork



# Foreword



I am pleased to present to you the 2023 – 2028 Kenya Maritime Authority Strategic Plan, a roadmap that will guide our organization’s journey towards a brighter and more prosperous future. This plan is the culmination of extensive collaboration, careful analysis, and a shared vision that will steer us through the ever-evolving landscape of the maritime industry.

The maritime sector plays a pivotal role in the global economy, connecting nations, facilitating trade, and driving progress. The Authority, with its mandate to regulate, co-ordinate and oversee Kenya’s maritime affairs has a rich history and commitment to excellence in the advancement of the industry. It is with great excitement and a sense of duty that we unveil our strategic plan, which will shape the way we navigate the challenges and seize the opportunities that lie ahead.

At the heart of this plan is our dedication to innovation and sustainability. The maritime industry is experiencing transformative changes, from digitalization to the imperative of environmental stewardship. To remain a beacon of leadership, we must evolve with the times, fostering a culture of continuous improvement, embracing cutting-edge technologies, and adhering to the highest standards of environmental responsibility.

## Our strategic plan focuses on three key pillars:

1. Provide service delivery that maximizes customer satisfaction:

The Authority seeks to enhance customer experience by improving the ease of licensing, certification and Emergency response.

2. Promote sustainable utilization of maritime opportunities for socioeconomic development:

We aim to achieve this through sustainable utilization of maritime opportunities by promoting trade and investment, education and training, job creation and seafarers’ welfare within a robust legal and regulatory framework that observes best practices and standards in safety, security, environment, and research.

3. Build the capacity of the Authority for effective coordination, regulation, and development of the maritime sector:

The Authority will enhance the delivery of its mandate through enhanced corporate governance, culture development, branding and communication, infrastructure and equipment, human resources and financial resources.

Our Strategic Plan is not just a document; it is a promise. It is a promise to our stakeholders, our staff, our partners, and the industry as a whole. It is a commitment to excellence, progress, and a sustainable future. As we embark on this journey, I invite every one of you to join us. Let us work together to make this plan a reality, to chart a course that will not only lead us to success but will also leave a positive impact on the maritime world.

In the spirit of collaboration and determination, I am confident that we will navigate the challenges that lie ahead, chart new horizons, and steer our industry to even greater heights. Together, we will shape the future of the maritime industry.

Thank you for your dedication, your support, and your unwavering belief in Kenya Maritime Authority.

**Mr. Hamisi Mashobo Mwangi**  
Chairman, Board of Directors

# Preface and Acknowledgement



Kenya Maritime Authority is mandated to coordinate, regulate and oversee maritime affairs in Kenya. To this end, the 2023 - 2028 strategic plan has been developed to chart the course for our organization's future for the next 5 years. The maritime sector thrives on adaptability, innovation, and resilience, and this document reflects our commitment to excel in all these aspects. Our journey as a Maritime Regulator since its enactment in 2004 has been marked by challenges and triumphs, and it is our unwavering dedication to the industry that has led us to this pivotal moment. This strategic plan is the result of extensive analysis, collaboration, and the collective vision of our dedicated team.

In this plan, we outline our aspirations, objectives, and strategies to steer our organization and country at large towards continued growth and success. We emphasize sustainability, safety, and efficiency as core pillars of our approach, recognizing

the profound impact we have on the environment and the blue economy.

We are also acutely aware of the technological advancements that are transforming the maritime landscape, and we embrace these changes as opportunities to enhance our operations and stay at the forefront of the industry.

I want to express my gratitude to every member of our team, our partners, and our stakeholders for their unwavering support and commitment. Together, we will navigate the challenges, seize the opportunities, and continue to write the success story of our maritime industry.

This strategic plan is not a static document but a living guide that will evolve as we adapt to the ever-shifting tides of our industry. I invite you to join us on this exciting journey, and I'm confident that together, we will continue to make waves in the maritime world.

Thank you for your trust and dedication to our shared vision.

**Eng. Martin D. Munga**  
**Director General**



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## ACRONYMS AND ABBREVIATIONS

1.	IMO	International Maritime Organization
2.	BETA	Bottom-Up Economic Transformation Agenda
3.	SOLAS	International Convention for the Safety of Life at Sea (SOLAS), 1974
4.	MARPOL	International Convention for the Prevention of Pollution from Ships
5.	MTP	Medium Term Plan
6.	KMA	Kenya Maritime Authority
7.	KRA	Key Result Areas
8.	STCW	International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW), 1978
9.	TONNAGE	International Convention on Tonnage Measurement of Ships
10.	LOAD LINES	International Convention on Load Lines
11.	COLREGS	Convention on the International Regulations for Preventing Collisions at Sea, 1972 (COLREGs)
12.	FAL	Convention on Facilitation of International Maritime Traffic (FAL)
13.	IMSAS	IMO Member State Audit Scheme
14.	VIMS	Vessel Information Management System
15.	SDGs	Sustainable Development Goals
16.	UN	United Nations
17.	ITU	International Telecommunication Union
18.	UNCTAD	United Nations Conference on Trade and Development
19.	WTO	World Trade Organization
20.	SP	Strategic Plan







## EXECUTIVE SUMMARY

The KMA Strategic Plan 2023-2027 comes at a time when the country is poised to undertake an economic paradigm shift under the bottom-up economic transformation Agenda (BETA). It also mirrors the country's aspiration of Vision 2030 while it builds on the momentum and gains from the Third Medium Term Plan (MTP III), as we usher in the Fourth Medium Term Plan (MTP-IV) of Vision 2030. In the MTP-IV, the government seeks to ensure sustainable use of ocean and blue economy resources for socioeconomic development priority to reduce poverty, end hunger, create jobs, and spur economic growth. The plan also positions the Authority in optimizing its role in the global, regional, and national maritime spectrum, to be a model maritime administration. The Authority seeks to deliver its responsibilities to enable the country to meet its commitments, responsibilities and expectations based on the global and regional policy framework it is party to as well as the national aspirations.

The plan has identified three key result areas namely: Service Delivery, Sector Development, and Institutional

Capacity Development. Towards this end, the Authority seeks to achieve the following:

1. Provide service delivery that maximizes customer satisfaction.
2. Promote sustainable utilization of maritime opportunities for socioeconomic development.
3. Build the capacity of the Authority for effective coordination, regulation, and development of the maritime sector.

In particular, the service delivery result area seeks to enhance customer experience by improving ease of licensing, certification, and Emergency response. The Authority seeks to undertake a transformation agenda under the sector development through sustainable utilization of maritime opportunities by promoting trade and investment, education and training, and job creation and seafarers' welfare within a robust regulatory and supervisory framework that observes best practices and standards in safety, security, environment, and research. The Authority seeks to enhance its institutional capacity in proper positioning as a maritime administration and enhance the delivery of its mandate through enhanced corporate governance, culture development, branding and communication, infrastructure and equipment, human resources and financial resources.

During the 5 years, the Authority will require KES. 25 billion This will require adequate resource mobilization strategies. The Authority seeks to establish an effective implementation framework and an integrated monitoring and evaluation mechanism.



Among the key initiatives that the Authority intends to implement include:

- *Project 'Elea' which aims at building capacity for 3000 youth and women for local manufacture of quality standard and affordable Life Jackets;*
- *Seafarer Training, Certification and Employment Support Programme whose objective is to build capacity for 150,000 Well trained, highly skilled, competent, well-disciplined, and cost-competitive maritime personnel and place them on board ships*
- *Maritime Communication and Transport Project whose objective is to increase maritime search and rescue services in all the Twelve (12) Counties in Kenya with Navigable water bodies.*
- *Kenya Maritime Data Bank Project whose objective is to eradicate information silos in the sector and have in place a central data and information system for all the 87 identified maritime and blue economy activities*
- *Development of a Maritime Spatial Plan for the purposes of effective managing of the use of Kenya's navigable waters coherently and to ensure that human activities take place in an efficient, safe, and sustainable way*
- *Establishment of an Open Ship registry with the key objective being to contribute to the GDP through the growth of tonnage for the Kenyan Ship Register;*
- *Clean Seas programme with the establishment of Marine Pollution*

*Response Centres being one of the key projects in the program*

- *Maritime Resource Centre Project which is geared towards positioning the Authority as the national resource and reference Centre and focal point for all maritime research*
- *Establishment of a Vessel Information Management System (VIMS)*
- *Implementation of an Integrated Maritime Services System*
- *Ship Recycling Project*

Implementation of this strategic plan is geared towards positioning Kenya as a maritime destination with a potential for:

- *Creating 187,000 jobs;*
- *Generating Kshs. 960 billion contributions to the GDP; and*
- *Over Kshs. 110 billion in state revenue.*

The Authority is determined to implement this strategic plan to realize its goals and objectives. The stakeholders have been mapped with their respective expectations and responsibilities. Due diligence has been conducted with respect to the risks the Authority is likely to face, and both control and mitigation measures have been established to reduce the likelihood of occurrence or the severity of the risks in case they are incurred. The Authority has mapped out an analysis of strengths, weaknesses, opportunities, and threats and it will work diligently to maximize the gains made through its strengths and available opportunities while eliminating the weaknesses and building preparedness to combat the threat that may ensue.

## ABOUT KMA

### About Kenya Maritime Authority

The Kenya Maritime Authority (KMA) was first established through Legal Notice Number 79 of 2004 and later by Kenya Maritime Authority Act, 2006 (“KMA Act”), with the mandate to regulate, co-ordinate and oversee maritime affairs in Kenya. Until the establishment of KMA, regulation of the maritime industry was undertaken by the office of Merchant Shipping Superintendent, a department of Kenya Ports Authority on behalf of the then Ministry of Transport. Its establishment was to enhance the regulatory framework in Kenya and to be in tandem with international best practices relating to shipping and maritime transport. In 2009, the Merchant Shipping Act, Cap. 389 Laws of Kenya, was enacted, thereby establishing a modern legal and regulatory framework to facilitate the development of Kenya’s merchant shipping.

### Mandate of KMA

The mandate and principal objects of KMA are to regulate, co-ordinate and oversee maritime affairs within Kenya’s coastal and inland waters. In fulfilment of these, the Authority is mandated to discharge the following functions under the KMA Act, 2006: Co-ordination and implementation of Government policies and legislation relating to maritime affairs and promotion of integration of such policies into national economic development plans; Undertake and coordinate research, investigation, and surveys in the maritime field to inform policy; Implement international maritime conventions, treaties, agreements and other instruments to which Kenya is a party; and to Develop, co-ordinate and manage the national oil spill contingency plan for both coastal and inland waters, and for this purpose it is the competent oil spill Authority.

The other functions include: Coordinate maritime Emergency response operations; Register Kenyan ships and regulate the operation of such registered ships; Regulate through inspections and enforcement, ship construction standards, safety standards, and safety of navigation rules; Oversee the training standards, certification, recruitment and welfare of Kenyan seafarers; Conduct investigations into maritime casualties; implement and undertake co-ordination in maritime security; prevention of marine source pollution, protection of the marine environment and response to marine spills and oversight on quality, availability and cost of maritime transport services in the country

# KEY ACHIEVEMENTS



<p>447 new of seafarers in the 'Officer' and 'Rating' cadres were Registered during the 2017/18-2022/23 period raising the number from 187 in June 2017 to 634 in June 2023.</p> <p>01</p>	<p>Number of Maritime Education and Training (MET) Institutions approved to offer MET Courses increased from 5 in June 2017 to 9 in June 2023</p> <p>02</p>	<p>Registered/ Licensed Maritime Transport Operators (MTOs) increased by 57 from 101 in June 2017 to 158 in June 2023</p> <p>03</p>	<p>Promoted the recruitment and placement of over 2000 Seafarers through partnerships with financial institution and fund managers.</p> <p>04</p>
<p>Development of National strategy for implementation of IMO instruments and implementation of the corrective action plan following the IMSAS audit.</p> <p>05</p>	<p>Contributed to the development of international maritime instruments at the International Maritime Organization and International Labour Organization and International Telecommunication Union.</p> <p>06</p>	<p>Hosted and coordinated the Sustainable Blue economy conference whose resolution led to the Inclusion of Blue Economy as the 8th sector of the Economic pillar of vision 2030.</p> <p>07</p>	<p>Development of legal and regulatory framework (including KMA Act and Merchant Shipping Act, merchant shipping labour regulations</p> <p>08</p>
<p>Coordinated the development of sector policies including National maritime transport policy, Maritime education and training policy, maritime investment policy, Maritime security policy, National Emergency Response plan.</p> <p>09</p>	<p>Construction of the Kenya Maritime Authority Headquarters (KMA Towers).</p> <p>10</p>	<p>Enhanced the capacity of the Authority through the Development of internal policies, upgrading of systems and ISO 9001-2015 Certification.</p> <p>11</p>	<p>Establishment of MET Support programme</p> <ul style="list-style-type: none"> <li>a). Support of MET institutions to acquire training facilities and equipment's.</li> <li>b). Collaboration with HELB to provide loans to students undertaking Basic STCW COURSES</li> </ul> <p>12</p>
<p>Spearheaded the election of Kenya into Category C of the IMO</p> <p>13</p>	<p>Conducted the independent evaluation of Maritime Education and Training as per the STCW convention.</p> <p>14</p>	<p>Enhanced environmental protection through assessment of environmental effects of projects, establishment of partnerships on marine environment protection, development of ship fuel oil standards, supporting activities of MTCC Africa on climate change and mitigation of the shipping sector, human resource capacity development for oil spill response and preparedness, and spearheaded the development of national guideline on IMO sulphur limit.</p> <p>15</p>	<p>Contributed to the removal of Kenyan maritime zones from designation as a High-Risk Area (HRA).</p> <p>16</p>



## STRATEGIC ISSUES

- i. Low revenue as a result of low tonnage in the ship register
- ii. Low Safety Compliance
- iii. Growing threats to maritime security
- iv. Inadequate Capacity for Effective Search & Rescue and Radio communication.
- v. Inadequate Aids to Navigation and Hydrographic Services
- vi. Increased Marine Pollution incidences
- vii. Climate Change as a result of Increased GHG emissions from Shipping and maritime activities
- viii. Inadequate capacity for delivery of quality Maritime education and training, examination and certification
- ix. Low number of Kenyan seafarers in the global maritime industry
- x. Low level of participation in maritime Transport Services
- xi. Inadequate Legal and Regulatory Framework for the sustainable development of the maritime sector
- xii. Insufficient Institutional Capacity to effectively deliver on the Authority's Mandate



## STRATEGIC OBJECTIVES

The Authority seeks to achieve the following strategic objectives during the planning Period:

Increase the tonnage of the Kenyan Register;

- i. Increase small vessel compliance to safety standards;
- ii. Enhance compliance with maritime security requirements;
- iii. Improve maritime Search and Rescue (SAR) and Radio-communication capacity;
- iv. Improve safety of Navigation and availability of hydrographic services
- v. Enhance capacity to prevent and effectively respond to marine pollution incident
- vi. Reduce GHG emission from shipping and maritime activities
- vii. Strengthen oversight and regulation of standards of Maritime Education and Training
- viii. Strengthen oversight of labour standards and promote employment of Kenyan seafarers
- ix. Facilitate trade and investment in the maritime sector
- x. Strengthen Policy Legal and Regulatory regime
- xi. Strengthen institutional capacity

## STRATEGIC GOALS

- i. Globally competitive ship register
- ii. Safe Small Vessels operation
- iii. Secure Maritime Domain
- iv. Effective Search and Rescue Services and reliable radio communication.
- v. Reduced maritime incidents and accidents
- vi. Clean marine environment
- vii. Globally competitive maritime personnel
- viii. Decent conditions of employment for Kenyan seafarers
- ix. Increase in contribution of the Maritime Sector to Kenya's GDP
- x. Robust Policy Legal and Regulatory Environment for the maritime sector
- xi. Efficient and effective operations



## KEY RESULT AREAS

The Authority will pursue achievement of its strategic plan objectives through initiatives centered on the following twelve (12) Key Result Areas (KRAs):



### 1. Flag State Implementation



### 2. Small vessel safety



### 3. Maritime Security



### 4. Rescue of Persons in Distress at Sea



### 5. Safety of Navigation



### 6. Marine Environment Protection



### 7. Climate Change Mitigation



### 8. Maritime Education and Training



### 9. Maritime Labour



### 10. Maritime Trade Development



### 11. Maritime Governance and Compliance



### 12. Institutional Capacity



## STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

S/N	STRATEGIC ISSUE	GOAL	KRAS
1.	Low revenue as a result of low tonnage in the ship register	Globally competitive ship register	KRA 1: Flag State Implementation
2.	Low Safety Compliance	Safe Small Vessels operation	KRA 2: Small vessel safety
3.	Growing threats to maritime security	Secure Maritime Domain	KRA 3: Maritime Security
4.	Inadequate Capacity for Effective Search & Rescue and Radio communication.	Effective Search and Rescue Services and reliable radio communication.	KRA 4: Rescue of Persons in Distress at Sea
5.	Inadequate Aids to Navigation and Hydrographic Services	Reduced maritime incidents and accidents	KRA 5: Safety of Navigation
6.	Increased Marine Pollution incidences	Clean marine environment	KRA 6: Marine Environment Protection
7.	Climate Change as a result of Increased GHG emissions from Shipping and maritime activities	Mitigate the impact of climate change in shipping and maritime	KRA 7: Climate Change Mitigation
8.	Inadequate capacity for delivery of quality Maritime education and training, examination and certification	Globally competitive maritime personnel	KRA 8: Maritime Education and Training
9.	Low number of Kenyan seafarers in the global maritime industry	Decent conditions of employment for Kenyan seafarers	KRA 9: Maritime Labour
10.	Low level of participation in maritime Transport Services	Increase in contribution of the Maritime Sector to Kenya's GDP	KRA 10: Maritime Trade Development
11.	Inadequate Legal and Regulatory Framework for the sustainable development of the maritime sector	Robust Policy Legal and Regulatory Environment for the maritime sector	KRA 11: Maritime Governance and Compliance
12.	Insufficient Institutional Capacity to effectively deliver on the Authority's Mandate	Efficient and effective operations	KRA 12: Institutional Capacity

**STRATEGIC CHOICES**

KRA	STRATEGIC OBJECTIVE(S)	STRATEGIES
KRA 1: Flag State Implementation	Increase the tonnage of the Kenyan Register	Open Kenyan Ship Register
		Enhance ease of vessel registration
		Strengthen flag state compliance mechanisms
		Promote flag state interests regionally and internationally
		Create awareness on flag state requirements
		Enforcement of maritime conventions
KRA 2: Small Vessel Safety	Increase small vessel compliance to safety standards	Regulate the Construction of small vessels
		Vessel Identification and Monitoring
		Enhance Small Vessel Safety
		Increase the capacity to conduct small vessel inspections.
		Establish self- regulation among small vessel owners and operators
		Enhance Access to Affordable Standard Life Saving Appliances (LSA)
KRA 3: Maritime Security	Reduction in threats to security in Kenya's maritime domain	Implement ISPS Code and other security measures
		Regulate private jetties, Inland Container Depots, Container Freight Stations.
		Implement Maritime Domain Awareness programme
		Enhance Maritime Cyber Crime Awareness
KRA 4: Rescue of Persons in Distress at Sea	Improve maritime Search and Rescue (SAR) and Radio-communication capacity.	Increase the capacity to provide effective SAR services
		Forster partnerships on SAR
		Provide Maritime Radio-communication Services (SOLASV/4 & V/5)
KRA 5: Safety of Navigation	Improve safety of Navigation and availability of hydrographic services	Strengthen Safety of Navigation
		Establish and operationalize marine casualty investigation

KRA	STRATEGIC OBJECTIVE(S)	STRATEGIES
KRA 6: Marine Environment Protection	Enhance capacity to prevent and effectively respond to marine pollution incident	Develop, co-ordinate and manage a national framework for marine spill prevention, Preparedness and Response.
		Strengthen regulatory, Institutional and enforcement framework for marine pollution prevention and response
		Undertake Marine Pollution Research and Monitoring
		Promote Safe and Environmentally Sound Recycling of Ships
KRA 7: Climate Change Mitigation	Reduce GHG emission from shipping and maritime activities	Strengthen regulations, policies plans and institutional capacity
		Re-afforestation, rehabilitation and restoration of degraded coastal and riparian ecosystems
		Promote innovation and research on maritime decarbonization
KRA 8: Maritime Education and Training	Strengthen oversight and regulation of standards of Maritime Education and Training	Undertake Quality assurance programmes
		Enhance training infrastructure, facilities and equipment
		Strategic partnerships
		Awareness creation on MET
KRA 9: Maritime labour	Strengthen oversight of employment and welfare of seafarers	Development of Maritime Labour Policy framework
		Monitoring and enforcement of compliance
		Capacity building in management of maritime Labour
		Implement a seafarer welfare programme
KRA 10: Maritime Trade and Development	Facilitate trade and investment in the maritime sector	Create awareness on Maritime Trade Facilitation and Investment
		Coordinate Implementation of Blue Economy initiatives
		Coordinate Implementation of Maritime Transport Service Standards
		Conduct Maritime Trade Researches
		Build capacity for production and management of data and statistics in the maritime sector



KRA	STRATEGIC OBJECTIVE(S)	STRATEGIES
KRA 11: Maritime Governance and Compliance	Strengthen Policy Legal and Regulatory regime	Strengthen the Regulatory Role of the Authority
		Enhance Maritime Policy Framework
		Compliance with International Maritime Instruments
KRA 12: Institutional capacity	Strengthen institutional capacity	Improve workplace productivity
		Strengthen environmental, social and governance (ESG)
		Enhance governance systems and control environment
		Strengthen Quality Management Systems
		Strengthen monitoring, evaluation and reporting
		Strengthen partnerships and collaborations
		Enhance KMA brand recognition and corporate image
		Increase integration of services
		Safeguard Authority's assets
		Improve management of financial resources
Develop and implement sustainable Corporate Social Responsibility programmes		
Enhance efficiency and effectiveness in supply chain management		





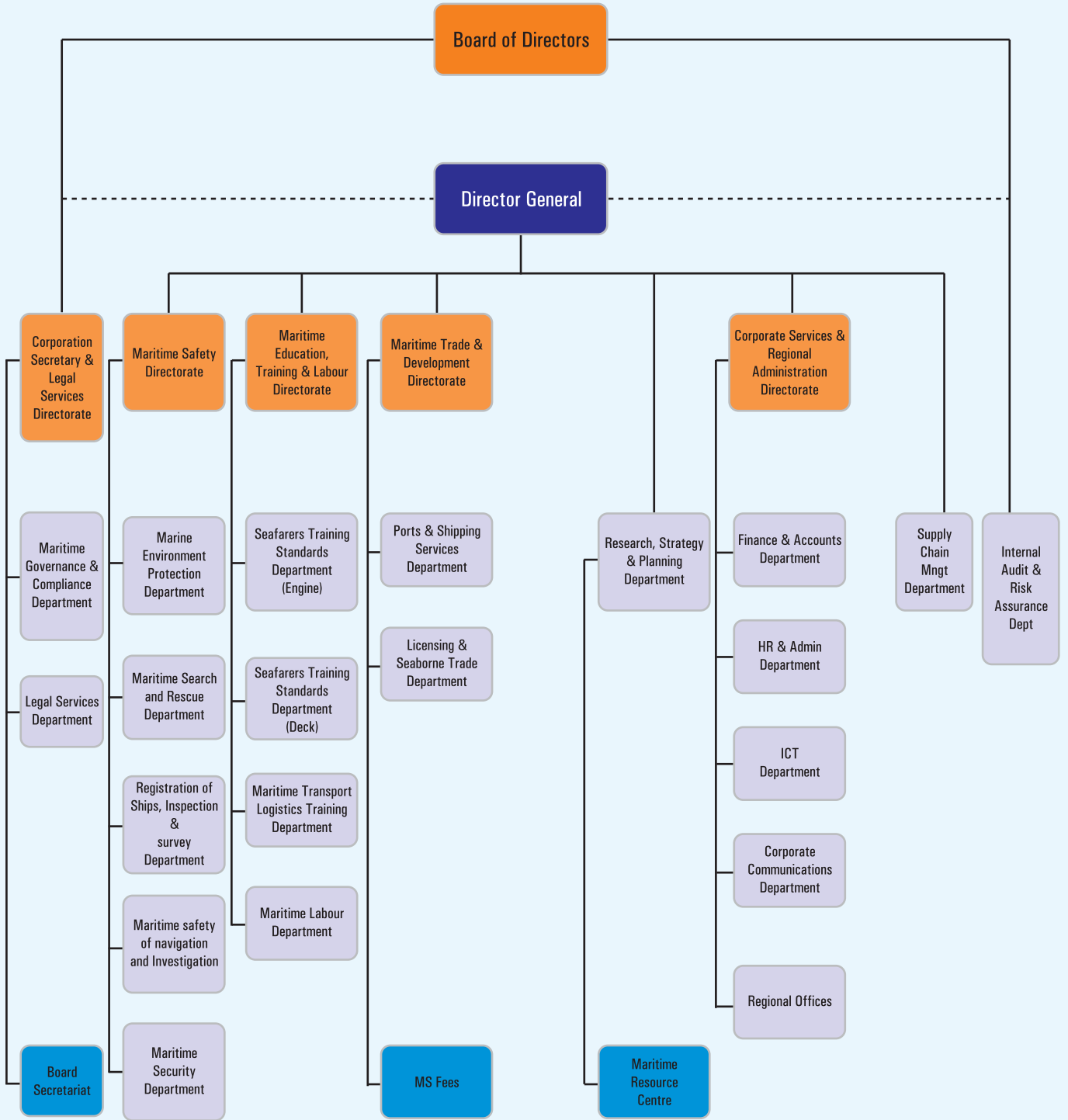
## FINANCIAL REQUIREMENTS

COST ITEM	Projected Resource Requirements (Kshs. Mn)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
<b>KRA 1: Flag State Implementation</b>	687	190	192	168	175	1,412
<b>KRA 2: Small Vessel Safety</b>	98	99	267	118	130	712
<b>KRA 3: Growing threats to maritime security</b>	3	9	19	6	2	39
<b>KRA 4: Rescue of Persons in Distress at Sea</b>	362	783	795	1,265	5	3,210
<b>KRA 5: Safety of Navigation</b>	20	286	126	41	1	474
<b>KRA 6: Marine Environment Protection</b>	19	565	866	1,313	1,217	3,980
<b>KRA 7: Climate Change Mitigation</b>	30	71	78	55	70	304
<b>KRA 8: Maritime Education and Training</b>	333	594	583	474	453	2,437
<b>KRA 9: Maritime labour</b>	42	220	214	170	172	818
<b>KRA 10: Maritime Trade and Development</b>	130	329	166	93	100	818
<b>KRA 11: Maritime Governance and Compliance</b>	71	67	71	71	71	349
<b>KRA 12: Institutional Capacity</b>	775	1,233	1,152	1,019	843	5,023
<b>Administrative Costs</b>	745	854	934	1,004	1,039	4,576
<b>TOTAL</b>	<b>3,315</b>	<b>5,299</b>	<b>5,463</b>	<b>5,796</b>	<b>4,277</b>	<b>24,150</b>

## OUTCOME PERFORMANCE MATRIX

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
<b>KRA 1: Flag State</b>	Increased registered tonnage	Dead Weight Tonnage (DWT)	50,000	2023	300,000	500,000
<b>KRA 2: Small Vessel Safety</b>	Increased small vessel compliance to safety standards.	% of Increase in seaworthiness certificates issued	Baseline survey to be undertaken	2024	20	20
<b>KRA 3: Growing threats to maritime security</b>	Compliance with ISPS Code	% Compliance of ISPS Code	Baseline survey to be undertaken	2024	100	100
<b>KRA 4: Rescue of Persons in Distress at Sea</b>	Increased availability of maritime SAR Services	No. of counties with Maritime SAR services	3	2023	8	12
<b>KRA 5: Safety of Navigation</b>	Adequate Aids To Navigation and updated hydrographic Services.	% of functional AtN	Baseline survey to be undertaken	2024	80%	100%
		% coverage of hydrographic charts – coastal	Baseline survey to be undertaken	2024	50%	100%
		% coverage of hydrographic charts -Lake Victoria	Baseline survey to be undertaken	2024	50%	100%
<b>KRA 6: Marine Environment Protection</b>	Reduced Marine pollution	% decrease in marine pollution	Baseline survey to be undertaken	2024	5	10
	Enhanced spill response capability	Response capability	Baseline survey to be undertaken	2024	Tier 2 response capability	Tier 3 response capability
<b>KRA 7: Climate Change Mitigation</b>	Reduction in GHG emission from shipping and maritime activities	% reduction in GHG gases	Baseline survey to be undertaken	2024	3	10
<b>KRA 8: Maritime Education and Training</b>	Increased competitiveness of Kenyan seafarers in the global maritime industry	Seafarers' employment index	100	2024	100	100
	Enhance compliance with maritime training standards	Compliance index	100	2024	100	100

# ORGANIZATIONAL STRUCTURE









## KENYA MARITIME AUTHORITY

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