



REPUBLIC OF KENYA



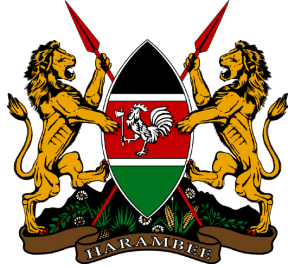
KENYA COAST GUARD SERVICE

"LINDA TUFAULU"



STRATEGIC PLAN

2023/24 – 2027/28
(ABRIDGED VERSION)



REPUBLIC OF KENYA



KENYA COAST GUARD SERVICE
STRATEGIC PLAN 2023/24 - 2027/28
"LINDA TUFAULU"



Vision:

A premier Service in maritime security and safety.



Mission:

To enforce Maritime Law on Security, Safety and Protection of Maritime Resources within Kenya's territorial waters.



Core Values:

- Integrity
- Creativity
- Teamwork
- Care
- Civility
- Participation
- Gender Sensitivity

FOREWORD



The Kenya Coast Guard Service (KCGS) is a maritime Law Enforcement entity deployed on Kenya's territorial waters which includes oceans, lakes and rivers. The KCGS 2023/24 - 2027/28 Strategic Plan is the inaugural plan since the establishment of the Service in 2018. The Plan will guide the aspirations of the Republic of Kenya in achieving Maritime Security and Safety in territorial waters. The Plan is also aligned to the Constitution of Kenya, Vision 2030 and the Sustainable Development Goals. Maritime security and safety is a key component for Kenya's territorial integrity and a sustainable Blue Economy sector. This is an impetus to the achievement of the Sustainable Development Goals that relate to the protection and sustainable exploration of marine resources.

The impact of the existing, emerging maritime crimes and threats calls for comprehensive, robust and collaborative frameworks to address security and safety within the maritime domain. In pursuit of Kenya Coast Guard Service vision - "*A Premier Service in Maritime Security and Safety*", the Service will continue to proactively address existing and emerging maritime crimes for a sustainable Blue Economy. This Strategic Plan sets out the roadmap to ensure maritime security and safety through sustained intelligence led operations, enhanced linkages with strategic partners, attainment of full operational capability and implementation of human resource capital and development.

Finally, I call upon all stakeholders to work closely with the Service in implementing the planned projects and programmes geared towards the achievement of its mandate.

Kithure Kindiki
Cabinet Secretary
Ministry of Interior and National Administration



Kenya Coast Guard Service as mandated in the Act No. 11 of 2018, was established to enforce maritime security and safety in line with laws and regulations applicable in Kenya's territorial waters. The Mission of the Service is to provide security and safety in Kenya's territorial waters through enforcement of maritime laws and regulations for Kenya's socio - economic development. The plan was developed through a consultative process while taking cognizance of the challenges and lessons learnt since inception of the Service in 2018. The Plan underwent internal and external stakeholder validation process in line with Kenya's Constitution 2010 Article 10 (2) (a) on public participation.

The Strategic Plan covers situational analysis, strategic model, implementation and coordination framework and monitoring, evaluation and learning. The Plan identifies Key Result Areas namely; secure and safe area of responsibility (AOR), strengthened partnerships and collaborations, full operational capability and a motivated efficient workforce. The Plan provides a mechanism for linking the strategic objectives to budgeting processes as required by the Public Finance Management Act 2012. Implementation of this strategic plan will require the concerted effort of all stakeholders and enhanced budgetary provisions to ensure safe and secure maritime domain.

Finally, I would like to acknowledge the team of officers from the Service, Ministries, Departments, Agencies, Commissions and other non- state actors for taking part in the development of this strategic plan.

Dr. Raymond Omollo, PhD
Principal Secretary
State Department for Internal Security and
National Administration

PREFACE II



This is the inaugural Strategic Plan following the establishment of the Service by an Act of Parliament No. 11 of 2018. The KCGS is mandated to enforce laws and treatise applicable in Kenya's territorial waters in particular promotion of International cooperation relating to safety at sea, protection of resources of the sea, port and coastal state security and safety of navigation at sea.

The Strategic Plan was developed through a consultative process involving state and non-state actors and subjected to public participation. The participatory process ensured that the Strategic Plan is in conformity with the 5th generation guidelines provided by the Ministry of National Treasury and Economic Planning.

I take this opportunity to thank the team that spearheaded the development of the Strategic Plan. Finally, I wish to acknowledge and thank all stakeholders for their valuable contribution towards the validation of this Strategic Plan.

A handwritten signature in blue ink, belonging to Brig (rtd) Loonena Naisho.

Brig (rtd) Loonena Naisho, EBS 'ndc', 'psc' (K)
Director General
Kenya Coast Guard Service

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DEFINITION OF TERMS

“Act” means the Kenya Coast Guard Act No.11 of 2018;

“Area of Responsibility” means the jurisdiction of the Kenya Coast Guard Service as provided in the Act.

“Cabinet Secretary” means Cabinet Secretary Ministry of Interior and Coordination of National Government;

“Contiguous Zone” means an area of sea contiguous to and extending seaward of the territorial sea, in which the coastal State may exercise the control necessary to prevent and punish infringements of its customs, fiscal, immigration, and sanitary laws within its territory or territorial sea.

“Continental Shelf” means the seabed and subsoil of the marine area adjacent to the coast of Kenya, but outside the territorial waters, to a depth of two hundred meters or, beyond that limit, to where the depth of the superjacent waters admits of the exploration and exploitation of the natural resources of the said areas.

“Exclusive Economic Zone” means the exclusive economic zone of Kenya established and delimited by section 5 of the Maritime Zones Act (Cap 371) Laws of Kenya.

“Evaluation” means an analysis conducted periodically on a policy, a programme or a project to objectively determine its effectiveness, efficiency, relevance, sustainability and impact;

“Ex-post evaluation” means an evaluation conducted for a project within 5 years after completion to determine the relevance, efficiency, effectiveness, sustainability and impact of the project with a view to deriving lessons learned and recommendations that will help improve future projects;

“Feasibility study” means a study that is undertaken to explore the demand and marketing, technical and engineering, environmental, human resource and administrative, institutional and legal, financial, economic, social and risk in order to determine the viability of undertaking the project;

“Issue” means any event that will adversely affect the projects' ability to meet the requirements of the end-user or customer or solve the problem identified;

“Large projects” means projects estimated to cost between 500 million to 1.0 billion shillings or as may be determined by the Cabinet Secretary by the time they are completed and handed over;

EXECUTIVE SUMMARY

The Service is established by an Act of Parliament, The Kenya Coast Guard Service Act No.11 of 2018 and is mandated to enforce all maritime laws and regulations on Kenya's Territorial Waters. Since inception, KCGS has made significant progress in Maritime Security and Safety through joint and routine patrols of Kenya's coastal and inland waters. The Service has also leveraged on multiagency synergy that has led to combating maritime crimes thus creating a conducive environment for a sustainable Blue Economy.

The strategic Plan is organized into five (5) chapters. Chapter one provides the background information about the KCGS and its mandate and its linkages to national, regional and global development agenda. Chapter two focuses on the key achievements, challenges and lesson learnt. The chapter also highlights SWOT, PESTELE and stakeholders' analysis. Chapter three provides the strategic model which encompasses the Key Result Areas, strategic objectives and strategies for implementation over the plan period. Chapter four focuses on the implementation and coordination framework, staff establishment and financial resources requirement. Finally, chapter five deals with monitoring, evaluation and learning.

The implementation of the Strategic Plan will require an estimated budget of **Kshs 35,247.02 Million**. The key projects include infrastructure, equipping KCGS, acquisition of ships and boats, armament and ammunition, mobility and specialized vehicles and Integrated Maritime Surveillance System.

Periodic monitoring will be carried out based on the measurable indicators set out in the implementation matrix to ensure smooth implementation of the planned activities. The outcome of the monitoring and evaluation process will be submitted to the Ministry for inclusion into the National Integrated Monitoring and Evaluation System (NIMES).



KCGS conducting port security patrols at Kisumu port.

INTRODUCTION

1.0 Introduction

This chapter provides the background about Kenya Coast Guard Service hereafter referred to as KCGS and its role in ensuring maritime security and safety. The chapter also highlights the country's commitment to the international and regional instruments namely The United Nations Convention Law of the Sea, the International Maritime Organization Convention, the Africa Agenda 2063 and Lomé Charter among other treaties.

1.1 Background

Maritime security and safety is paramount for the nation to harness and exploit the potential of the Blue Economy initiative and to the achievement of Kenya Kwanza manifesto and Vision 2030. Kenya's national commitment towards maritime security and safety in its coastal and inland waters and harnessing the potential of the Blue Economy has been demonstrated by the creation of the Kenya Coast Guard Service. A secure maritime domain provides an incentive for attracting investments both from within and outside our borders and stimulates economic growth in the country.

Emerging maritime security and safety threats facing our country are transnational in nature and have become more sophisticated and complex compounded by an interconnected world and advancement in technology. These threats are manifested through terrorism, pollution, trafficking in narcotic drugs, trafficking in prohibited plants and psychotropic substances, trafficking in illegal goods, trafficking of illegal firearms and ammunitions and armed robbery at sea. This calls for focused and well thought out strategies and programmes to deal with these emerging threats.

The Kenya Coast Guard Service was established by the Kenya Coast Guard Service Act, No 11 of 2018. It is a security Service mandated to enforce maritime laws and regulations applicable in Kenya's territorial waters, particularly those related to maritime security and safety; fisheries protection, pollution control; sanitation; customs; narcotic drugs; prohibited plants and psychotropic substances; illegal firearms and ammunitions; and protection of maritime resources.

The Service has rolled out a programme for acquisition of infrastructure, equipment and maintain a professional workforce to achieve full operational capability to cover the AOR. The Strategic Plan sets out the roadmap that will guide the service in the attainment of full operational and institutional capability to achieve its mandate.

1.2 Function of the KCGS

The KCGS has the following roles and functions as stipulated in the KCGS Act No 11 of 2018;

- (i) To enforce maritime security and safety;
- (ii) To enforce pollution control;
- (iii) To enforce prevention of trafficking of the narcotic drugs, prohibited plants and psychotropic substances;
- (iv) To enforce prevention of trafficking of illegal goods;
- (v) To enforce prevention of trafficking of illegal firearms and ammunitions;
- (vi) To enforce sanitation measures;
- (vii) To prosecute maritime offenders;
- (viii) For port and coastal security;
- (ix) For search and rescue;
- (x) For the protection of maritime resources including fisheries;
- (xi) For the protection of archaeological or historical objects or sites; and
- (xii) To perform any other function that may be conferred by this act or any other written law.

1.3 The role of Kenya Coast Guard Service in national and regional development agenda

Kenya is also a signatory to various regional treaties and is bound by various regional laws which form part of the laws of Kenya which include;

The African Union (AU) Agenda 2063

Agenda 2063 recognizes that the Blue Ocean economy is essential for accelerated economic growth. This includes exploitation of marine resources, energy, port operations and marine transport in an environmentally sustainable manner for climate resilient economies and communities

Lomé Charter

The Lomé Charter, also known as the African Charter on Maritime Security, Safety and Development in Africa brings in political decisions at the highest level to mobilize the entire African continent to collectively identify means and tools that can ensure maritime security. It provides Kenya with a legal and technical framework for the prevention of, and fight against maritime threats, while taking into consideration the opportunities availed by the Blue Economy, the need to curb the impact of climate change and also effectively manage natural disasters.

Africa's Integrated Maritime (AIM) Strategy 2050

Provides a broad framework for the protection and sustainable exploitation of Seas and Oceans of Africa. It is focused on increasing wealth creation from Africa's oceans and seas by developing a sustainable thriving blue economy in a secure and environmentally sustainable manner. KCGS mandate as provider of maritime security and safety and its role in environmental protection is aligned to AIM 2050.

Vision East Africa Community (EAC) 2050

The maritime domain of the East African Community (EAC) is affected by a number of maritime security threats and no one country has holistic maritime security policy. The Vision recognizes that a stable and predictable secure environment is a pre-requisite to the establishment of an enabling environment necessary for the growth of socio economic and political gains targeted by the integration imperatives. The EAC therefore places emphasis on strengthening of the security sector and cooperation as a key supporting pillar to integration.

Kenya Vision 2030

Vision 2030 recognizes Blue Economy as a key sector in the achievement of socio-economic development of the country. In this regard, KCGS plays a significant role in providing a secure and safe maritime environment for Blue Economy to thrive.



KCGS conducting Safety at Sea Training to the Beach Management Units.

SITUATIONAL ANALYSIS

2.0 Introduction

This chapter outlines key achievements of the KCGS, challenges, emerging issues as well as lessons learnt since its inception in 2018. The chapter also provides SWOT, PESTELE analysis and stakeholder analysis.

2.1 Key Achievements

- (i) Developed human resource instruments;
- (ii) Opened 3 new stations (Mbita, Naivasha and Lamu Port), currently planning for Kilifi, Malindi and Sori (Migori County);
- (iii) Suppression of Illegal Fishing in our Areas of Responsibility (AOR);
- (iv) Suppression of organized criminal activities within Kenya's territorial waters;
- (v) Increased compliance to safety regulations within our AOR;
- (vi) Reduction in human-wildlife conflicts particularly in Lake Naivasha;
- (vii) Reduction in illegal immigration through maritime routes;
- viii. Aid to civil authority;
- (ix) Enhanced waterside security in all gazetted sea ports;
- (x) Expanded the country's Search And Rescue capacity in the maritime environment;
- (xi) Enhanced to Search And Rescue services to seafarers or merchant ships plying our territorial sea;
- (xii) Existence of the Coast Guard formed part of the basis why Kenyan waters was removed from the High Risk Area (HRA) that exposed our imports to high freight and insurance charges; and
- (xiii) Deterrence. Sea, Migingo and incursions by our neighbors security forces.

2.2 Emerging issues

- (i) Technological advancement can be exploited by criminals to commit maritime crimes.
- (ii) The transnational nature of maritime crimes makes it difficult for maritime law enforcers to prosecute offenders.
- (iii) Climate change affects socio-economic activities for the littoral communities thus exerting pressure on human and food security.

2.3 Lessons learnt

- (i) Multi-agency approach is key to combating maritime crimes.
- (ii) Information sharing among stakeholders boosts security and safety in maritime domain.
- (iii) Joint exercises, operations and trainings build capacity to mitigate emerging threats.
- (iv) Community engagements and sensitization programmes play a key role in the achievement of secure and safety AOR.
- (v) International partnerships are important in enhancing operational capability in maritime domain.

2.4 Stakeholders Analysis

Implementation of KCGS programmes will require concerted efforts from all partners involved through mutually beneficial collaborations. KCGS offers support to other public authorities to discharge their lawful mandates through signed MoU's by working with various MDAs. In return, it receives support from other stakeholders. Broadening these relationships requires stakeholder mapping. Table 3 presents the stakeholders' analysis.

Table 1: Stakeholder Analysis.

Name of the Stakeholders	Organization expectation from the stakeholder	Stakeholder expectation from the organization
Ministry of Interior and National Administration	<ul style="list-style-type: none"> • Provide policy direction and leadership • Resource Mobilization. 	<ul style="list-style-type: none"> • Programmes implementation • Prudent use of resources. • Secure and safe AOR.
Ministry of Defence	<ul style="list-style-type: none"> • Cooperation and Collaboration in securing our AOR. • Facilitation in training of KCGS personnel. • Logistical support. • Information sharing. 	<ul style="list-style-type: none"> • Joint maritime operations. • Information sharing. • Joint Training and Exercise.
The National Treasury and Economic Planning	<ul style="list-style-type: none"> • Allocation of Funds through the budget processes. • Logistical support. 	<ul style="list-style-type: none"> • Prudent use of appropriated funds.
The State Law Office	<ul style="list-style-type: none"> • Legal and Advisory Services 	<ul style="list-style-type: none"> • Adherence to the rule of Law
Judiciary	<ul style="list-style-type: none"> • Expeditious disposal of cases. 	<ul style="list-style-type: none"> • Adherence to the rule of Law. • Membership of Court Users Committees.
Office of the Director of Public Prosecution (ODPP)	<ul style="list-style-type: none"> • Prosecution of cases. 	<ul style="list-style-type: none"> • Investigation of cases.

Name of the Stakeholders	Organization expectation from the stakeholder	Stakeholder expectation from the organization
State Department of Shipping and Maritime Affairs	<ul style="list-style-type: none"> • Formulation of maritime policies. • Capacity building. • Negotiate treaties and conventions. 	<ul style="list-style-type: none"> • Secure and safe AOR.
National Intelligence Service	<ul style="list-style-type: none"> • Sharing of intelligence. • Capacity building. • Vetting. 	<ul style="list-style-type: none"> • Share timely and accurate information related to maritime threats and opportunities. • Share actionable intelligence.
National Police Service	<ul style="list-style-type: none"> • Cooperation and Collaboration in Maritime Law enforcement. • Information sharing. 	<ul style="list-style-type: none"> • Joint maritime operations. • Information sharing. • Joint Training and Exercise.
Kenya Fisheries Service	<ul style="list-style-type: none"> • Information sharing through monitoring, control and surveillance. 	<ul style="list-style-type: none"> • Combat IUU fishing. • Joint training / Capacity building. • Joint Operations.
Kenya Wildlife Service	<ul style="list-style-type: none"> • Protection of marine wildlife and archeological sites. • Information sharing. 	<ul style="list-style-type: none"> • Joint maritime operations. • Information sharing. • Joint Training and Exercise
Kenya Revenue Authority	<ul style="list-style-type: none"> • Information Sharing. • Cooperation and Collaboration in joint operation and training. 	<ul style="list-style-type: none"> • Support operation against counterfeit and cross border illicit trade. • Cooperation and Collaboration in joint operation and training. • Monitoring and Information sharing.

Name of the Stakeholders	Organization expectation from the stakeholder	Stakeholder expectation from the organization
Kenya Maritime Authority	<ul style="list-style-type: none"> • Provide regulatory guidelines on maritime safety. • Coordination of maritime Search and Rescue activities. • Coordinate in implementation of ISPS Code. • Registration and licensing of vessels. 	<ul style="list-style-type: none"> • Information sharing. • Joint maritime operations. • Enforcement of Maritime Laws and regulations.
Kenya Ports Authority	<ul style="list-style-type: none"> • Logistical support. • Sharing of information. • Cooperation and collaboration. 	<ul style="list-style-type: none"> • Enforcement of pollution control and sanitation measures. • Port Security. • Cooperation and collaboration.
Kenya Shipyard Limited	<ul style="list-style-type: none"> • Acquisition, construction and maintenance / docking of vessels. • Civil and modular constructions. 	<ul style="list-style-type: none"> • To offer maintenance and docking services to sea going platforms. • Support vessel acquisition programmes for KCGS. • Raise User Service Specification Requirements, maintenance / docking work schedules. • Payment disbursements.

Name of the Stakeholders	Organization expectation from the stakeholder	Stakeholder expectation from the organization
Kenya Civil Aviation Authority	<ul style="list-style-type: none"> • Collaboration in maritime and aeronautical Search And Rescue 	<ul style="list-style-type: none"> • Support in Search And Rescue activities • Support in capacity building • Sharing of information • Joint Exercises
Kenya Marine Fisheries and Research Institute	<ul style="list-style-type: none"> • Cooperation and collaboration on marine research 	<ul style="list-style-type: none"> • Security and logistical support
Kenya Meteorological Department	<ul style="list-style-type: none"> • Information sharing 	<ul style="list-style-type: none"> • Information sharing
Kenya Prisons Service	<ul style="list-style-type: none"> • Correction and rehabilitation services. 	<ul style="list-style-type: none"> • Sharing of information. • Cooperation and Collaboration.
Kenya Forest Service	<ul style="list-style-type: none"> • Protection of Forests & Wetlands. • Sharing of information. 	<ul style="list-style-type: none"> • Joint maritime operations • Sharing of information.
National Environment Management Authority	<ul style="list-style-type: none"> • Provide regulatory guidelines on pollution control. • Collaboration in enforcement of maritime environmental protection. 	<ul style="list-style-type: none"> • Information sharing. • Joint maritime operations. • Cooperation and Collaboration.
Directorate of Immigration	<ul style="list-style-type: none"> • Border management, control, and registration of immigrants • Capacity building. 	<ul style="list-style-type: none"> • Monitoring and Sharing of information. • Joint operations.

Name of the Stakeholders	Organization expectation from the stakeholder	Stakeholder expectation from the organization
National Disaster Operation Centre	<ul style="list-style-type: none"> • Collaboration in search and rescue activities 	<ul style="list-style-type: none"> • Support in search and rescue activities
Department of Children Services	<ul style="list-style-type: none"> • Protect children rights and safe custody. 	<ul style="list-style-type: none"> • Enforce the children's act 2001 on the maritime domain.
Bandari Maritime Academy	<ul style="list-style-type: none"> • Collaboration for capacity building. • Mutual collaboration in curriculum development. 	<ul style="list-style-type: none"> • Offer relevant support for training.
Shipping stakeholders	<ul style="list-style-type: none"> • Information sharing • Cooperation and collaboration 	<ul style="list-style-type: none"> • Collaboration with shipping stakeholders
International Community	<ul style="list-style-type: none"> • Support the KCGS programmes • Capacity building 	<ul style="list-style-type: none"> • Joint Operations, Training and Exercises.
NGOs, FBOs and CBOs	<ul style="list-style-type: none"> • Advocacy in maritime security and safety • Capacity building of communities. 	<ul style="list-style-type: none"> • Partnership in implementation of maritime safety and security programs. • Partnership in community policing on maritime issues.
Citizenry	<ul style="list-style-type: none"> • Compliance • Information sharing • Cooperation through BMUs and other stakeholders 	<ul style="list-style-type: none"> • Secure and Safe AOR • Cooperation and collaboration in the fight against maritime crimes • Information sharing • Response to Search And Rescue Incidences.

Name of the Stakeholders	Organization expectation from the stakeholder	Stakeholder expectation from the organization
Suppliers	<ul style="list-style-type: none"> • Provide quality goods and services • Compliance with public procurement laws and ethical practices 	<ul style="list-style-type: none"> • Timely payments for the goods and services supplied. • Compliance with public procurement laws and ethical practices
Institutions of Higher Learning	<ul style="list-style-type: none"> • Capacity building • Sharing of information 	<ul style="list-style-type: none"> • Support and collaboration in research and training.
The Media	<ul style="list-style-type: none"> • Provide media coverage on KCGS activities. 	<ul style="list-style-type: none"> • Share information of KCGS activities • Cooperation and collaboration in maritime security and safety matters

2.5 Strategic issues

The strategic plan seeks to address the following strategic issues;

- (i) Maritime security and safety in Kenya's territorial waters.
- (ii) KCGS operational capability.
- (iii) Cooperation and collaboration, partnerships and international linkages on maritime security and safety.
- (iv) Human Capital.



Securing Kenyan Territorial waters through Offshore Maritime Law Enforcement

STRATEGIC MODEL

3.0 Introduction

This chapter outlines the KCGS strategic direction and how it intends to accomplish and achieve its mandate. It explains the KCGS Vision, Mission Statement, Core Values, Key Result Areas (KRAs), strategic objectives and strategies.

3.1 Vision statement, Mission Statement and Core values

Vision

A Premier Service in maritime security and safety.

Mission

To enforce Maritime Law on Security, Safety and Protection of Maritime Resources within Kenya's territorial waters.

Core Values

The Kenya Coast Guard Service espouses the following Core Values.

Table 4: Definition of Core Values

VALUE	DESCRIPTION
Integrity	Consistency, openness, honesty and truthfulness in executing KCGS mandate.
Creativity	Flexible and adaptive to the changing maritime environment.
Teamwork	Harness diverse expertise within the Service for effective and efficient service delivery.
Care	Attention and concern to all stakeholders while upholding the rule of law, human rights and being accountable.
Civility	Execute mandate in an open and professional manner with courtesy when serving all stakeholders.
Participation	Collaboration and Cooperation with all stakeholders.
Gender Sensitivity	Embrace gender diversity and inclusivity.

3.2 Key Result Areas (KRAs)

- (i) **Secure and Safe Area of Responsibility (AOR);** This involves maritime patrols, surveillance, Intelligence gathering, maritime law enforcement, prosecution and Search and Rescue.
- (ii) **Strengthened partnerships and collaborations;** This will involve multi-agency approach in maritime law enforcement, community policing, international partnerships, joint training and exercises.
- (iii) **Attain full operational capability;** This will involve acquisition of onshore and off shore equipment, infrastructure.
- (iv) **Motivated efficient workforce;** This will involve implementation of human resource instruments, training and capacity building, staff welfare and conducive work environment.

3.3 Key Result Areas, Strategic Objectives and Strategies

Table 2: Key Result Areas, Strategic Objectives and Strategies

Key Result Area/ Strategic Focus Areas	Strategic objectives	Strategies
Secure and Safe AOR	To strengthen maritime security and safety	<ul style="list-style-type: none"> • Enforce maritime laws and regulations.
Strengthened partnerships and collaborations	To enhance linkages with strategic partners	<ul style="list-style-type: none"> • Multi-agency collaboration
Attain full operational capability	To establish KCGS infrastructure and equipment	<ul style="list-style-type: none"> • Acquisition of land • Acquisition of equipment • Development of infrastructure
Motivated efficient workforce	To maintain a professional workforce for efficient service delivery	<ul style="list-style-type: none"> • Implementation of human resource instruments • Training and capacity building of staff

IMPLEMENTATION AND COORDINATION FRAMEWORK

4.0 Introduction

This chapter presents the organizational structure of the KCGS in terms of the Directorates, Departments and Units as well as staff establishment. The chapter also documents the financial resources required, risk analysis and the mitigation measures.

4.1 Structure of the Organization

The KCGS organizational structure is in line with the KCGS Act No.11 of 2018. The approved KCGS organogram is provided in Appendix 1. The organogram provided in Appendix 1 shows the hierarchy and reporting relationships.

4.2 Financial Resources

The Implementation of this strategic plan requires **Kshs 35,247.02 million** over a period of five years. The funds will be sourced from GoK and other development partners. The successful implementation of the plan will depend on efficient mobilization and utilization of resources, timely release of exchequer, effective monitoring and evaluation.

4.3 Resource mobilization strategies

The financial resource requirement will be mobilized mainly through normal government budget process, grants from international development agencies and local development partners.

4.4 Resource Management

The implementation of the strategic plan will be guided by the Constitution of Kenya 2010, Public Financial Management Act 2012 and other relevant laws and regulations.

4.5 Business process Re-engineering

Maritime Domain Awareness shall be enhanced by the use of applicable technologies and infrastructural development of an Operations Centre to optimise KCGS operations in maritime security and safety. Efficient management of human capital shall be enhanced by automating human resource processes.

MONITORING, EVALUATION AND LEARNING

5.0 Introduction

This chapter outlines the framework for monitoring and evaluation of the Strategic Plan.

5.1 Monitoring

The Director General is responsible for monitoring the implementation of the Strategic Plan in collaboration with other stakeholders. The Service will put in place quality control systems to ensure the planned activities are efficiently realized. A Monitoring and Evaluation (M & E) team will coordinate data collection and submit quarterly and annual reports to the Director General.

The reports will be used to prepare consolidated Ministerial quarterly and annual reports for submission to the National Integrated Monitoring and Evaluation System (NIMES) and Government Performance Reporting System (GPRS).

5.2 Evaluation

The evaluation of the programmes under the strategic plan will be done at the mid and end of the plan period. The evaluation will assist in assessing the extent to which KCGS has achieved the intended KRAs.

5.3 Learning

In order to measure the level of performance and put the necessary measures for continued improvement on service delivery, the KCGS will utilize the internal tools available to it including the Service Charter, Performance Contracts, Annual Work Plans, Performance Appraisal Systems and planned and impromptu field visits.

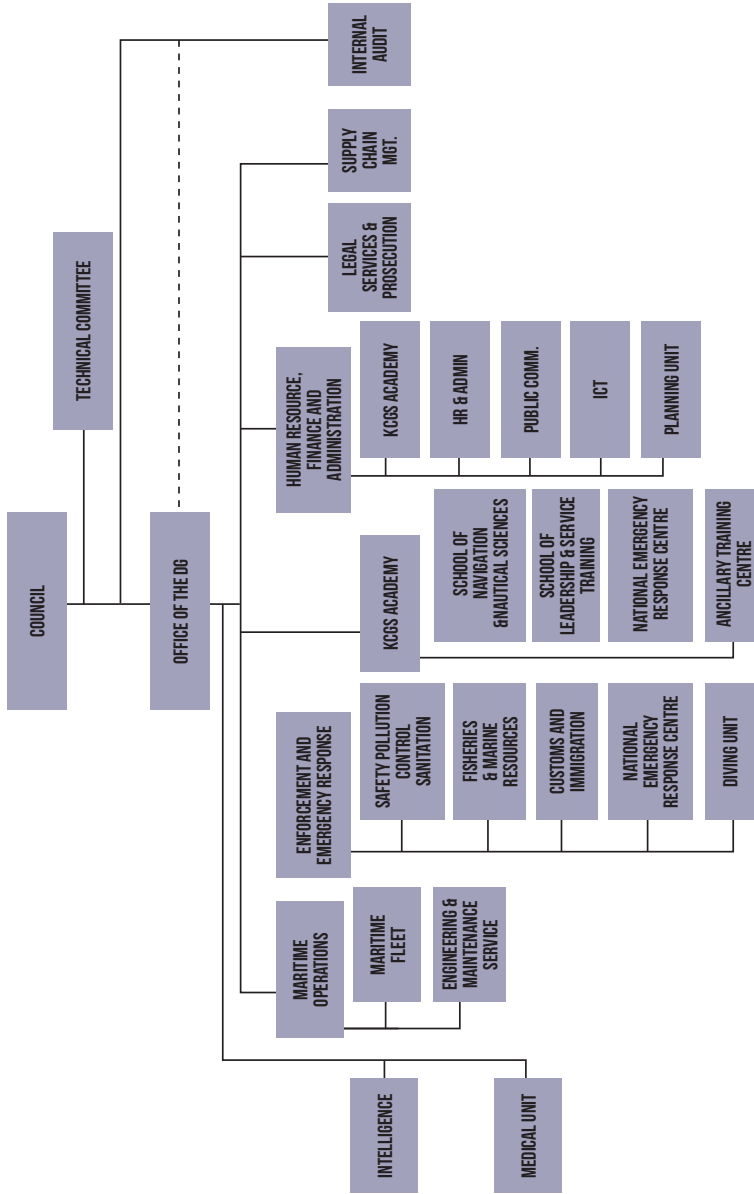
5.4 Implementation Plan

The detailed Strategic Implementation Plan is as shown in the implementation matrix



KCGS Visit Boarding Search and Seizure (VBSS) Training.

Appendix I : The KCCS Organizational Structure



KENYA COAST GUARD SERVICE

BRINGING INNOVATION AND TECHNOLOGY IN AGRICULTURE AND TRADE
UKUZA UBUNIFU NA TEKNOLOJIA KATIKA KILIMO NA BIAHARA



KENYA COAST GUARD SERVICE
LINDI-TUPALU

KENYA COAST GUARD SERVICE
LINDI-TUPALU

KCGS Group photo during Mombasa ASK show

Appendix II: List of Members of the Strategic Plan Preparation Committee

S/No	Name	Organisation
1.	Lt Col. (rtd) Paul Kituku	Kenya Coast Guard Service
2.	Mrs. Sicily Gatiti, MA, PSP, CP	Kenya Coast Guard Service
3.	Mr. Kennedy O. Odhiambo, LLM	Kenya Coast Guard Service
4.	Mr. Charles Wanjare, SSP	Kenya Coast Guard Service
5.	Mr. Aziz Manda	Kenya Coast Guard Service
6.	WO1. Adan Godana	Kenya Coast Guard Service
7.	Sgt. Domnic Mwambui	Kenya Coast Guard Service
8.	Ms. Lucy Kamau	Ministry of Interior and National Administration
9.	Dr. Gideon Mukui, PhD	Ministry of Interior and National Administration
10.	Ms. Caroline Andalya	Ministry of Interior and National Administration





REPUBLIC OF KENYA



KENYA COAST GUARD SERVICE

P.O Box 86943-80100 Liwatoni, Mombasa **Tel:** (+254) 0707 430 108

Website: kcgs.go.ke **Email:** info@kcgs.go.ke



@OfficialKCGS



Kenya Coast Guard Service



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