



Strategic Plan 2021- 2025





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FOREWORD

As we continue to build and expand the development of skills to provide the human capital needed to support the development of the Blue Economy in Kenya and the region, I wish to recognize the contribution made by all stakeholders locally and internationally in supporting the Bandari Maritime Academy (BMA) at this nascent stage.

The development of skills in the maritime sector faces challenges in areas such as inadequate resource personnel and training infrastructure. I however wish to express my appreciation to the various stakeholders who in one way or the other have made significant contribution in laying the building blocks in the establishment of the Academy that is planned to be a centre of excellence in maritime education and training.

The development of this Strategic Plan is a culmination of in-depth research and appraisal of the skill needs for the blue economy in Kenya and the region and consultations with key stakeholders. The implementation of the strategy will lead to the production of high-quality personnel that will not only enhance the development of the Blue Economy but also enable the bulging youth population competitively seek for employment in the international maritime domain.

The successful implementation of this strategic plan will be contingent on the support from the Government of Kenya, key players in the maritime sector, the international partners and other stakeholders. This collaborative approach can be achieved if we continuously align with the enthusiasm and high-level trajectory that the national and international policies have established for the growth of the Blue Economy.

Addressing the heavy demand for maritime skills will also require leveraging on technology for large scale online learning and training. The Academy shall therefore focus in this area to be able to reach all those who may wish to pursue a career in the maritime domain.

I wish to thank all the stakeholders who have made significant contribution to the formulation and development of this Strategic Plan including the committed team that led in its development, the Board members and the Academy staff whose commitment, focus and talent will ensure successful implementation of the BMA Strategic Plan 2021-2025



Prof. Kinandu Muragu
CHAIRMAN
BOARD OF DIRECTORS

PREFACE AND ACKNOWLEDGEMENTS

This is the first Strategic Plan for Bandari Maritime Academy (BMA) following its establishment vide Legal Notice No 233 of 28th November 2018. Under the Legal Notice, BMA was granted expanded mandate to teach and train personnel for the traditional maritime industry and the larger Blue Economy.

BMA has set out to provide training for core segments of maritime transport that covers seagoing and shore-based personnel to serve and manage the shipping and ports industry and the wider Blue Economy. In its training programmes, BMA will also provide courses that lead to proficiency and competency certification in programmes under the International Maritime Organization (IMO) Conventions, International Labour Organization (ILO) Conventions, the United Nations Conference of Plenipotentiaries on a Code of Conduct for Liner Conferences, 1975, the United Nations Conference on Trade and Development (UNCTAD) Minimum Standards for Shipping Agents, 1988, laws of Kenya among others.

The choice of training programmes at BMA is guided by the overarching national instruments which include: Kenya Vision 2030 and its Third Medium -Term Plan (MTP III) whose provisions set objectives and targets for capacity building for manpower in the Blue Economy and the Big Four Agenda.

In developing the Strategic Plan, the focus has been on strategic investments to provide manpower and infrastructure facilities to meet the training requirements for the various courses identified for delivery. Infrastructure will include additional classrooms, workshops, laboratories, offices and student accommodation. It will also include equipment, tools and software required to operate in the digital environment.

The Strategic Plan contains programmes, projects and activities to be undertaken to achieve the targets made under the various Key Result Areas that shall ensure the production of highly trained skilled manpower to serve and develop Kenya's Maritime Sector and the wider Blue Economy. In the initial stages, BMA will provide courses in Nautical Science, Marine Engineering, Ports and Shipping Logistics Standards of Training, Certification and Watch Keeping (STCW) as well as other demand driven technical and management courses.

Going forward BMA will also provide specific courses directly related to the other segments of the Blue Economy covering resource exploitation in areas such as fisheries, oil and gas, seabed minerals and relevant offshore courses.

Further, BMA takes cognisance of the importance of Research and Development and will establish a research department to actively generate knowledge to spur innovation and best management practices in maritime transport and the wider Blue Economy.

BMA will partner with industry in order to keep abreast with current needs and to secure attachment opportunities for its students where course programmes require practical work in their respective trades. The BMA will also partner with other teaching and training institutions in order to enhance mutual gains through staff and student exchanges, sharing of teaching and training resources and in undertaking research and dissemination of research findings.

I wish to record our sincere appreciation to the European Union for the financial and technical support during the preparation of this Strategic Plan, through its project on Institutional Support for Kenya's Transport Sector (ISKTS).

Finally, I wish to acknowledge the contribution of all the stakeholders who participated in the preparation of this Strategic Plan. For all those individuals and organizations, that in very diverse ways, made contributions in this process but may not have been mentioned by name, I say thank you and look forward to continued collaboration. Your inputs informed this Strategic Plan's objectives, strategies and targets.



Mr. Francis M. Muraya
DIRECTOR (CEO), BIMA

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ACRONYMS AND ABBREVIATIONS

A.I.A	Appropriation in Aid
AfDB	African Development Bank
BMA	Bandari Maritime Academy
CCRF)	Code of Conduct for Responsible Fisheries
CEO	Chief Executive Officer
CFSs	Container Freight Stations
CS	Cabinet Secretary
DRR	Disaster Risk Reduction
DWT	Deadweight Tonnes
EARNP	East Africa Road Network Project
EASNL	Eastern Africa National Shipping Line
EIB	European Investment Bank
ESIA	Environmental and Social Impact Assessment
ESP	Economic Stimulus Project
EU	European Union
EXIM	Export Import Bank
FAA	Federal Aviation Administration
FAO	Food and Agriculture Organization
FEED	Front End Engineering Design
FMC	Federal Maritime Commission
GOK	Government of Kenya
GRT	Gross Registered Tonnage
GT	Gross Tonnage
ICAO	International Civil Aviation Organization
ICD	Inland Container Depot
IDA	International Development Association
IMO	International Maritime Organisation
IOTC	Indian Ocean Tuna Commission
IPP	Improving Port Performance
ISPS	International Ship and Port Facility Security Code
JDA	Joint Development Agreement

JICA	Japan International Cooperation Agency
KIBT	Kenya Institute of Business Training
KITI	Kenya Industrial Training Institute
KMA	Kenya Maritime Authority
KNSL	Kenya National Shipping Line
KPA	Kenya Ports Authority
KRA	Key Result Area
KRB	Kenya Roads Board
KURA	Kenya Urban Roads Authority
LAPSSET	Lamu Port South Sudan Ethiopia Transport Corridor
LMCP	Last Mile Connectivity Project
LVFO	Lake Victoria Fisheries Organization
MCDAs	Ministries Counties Departments and Agencies
MDAs	Ministries Departments and Agencies
MET	Maritime Education and Training
MOTIHU	Ministry of Transport Infrastructure Housing and Urban Development
MSC	Mediterranean Shipping Company
MSD	Material Safety Datasheet
MT	Metric Tonne
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NACOSTI	National Commission for Science, Technology and Innovation
NaCRA	National Construction Research Agenda
NCA	National Construction Authority
NCTIP	Northern Corridor Transport Improvement Project
NEMA	National Environment Management Authority
NIMES	National Integrated Monitoring and Evaluation System
NRT	Net Registered Tonnage
NT	Net Tonnage
NTSA	National Transport and Safety Authority
PESTEL	Political, Economic, Social, Technological, Environmental and Legal

PPP	Public Private Partnerships
PS	Principal Secretary
PSV	Public Service Vehicle
R&D	Research and Development
RAP	Resettlement Action Plan
RMGs	Rail Mounted Gantry Crane
RTGs	Rubber Tyres Gantry Crane
SAGA	Semi- Autonomous Government Agency
SDGs	Sustainable Development Goals
SDPW	State Department of Public Works
SEA	Strategic Environmental Assessment
SFA	Strategic Focus Area
SGR	Standard Railway Gauge
SOLAS	International Convention on Safety of Life at Sea
STCW	International Convention on Standards of Training, Certification and Watchkeeping for Seafarers
SWIOFC	South West Indian Ocean Fisheries Commission
SWOT	Strengths, Weaknesses, Opportunities and Threats
TEU	Twenty Foot Equivalent Units
TIMS	Transportation Information Management System
TNA	Training Needs Assessment
UNCLOS	United Nations Convention on the Law of the Sea
UNCTAD	United Nations Conference on Trade and Development
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNIMAR	Universal Maritime Services
UNO	United Nations Organisation
VAT	Value Added Tax
WB	World Bank
WIOMSA	Western Indian Ocean Marine Science Association

EXECUTIVE SUMMARY

This first Strategic Plan for Bandari Maritime Academy has been prepared to commence the delivery of training under its expanded mandate following its establishment in November, 2018 as a Centre of Excellence in maritime education and training. This expanded mandate in training has provided Kenya with an opportunity to realise the goals set out in Vision 2030 with regard to its maritime industry and the wider Blue Economy. The broader mandate immediately enables BMA to provide training to cover careers in seafaring, shipbuilding and ship repairs in addition to the port operations and maritime transport logistics courses offered by its predecessor Bandari College (BC) which provided training largely for the Port Subsector. BMA will also offer courses leading to certifications under the various international instruments ratified by Kenya.

The Plan has been developed at a time when the national planning process is gearing towards the '**Big Four**' Agenda, which calls for concerted efforts towards provision of human skills for the manufacturing sector. This has proved to be a major advantage as it enables the holistic integration of the national development agenda and thought process into this Strategic Plan.

The Plan aspires for a '**World Class Centre for Maritime Education and Training**' so as to '**To Provide Competent Maritime Human Resource for Sustainable Blue Economy**'.

To realize this aspiration, BMA is committed to upholding quality and standards; public participation; innovation; industry-oriented (market-driven) skills; devolution and decentralization; national values and ethics; team work and collaboration; equity and fairness; transparency and accountability; sustainable development; non-discrimination and protection of the marginalized, as the guiding principles.

In the plan period, BMA has identified five (5) Thematic Areas through which it will implement its mandate. These include: Maritime Skills Development; Internal Capacity Development; Research, Innovation and Development; Industry Linkages and Resource Mobilisation; and Policy, Legal and Institutional Framework.

In carrying out its mandate, the Academy will pursue the following: enhance students' advancement and placement in shipping, maritime oriented industry and ship construction companies; develop, review or adopt maritime industry-driven curricula and develop conversion courses for employable skills in the maritime industry.

In order to meet international standards on training and certification and produce the much needed Maritime Skills both within and outside the country, the Academy will undertake the following: Develop an optimal internal human resource capacity; develop and improve physical infrastructure and facilities to meet international

standards. Due to the dynamism in maritime industry, the Academy will enhance research, innovations and development through linkages and partnership with other maritime education and training institutions, development partners, industry players, and other Government agencies.

To achieve the above over the 5-year period, BMA will require approximately **KShs. 7,136 billion**, undertake a massive but progressively recruitment of 196 staff both technical and non-technical, enhance and implement sound feasible resource mobilization strategies and implement risk mitigation measures.

The successful implementation of this strategic plan will depend on how effectively the planned outputs and outcomes are monitored and evaluated. In that regard, a monitoring and evaluation system will be put in place. The BMA's departments responsible for Monitoring & Evaluation (M&E) shall be responsible for monitoring the implementation of projects.

The relevant programs and projects will be reviewed at midterm to determine the extent to which their implementation is progressing according to plan, and any areas that require management attention. The reviews may be internal or external. An end of period external (independent) evaluation will be conducted to assess the extent to which the Academy's objectives and targets have been achieved.

CHAPTER ONE: INTRODUCTION

This chapter provides background information on linkages between the national development agenda and the establishment of the Bandari Maritime Academy (BMA). It further gives mandate and functions of the Academy as well as the legal, institutional and policy framework that the Strategic Plan is anchored on.

1.1 Background of Bandari Maritime Academy (BMA)

The Government, in an effort to enhance social and economic development, has prioritized sustainable use of the Blue Economy potentials. It introduced the Blue Economy as the eighth sector in the Economic Pillar in the Third Medium Term Plan (MTPIII) 2018-2022 of the Kenyan Vision 2030.

The MTP III recognizes the sector as one of the emerging economic frontiers that is expected to significantly contribute to the country's economic growth and development. The Plan envisaged the transformation of Bandari College to a centre of excellence for maritime skills development to support the Blue Economy.

This Strategic Plan is, therefore, hinged on the safe and sustainable use of resources in the maritime industry, creation of partnerships to better harness economic opportunities in shipping as well as development of skills to support the Blue Economy. The overarching objective is to generate much needed national income as well as creating job opportunities for the bulging youth population. However, the skills available in the sector are inadequate to support a revitalized Blue Economy.

To achieve this, the Government in 2018 established the Bandari Maritime Academy, successor to Bandari College, to be a world class training institution providing skills in the maritime industry for local, regional and global markets.

The development of a vibrant maritime industry covering shipping and ports is competitive especially for developing countries. Training of personnel to manage, operate and regulate the maritime sector requires the establishment and funding of well-staffed maritime training institution with appropriate modern training facilities.

While BMA has continued to deliver the courses initially provided by its predecessor, it has embarked on developing programmes, institutional, legal and policy framework, and guidelines necessary for the delivery of its mandate.

Apart from training for seafaring jobs, there is also a huge demand for "land-based" maritime training opportunities which include: maritime transport logistics and operations, ship building/repair, offshore industries, maritime business, fishing industry, oil and gas industry, hydrography, leisure, security personnel in line with ISPS Code, specialized personnel to work on Cruise Ships and Yachts, commercial and recreational diving among others.

This Strategic Plan, therefore, comes at an appropriate time to provide the much-needed knowledge and skills in an effective, efficient and well-coordinated manner for the sustainable Blue Economy.

1.2 Establishment and Mandate of Bandari Maritime Academy (BMA)

Bandari Maritime Academy is a successor to the Bandari College which had been providing training primarily to the Port Staff of the Kenya Ports Authority (KPA) and various categories of Port Users. The BMA was established through Legal Notice No. 233 of 28th November, 2018, with the mandate to develop academic and vocational skills, and provide the maritime labour needed for sustainable growth of the blue economy.

Functions of the Academy are:

- i. Serve as an institution of excellence in teaching, consultancy, training, innovation research and development in maritime education and training;
- ii. Provide and advance professional development courses on maritime education and training to qualified candidates leading to the award of diplomas, certificates and such other qualifications as the Board may, from time to time prescribe in line with the relevant policies of the Academy;
- iii. Conduct examinations and grant academic awards as the Board may, from time to time prescribe;
- iv. Maintain international standards in maritime education and training;
- v. Implement government policy on maritime education and training;
- vi. Serve as the Regional Maritime Centre of Excellence for maritime education and training;
- vii. Establish centers of excellence in maritime education and training;
- viii. Partner with other national, regional or international institutions in furtherance of maritime education and training;
- ix. Serve as a national center for simulator training in maritime education and training;
- x. Establish and engage in commercial ventures and activities that are incidental in achieving the objectives of the Academy;
- xi. Develop and implement curricula and programs that meet international standards for the maritime sector;

- xii. Conduct research, development and innovation and establish a Resource Centre for the maritime industry;
- xiii. Foster and maintain linkages with the industry, professions, relevant government agencies and training institutions; and
- xiv. Perform any other functions necessary or incidental to achieving the objective of the Academy.

1.3 Existing Legal Policy and Institutional Framework

The BMA's Strategic Plan is aligned to various International, regional and national policies and legal instruments including but not limited to:

- i. **International Maritime Organization** mandatory instruments including the Convention on Facilitation of International Maritime Traffic (FAL), 1965 as amended, the International Maritime Dangerous Goods (IMDG) Code, the 1972 Convention for Safe Containers (CSC 1972) and the International Convention on Standards of Training, Certification and Watchkeeping for Fishing Vessel Personnel (STCW-F), 1995;
- ii. **International Labour Organization** relevant instruments including the Dock Work Convention (No. 137), 1973 and Occupational Safety and Health (Dock Work) Convention (No. 152), 1979;
- iii. Relevant **World Trade Organization (WTO)** instruments related to efficiency and provision of maritime transport services;
- iv. **United Nations Organizations (UNO)** relevant instruments including those under the United Nations Conference on Trade and Development, the United Nations Convention on the Law of the Sea, 1982 and the 2030 Agenda for Sustainable Development.
- v. Relevant **African Union (AU)** instruments including Africa Agenda 2063, 2050 Africa Integrated Maritime Strategy, African Maritime Transport Charter, The African Charter on Maritime Security, Safety and Development in Africa (Lome Charter);
- vi. Relevant **East African Community (EAC)** instruments related to efficiency and provision of maritime transport services;
- vii. Relevant provisions of the **Kenya Vision 2030 & the Big 4 Agenda:** on human resource capacity development for the maritime sector and the larger Blue Economy sector;
- viii. Relevant provisions of the **Integrated National Transport Policy 2009 as amended** on quality maritime education and training for the maritime industry;

- ix. Relevant provisions of the **Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works Strategic Plan 2018 – 2022**, on the transformation of Bandari College to BMA to provide elaborate training to build capacity and competencies for both seagoing and shore-based personnel;
- x. **The Constitution of Kenya, 2010**: in terms of observance of the provisions on national values and principles of governance as well as the sovereignty of the Kenyan territory including its maritime zones;
- xi. **Kenya Maritime Authority (KMA) Act, 2006**: in terms of oversight and regulatory function on provision of maritime education and training in accordance with national and international standards;
- xii. **Merchant Shipping Act (MSA) 2009**: in terms of provisions related to training, certification and standards for seafarers and specific maritime transport operators;
- xiii. **Maritime Zone’s Act, 1989**; in terms of the establishment of maritime zones, jurisdiction, exploration, exploitation, conservation and management of the resources of the maritime zones;
- xiv. **State Corporation Act, 1986**: in terms of the establishment the control and regulation of State Corporations;
- xv. **Legal Notice No. 233 of 28th November 2018**: in terms of the establishment, management and operations of BMA;
- xvi. **Kenya National Qualification Act, 2014**: in terms of the development and recognition of qualifications in accordance with international set standards within the Kenya Qualifications Framework;
- xvii. **Basic Education Act, 2013**: in terms of the determination of admissions criteria for higher education;
- xviii. **Industrial Training Act, 1959**: in terms of setting standards and regulation of the training of persons engaged in industrial training among other aspects;
- xix. **The Kenya National Examination Council, 2012**: in terms of the conduct of examinations and certification for Craft Certificates and Diploma programmes related to the maritime industry;
- xx. **Technical and Vocational Education and Training (TVET) Act, 2013**: in terms of the establishment of technical and vocational education and training systems including general standards for assessments, examination and certification applicable to all TVET institutions;

- xxi. **Universities Act 2012:** in terms of the advancement of courses or programmes to the level of a degree and master programmes taking into account standards set in terms of assessment, examination and certification;
- xxii. **The Kenya Ports Authority (KPA) Act 1978;** in terms of operations and management of all sea and inland waterway ports in Kenya;
- xxiii. **Kenya Coast Guards Service (Service) Act 2018;** in terms of the establishment of the Service to implement enforcement measures related maritime safety, security, pollution control, sanitation among other aspects within the territorial waters;
- xxiv. **Fisheries Management and Development Act, 2016;** in terms of the development of fisheries and other aquatic resources;
- xxv. **National Transport and Safety Authority (NTSA) Act, 2012:** in terms of provision of safe, reliable and efficient road transport services within the port limits; and,
- xxvi. **Public Finance Management Act 2012 and Public Procurement and Disposal Act 2015:** These Acts contain provisions on the effective management of public finances and to provide procedures for efficient public procurement and for assets disposal by public entities.

CHAPTER TWO: SITUATIONAL ANALYSIS

This Chapter provides the review of the achievements of BMA, highlights challenges faced during implementation and lessons learnt since the establishment of BMA on 28th November 2018. Further, the chapter provides the current environmental scan.

2.1 Key Achievements

Under training programmes, BMA has trained the following:

- i. Over 2,900 KPA Staff on operations, maintenance and administration;
- ii. 800 trainees on STCW courses;
- iii. 48 Training of trainers (TOT); and
- iv. 24 trainees in industrial courses.

BMA has also realized the following achievements:

- i. Conducted training and examinations leading to the issuance of Certificate of Competency and/or Certificate of Proficiency in accordance with the STCW Convention;
- ii. Participated in the development of Curricula for Diploma and Craft Certificates in Marine Engineering, Nautical Science, Maritime Transport Logistics, and its Instructors Manual and Trainee Guidelines which are currently examined under KNEC;
- iii. Developed Curricula in STCW short courses, non-STCW courses and Port Operation courses;
- iv. Developed Delinking Instruments for BMA to operate as a Centre of Excellence in provision and delivery of Maritime Education and Training for the Blue Economy; and
- v. Renovation of the Hostels, Aquatic Centre, the establishment of a Ship in campus and acquisition of two Training Boats.

2.1.1 Challenges

Despite the above achievements, BMA encountered various challenges in the implementation of projects and programmes. Key, among them, includes:

- i. Inadequate qualified and certified trainers/instructors to conduct the various technical training in courses such as in the STCW Convention;
- ii. Inadequate infrastructure and specialized training equipment necessary to conduct maritime education and training courses programs; and

- iii. Lack of a framework for placement or advancement of its graduates/trainees resulting in trainers not obtaining the complete requisite certification.

2.1.2 Lessons Learnt

- i. The establishment of a robust monitoring and evaluation mechanism to facilitate effective and efficient implementation programmes is important;
- ii. Enhancement of the requisite legal and institutional framework on matters pertaining maritime to education and training for an effective coordinated regulatory framework is critical;
- iii. The need to continuously build and enhance human resource capacity in all aspects including technical areas;
- iv. A functional organization structure will enable the institution deliver its mandate effectively and efficiently;
- v. Prioritization of transformative programmes/projects has a high impact on realization of the Strategic Plan;
- vi. Development and establishing of industry linkages/collaboration framework for placement or advancement of graduates/trainees is paramount; and
- vii. Resource mobilization is critical to address the resource deficit and inadequacy of infrastructure in order to facilitate programme or project implementation and infrastructural development.

2.2 Environmental Scan

Table 2-1: SWOT Analysis

Strengths	Weaknesses
i. Strategic location of BMA at the Kilindini Harbour	i. Inadequate funding
ii. Existing physical infrastructure	ii. Inadequate qualified maritime trainers/instructors
iii. BMA is mandated to provide MET programmes	iii. Limited land/space capacity for expansion
iv. Availability of Curriculum to deliver MET programmes	iv. Lack of modern security surveillance system
v. Availability of Bridge and Gantry Crane Simulator for	v. Inadequate infrastructure for maritime training and accommodation
	vi. Under- staffing

Strengths	Weaknesses
<ul style="list-style-type: none"> vi. training vi. Upgraded ICT Infrastructure and systems vii. Internally generated revenue viii. Existing legal and institutional framework ix. Existing training facilities x. Support from the Community xi. Faculty and staff support xii. Strategic Leadership through the Board 	<ul style="list-style-type: none"> vii. Inadequate training facilities/ equipment viii. Limited resources for staff capacity development ix. Curriculum not aligned to industry needs x. Inadequate regulation and coordination of provision and delivery of MET programmes xi. A well-equipped medical facility for test and certification for Seafarers and the wider BMA community. - Medical checks for MET courses require a well-equipped medical facility to conduct medical examinations
Opportunities	Threats
<ul style="list-style-type: none"> i. Technology advancement ii. Diversification in training fields iii. Building capacity for the Blue Economy iv. Ready employment opportunities for trainees v. Enrolment of large number of students vi. Collaboration in training and research with other institutions vii. Partnerships with major stakeholders viii. Demand for hosting major meetings/seminars ix. Growth within the maritime industry 	<ul style="list-style-type: none"> i. Cybercrime/security attacks ii. Outbreaks of Pandemics e.g. Covid-19 Pandemic iii. Competition from similar institutions established locally and at regional level iv. Adoption of E-Leaning Management System by maritime training institutions globally v. Inadequate marketing/branding strategies vi. In adequate sea time attachment/ placement opportunities

Table 2-2: PESTEL Analysis

Category	Issue	Description
Political	i. National stability	Political stability enhances business and the overall economy.
	ii. Political support and good will for infrastructure development	Collaboration and partnership with National and County Government
	iii. Decentralization	Establishment of Satellite Campuses
Economic	i. Recognition of Maritime training institutions as an important sector under the Blue Economy and Kenya's Vision 2030	Collaboration and partnership with National and County Government.
	ii. Compliance with statutory deductions from seafaring jobs.	Establishment of a statutory compliance framework between GOK and maritime industries
	iii. Insufficient funding	Develop plans and concept notes for funding by National Government and Private Public Partnership.
	iv. High costs of training facilities	Establish a collaborative framework with other institutions to share training resources.
	v. Low enrolment to BMA courses/programs	Develop a strategy for marketing and branding of BMA courses.
	vi. High training costs	Develop a financial framework for student's support.
	vii. Competition between Maritime Training institutions	<ul style="list-style-type: none"> i. Establish a cooperative and collaborative framework between training institutions. ii. Develop BMA as an attractive Centre of Excellence in Maritime Education and Training.

Category	Issue	Description
	viii. Inadequate employment opportunities for the youth.	i. Employment of youth will improve socio-economic status ii. Establish a collaborative /partnership framework with the maritime industry players to create opportunities for mentorship supervision, sea time, attachment and employment.
Social	i. Job security ii. Inadequate community engagement iii. Alcohol, Drug and Substance Abuse iv. Gender, youth and vulnerable groups. v. Provision of maritime education and training. vi. Health vii. Staff welfare	Partnership/collaboration with industry players in maritime training institutions, maritime transport & logistics operations, ship building, fishing, tourism and research sectors. Develop a framework for Structured and sustainable community engagement. Develop and implement policy on alcohol and drugs. Develop and implement policies on mainstreaming gender youth and vulnerable groups. Implement standards for provision and delivery of maritime education and training programs. In consultation with the ministry of health, establish a well-equipped medical facility to provide a range of medical services for the BMA Community Provision of healthcare services, counselling services, human

Category	Issue	Description
	viii. Students' welfare	resource development, welfare contribution and financial support services. Create an enabling environment for students in terms of their wellbeing, communication, discipline, guidance and counselling among other aspects.
Technological	i. Teaching methods ii. Information Communication Technology	Acquisition of ICT facilities for implementation of learning management systems, library systems and e-resources. i. Acquisition and upgrade of ERP system. ii. Acquisition and maintenance of E-board platform. iii. Maintenance and upgrade of simulators.
Environmental	i. Occupational Health and safety ii. Sustainable Development of the Blue Economy	Develop and implement policy on occupational health and safety in accordance with international standards. Implement National Government Policy and Guidelines on Blue Economy Policy and Initiative.

Category	Issue	Description
Legal	iii. Governance and rule of law	<ul style="list-style-type: none"> i. Compliance with constitution and laws of Kenya. ii. Implementation of the Mwongozo code of governors for state corporation.
	iv. International instruments on Maritime Education Training.	Develop Policy, Legal and Institutional Framework

The Strategic Plan takes cognizance of the role that stakeholders play to strengthen the provision and delivery of maritime education and training provided in Table 2-3.

Table 2-3: Stakeholders Analysis

Stakeholder	Stakeholder Expectation on BMA	BMA's Expectations on Stakeholders
Industry	i. Conduct a comprehensive Training Needs Survey to determine the maritime skills needed for the Country and the Region	i. Participation during Training Needs Survey
	ii. Compliance with statutory provisions	ii. Provide opportunities for attachment, internship, placement and/or advancement opportunities
	iii. Effective channel of communication between stakeholders and BMA	iii. Increased employment opportunities
	iv. Partnership with industry in curriculum development and implementation	iv. Participate and contribute in skills, innovation and technological transfer
	v. Practical based training	v. Provide timely feedback on student performance
	vi. Enhanced linkages between industry and BMA	vi. Relevant support, collaboration and cooperation in BMA activities
	vii. Demand-driven courses	vii. Provide opportunities for educational tours
	viii. Regular follow up of trainees on attachment by trainers/ instructors	
	ix. BMA to develop a structured placement/attachment policy	
	x. Production of graduates/trainees ready for work placement	

Stakeholder	Stakeholder Expectation on BMA	BMA's Expectations on Stakeholders
	<ul style="list-style-type: none"> <li data-bbox="344 258 865 401">xi. Ensure that BMA trainers/ instructors/assessors have hands-on experience through industrial exposure <li data-bbox="344 407 865 513">xii. Improved service delivery and prompt communication on change in management <li data-bbox="344 519 865 625">xiii. Opportunities for enhancement of skills through training for those already engaged in the industry <li data-bbox="344 631 865 738">xiv. Training opportunities for those already employed in the industry to enhance productivity <li data-bbox="344 743 865 850">xv. Partnership with industry in research development, innovation and technology <li data-bbox="344 855 865 987">xvi. Accountable, fiscally balanced, research-active, high profile, and focused 	<ul style="list-style-type: none"> <li data-bbox="869 258 1255 401">viii. Provide sponsorships and grants opportunities to students and institution respectively <li data-bbox="869 407 1255 513">ix. Support Infrastructural and Technological BMA projects
Ministries Departments and Agencies (MDAs)	<ul style="list-style-type: none"> <li data-bbox="344 993 865 1068">i. Compliance with the Laws of Kenya and its subsidiary instruments <li data-bbox="344 1074 865 1217">ii. Establishment of sustained linkages, networking, and collaborations to promote BMA as a Centre of Excellence in Maritime studies <li data-bbox="344 1222 865 1298">iii. Compliance with Presidential Directives <li data-bbox="344 1304 865 1379">iv. Implement government policy on MET <li data-bbox="344 1385 865 1528">v. adherence to the highest international maritime standards in maritime human resource development <li data-bbox="344 1534 865 1686">vi. Recommend and advise the Government on the development of relevant legislation to facilitate successful implementation of MET <li data-bbox="344 1692 865 1721">vii. Establish centres of excellence in 	<ul style="list-style-type: none"> <li data-bbox="869 993 1255 1107">i. Compliance with the Laws of Kenya and its subsidiary instruments <li data-bbox="869 1112 1255 1188">ii. Compliance with Presidential directives <li data-bbox="869 1193 1255 1269">iii. Adherence to policy guidelines in MET <li data-bbox="869 1275 1255 1350">iv. Resource mobilization on a timely manner <li data-bbox="869 1356 1255 1470">v. Facilitate timely establishment of the MET Fund <li data-bbox="869 1476 1255 1686">vi. Facilitate entry into force of MET Policies and Legislative Instruments related to provision and delivery of MET programmes <li data-bbox="869 1692 1255 1721">vii. Cooperation and

Stakeholder	Stakeholder Expectation on BMA	BMA's Expectations on Stakeholders
	<p>maritime education and training based on international maritime standards in maritime human resource development</p> <p>viii. Timely submission of requests for budgetary allocation and estimates</p> <p>ix. Delivery of skills development and research products of global standards</p> <p>x. Provision and delivery of maritime education and training not only for the maritime industry but also the Blue Economy</p> <p>xi. Serve as the regional maritime centre of excellence for training for ports, terminals, logistics and maritime transport skills</p> <p>xii. Prudent management of resources</p> <p>xiii. Accountability, fiscally balanced, research-active, high profile, and focused</p>	<p>Collaboration in registration, accreditation, recognition and regulation of provision and delivery of MET programmes</p> <p>viii. Cooperation and collaboration on curriculum development and related matters</p> <p>ix. Efficiency in Information sharing related to provision and delivery of MET programmes</p> <p>x. Facilitate projects and its implementation</p> <p>xi. Facilitate establishment of partnerships and collaboration with international institutions and bodies for recognition</p> <p>xii. Facilitate realization of BMA mandate as per the Legal Notice, MTP III and Kenya Vision 2030</p> <p>xiii. Collaborate in research innovation and technology advancement in provision and delivery of MET programmes</p>
County Governments	<p>i. Curricula development based on county needs</p> <p>ii. Training programmes that provide skills on the exploitation of Blue Economy</p> <p>iii. Consultancy services to the County Governments</p>	<p>i. Compliance with the Laws of Kenya and its subsidiary instruments</p> <p>ii. Compliance with relevant national and regional policy and legal framework</p>

Stakeholder	Stakeholder Expectation on BMA	BMA's Expectations on Stakeholders
	<ul style="list-style-type: none"> iv. Partnership in developing tailor-made start-up businesses for the youth and young entrepreneurs who benefit from County development funds v. Assistance in the development of patents rights to tap on the creativity and innovations from the communities vi. Capacity building of instructors at county level vii. Collaboration in Training of Trainers (TOTs) viii. Sensitization programmes for the community ix. Partnership with County Governments in information dissemination through public participation x. Effective engagement with stakeholders in the counties xi. Offer a variety of programmes for the maritime sector and larger Blue Economy 	<ul style="list-style-type: none"> iii. Adherence to policy guidelines in matters pertaining maritime education and training iv. Training Needs assessment v. Sponsorships and grants for trainees from Counties vi. Cooperation and collaboration on use of facilities for provision and delivery of MET programmes vii. Facilitation in allocation of land for expansion and rights of way viii. Relevant support for collaboration, and cooperation in BMA activities
Other Teaching, Training and Research Institutions	<ul style="list-style-type: none"> i. Relevant support, collaboration, and cooperation in matters pertaining to faculty exchange programs, student exchange programs, research, innovation and technology ii. Adequate training and education opportunities for learners as well as provision of curriculum iii. Collaboration and cooperation in use of infrastructural facilities 	<ul style="list-style-type: none"> i. Continuously ensure quality in training ii. Compile and collect data on provision and delivery of MET programmes and activities iii. Provide relevant support, collaboration, and cooperation in matters pertaining to faculty exchange programs, student exchange programs, research,

Stakeholder	Stakeholder Expectation on BMA	BMA's Expectations on Stakeholders
		innovation and technology iv. Compliance with the Laws of Kenya and any subsidiary instruments v. Compliance with presidential directives vi. Adherence to policy guidelines in matters pertaining maritime education and training vii. Enhance information sharing viii. Exchange of research, innovation and technology ix. Cooperation and collaboration on use of infrastructural facilities for provision and delivery of MET programmes
Development Partners	i. Preparation and submission collaboration framework ii. Provide comprehensive and timely reports iii. Accountability in the use of resources	i. Provide relevant support, collaboration, and cooperation in BMA activities ii. Timely release of resources iii. Timely feedback
BMA Community (local community, teaching and non-teaching)	i. BMA to focus on its core areas of training which are in maritime skills development ii. Support for research through infrastructure and funding iii. Contribute to the community through Corporate Social Responsibility	i. Tranquillity in the Academy ii. Cooperation among staff iii. Effective communication iv. Act as good ambassadors of the Academy

Stakeholder	Stakeholder Expectation on BMA	BMA's Expectations on Stakeholders
	<ul style="list-style-type: none"> iv. Adequate lecture rooms, laboratories, and workshops v. Provision of Modern Learning Resource Centres (Libraries) vi. Provision of diversified sports facilities vii. Increased engagement with County governments viii. Sponsorship of needy students ix. Promotion of student work programmes x. Development of satellite campus with specific specialized courses xi. Enhanced BMA's visibility and brand recognition xii. Capacity building supported with a reviewed training policy xiii. Development of transparent and efficient procurement systems xiv. Participation in Corporate Social Responsibility (CSR) activities xv. Harmonious neighbourhood existence xvi. Robust corporate communication xvii. Staff retention xviii. Vibrant community outreach and extension services xix. Curriculum that matches the market needs xx. Functional ICT systems for both student and staff administration. xxi. Development of Academy journals and conferences xxii. Training on leadership and management for heads of departments and senior management 	

Stakeholder	Stakeholder Expectation on BMA	BMA's Expectations on Stakeholders
	<p>team</p> <p>xiii. Conducive office and working environment</p> <p>xiv. High Level Staff and Students welfare</p> <p>xxv. Vibrant Alumni Association</p> <p>xvi. Promote BMA visibility at local, regional and international levels</p>	
Professional Bodies	<p>i. Development and delivery of accredited programmes</p> <p>ii. Provision and maintenance of infrastructure enhancing safety of trainees and trainers</p> <p>iii. Adherence to set quality standards and implementation of agreed-upon resolutions</p> <p>iv. Regular audits and compliance with the recommendations</p> <p>v. Provision of training in compliance with MET standards</p> <p>vi. Promotion of continuous learning and professional improvements</p>	<p>i. Recognition and involvement</p> <p>ii. Integrity</p> <p>iii. Awareness in emerging trends</p> <p>iv. Timely communication on issues and events</p>
Service providers (works, goods and services)	<p>i. Adherence to the Public Procurement and Disposal Act, 2015</p> <p>ii. Timely payments for goods, services and works</p>	<p>i. Timely and Quality delivery of goods, services and works</p> <p>ii. Adhere to tenets of integrity</p> <p>iii. Adherence to the Public Procurement and Disposal Act, 2015</p> <p>iv. Competitive pricing</p>

The Chapter presents the Vision, Mission, and Core Values and identifies the Key Result Areas, Strategic Objectives that the BMA will pursue in the Strategic Plan period.

3.1 Vision, Mission and Core Values

Vision Statement

World Class Centre for Maritime Education and Training

Mission Statement

To Provide Competent Maritime Human Resource for Sustainable Blue Economy

Core Values

In the implementation of the plan, the following guiding principles will be adhered to and anchored on:

- i. **Excellence:** BMA is committed to delivering quality and exceptional services. The Academy strives to achieve constant adaptation, innovation and vigilance to deliver on its mandate;
- ii. **Public Participation:** BMA embraces the contribution of the public, partners and customers towards realization of its mandate. This is achieved through collaborations, partnerships and stakeholders' engagements.
- iii. **Good Governance:** BMA has established structures to effectively and efficiently manage its affairs and resources. The structures facilitate effective decision-making process to enable the Academy deliver on its mandate. In addition, the Academy embraces the culture of integrity, transparency, accountability, equity and fairness.
- iv. **Sustainable development:** BMA shall continue to deliver on its mandate, having regard to efficiency and environmental integrity and being mindful of future generations.
- v. **National Ethos:** BMA is guided by the seventeen (17) national values and principles of governance in accordance with Articles 10 and 232 of the Constitution of Kenya.
- vi. **Team work:** BMA inculcates the culture of working together and motivating each other so as to maximize every member's contribution to the team. The Academy takes full cognizance of everyone's ideas and expertise towards fulfilment of a common goal.

3.2 Key Result Areas/Strategic Focus Areas (KRAs/SFAs)

The following are the five Key Result Areas (KRAs):

- i. Maritime Skills Development;
- ii. Internal Capacity Development;
- iii. Research, Innovation and Development;
- iv. Industry Linkages and Resource Mobilisation; and
- v. Policy, Legal and Institutional Framework.

3.3 KRAs and Strategic Objectives

Table 3.1 below contains the Kenya Result Areas each with its Strategic Objectives.

Table 3-1: KRAs and Strategic Objectives

No.	Key Result Area	Strategic Objectives
KRA 1	Maritime Skills Development	i. Develop conversion courses for maritime skills development
		ii. Develop, diversify and/or Adopt Appropriate MET Curricula for Industry Driven Programmes
		iii. Enhance students advancement and placement
KRA 2	Internal Capacity Development	i. Develop Optimum Internal Human Resource Capacity
		ii. Develop Physical Infrastructure and equip the facilities with modern equipment
		iii. Enhance financial Stability
		iv. Develop knowledge management systems
KRA 3	Research, Innovation and Development	Promote Research, Innovation and Development
KRA 4	Industry Linkages and partnerships	Enhance Industry Linkages and partnerships
KRA 5	Policy, Legal and Institutional Framework	Strengthen Policy, Legal and Institutional Framework

3.4 Strategic Objectives and Strategies

Table 3-2 shows Strategies for each Strategic Objective and Key Result Area.

Table 3-2: Key Result Areas, Strategic Objectives and Strategies

Strategic Objectives	Strategies
KRA 1: Maritime Skills Development	
Develop Conversion Courses for Maritime Skills	Map out maritime skills gaps for conversion
Develop/adopt/review the MET curriculum (industry driven programmes)	<ul style="list-style-type: none"> i. Review, Development and/or adoption of Curricula ii. Establish the skill gaps in other Blue Economy areas iii. Develop a Vijana Baharia Programme
Enhance students' advancement and placement	<ul style="list-style-type: none"> i. Develop student's advancement and placement frameworks ii. Develop a Marketing and Branding system for BMA
KRA 2: Internal Capacity Development	
Develop Optimum Internal Human Resource Capacity	<ul style="list-style-type: none"> i. Recruitment of BMA Staff ii. Staff Development iii. Development of Staff exchange programmes with relevant institutions iv. Development of Staff retention schemes
Develop Physical Infrastructure and provide equipment	<ul style="list-style-type: none"> i. Establishment of infrastructure and facilities ii. Provision of modern plant and equipment for training purposes iii. Provision of modern ICT infrastructure that supports virtual learning iv. Establishment of a Firefighting Training Centre v. Establishment of a Survival Training Centre vi. Land Acquisition for BMA expansion vii. Establishment of Satellite Campuses
Enhance Financial Stability	<ul style="list-style-type: none"> i. Development of BMA Long and Medium-term Investment Plans ii. Resource mobilisation iii. BMA marketing/branding
Establish Knowledge	Establishment of Knowledge Management systems

Strategic Objectives	Strategies
Management Systems	
KRA 3: Research, Innovation and Development	
Promote Research and Development in the Blue Economy	<ul style="list-style-type: none"> i. Development of a MET Research Framework ii. Periodic development of Maritime skills demand/supply (Market) analysis iii. Development of innovations in MET iv. Establishment of a framework for funding of research v. Collaboration with other training and research institutions vi. Digitalization of the Information Resource Centre
KRA 4: Industry Linkages	
Enhance Industry Linkages	<ul style="list-style-type: none"> i. Development of partnerships / collaborations with industry on advancement in ship yards, ship construction, vessel and port operations and research, innovation, technology transfer ii. Development of industry linkages iii. Collaboration with other institutions for access of training facilities
KRA 5: Policy, Legal and Institutional Framework	
Strengthen Policy, Legal and Institutional Framework	<ul style="list-style-type: none"> i. Drafting of the BMA Bill ii. Development of Policies/Guidelines iii. Development of a BMA Assets and Data Management System iv. Development of Organisational Safety and Health Regulations

CHAPTER FOUR: STRATEGIC PLAN IMPLEMENTATION

This chapter provides information on the various types of resources required to implement this Strategic Plan. It includes the Academy's human resource capacity and needs, financial resource requirement, strategies for resource mobilization, the current organization structure and risk management strategy.

4.1 Implementation Structure

The Academy consists of 7 Departments and two (2) distinct Divisions as shown in the BMA Organization Structure overleaf. The Departments are: Maritime Education and Training, Maritime Transport Operations Training, Corporation Secretary & Head of Legal Services, Advancement and Placement, Registrar, Corporate Services and Internal Audit, while the two distinct Divisions namely, Strategy and Planning, and Supply Chain Management.

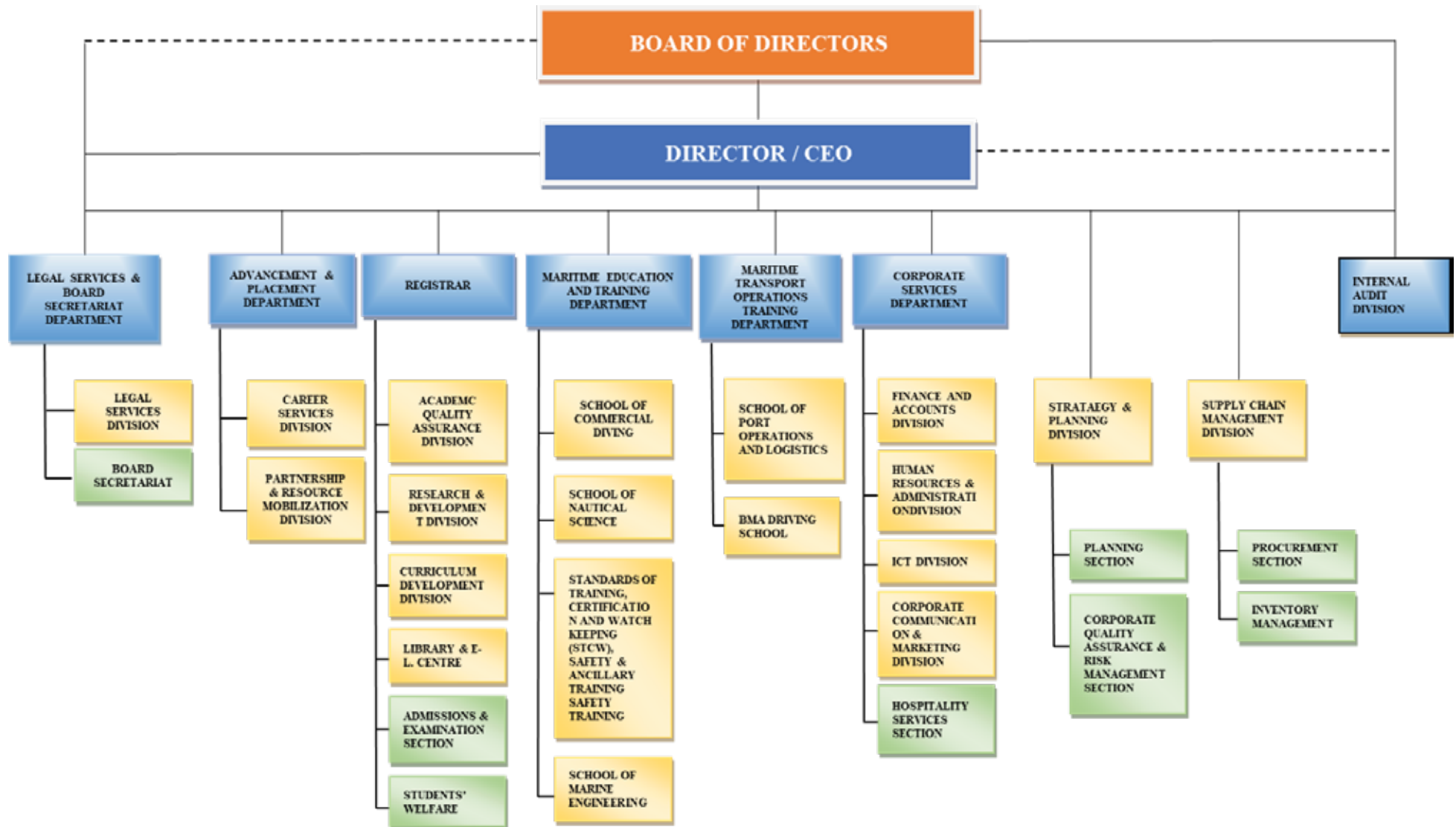
4.1.1 Maritime Education and Training (MET)

The Maritime Education Department is responsible for providing teaching and training of maritime professionals to attain competencies and proficiencies to work on board seagoing vessels. This includes the development/improvement of seafarers' soft skills in leadership and management with training programmes aimed at both furthering their on-board career and supporting the transition to an onshore career.

The training is based on the provisions of the Merchant Shipping Act, 2009 and any other international Conventions and national legislation relating to training in the maritime sector. Such training will empower seafarers in Africa and to be competitive in the global shipping labour market while at the same time increasing their knowledge for exploitation of the numerous resources endowed in the vast Exclusive Economic Zone (EEZ) of the respective Countries and beyond.

In order to provide quality training, the department will undertake the development of curriculum covering quality training standard systems and periodical independent evaluation as required by International Maritime, Conventions. Further, the department will promote the maritime transport logistics, port operations, fisheries & aquatics sciences and STCW auxiliary and safety training programmes.

In addition, the department will be responsible for initiating the development and review of policies, strategies and plans, coordinating implementation of the Academy's programmes and preparing, implementing and monitoring of the department's budget.



The department will undertake its staff appraisals, identify its staff development needs, and oversee its staff development. It will also oversee research and consultancy in its realm of operation and take part in resource mobilization for training and research programmes.

The above functions will enable the department to: develop the necessary skills, negotiate for linkages with the relevant industries for attachment, internship, placement for our students. It will also develop internal capacity through Training needs analysis and curriculum development.

4.1.2 Maritime Transport Operations Training (MTOT)

The Maritime Transport Operations Training Department is responsible for training and the development of curricula for cargo handling equipment, port operations, shipping and logistics courses. It is also responsible for the quality standards of training through the implementation of the established policies and standards.

The Department is responsible for the implementation of curricula making use of instructors' guide and training manuals for the designated programmes. It is responsible for initiating the development and review of policies, strategies and plans, coordinating implementation of BMA's programmes and preparing, implementing and monitoring of the department's budget.

The department undertakes its staff appraisals, identify its staff development needs, oversee its staff development. It will also oversee research and consultancy in its realm of operation and take part in resource mobilization for training and research programmes.

The above functions will enable the department to: develop the necessary skills, negotiate for linkages with the relevant industries for attachment, internship, placement for our students. It will also develop internal capacity through Training needs analysis and curriculum development.

4.1.3 Corporation Secretary and Legal Services

The department is responsible for provision of Board secretariat and related services in accordance with Legal Notice 233 of 28th November, 2018 and the Mwongozo Code of Governance for State Corporations. The Department is further responsible for the provision of Legal services to the Academy including contract preparation, compliance with legal and regulatory framework, and provision of legal advisory among other aspects. The Department liaises with other departments to ensure that legal risks are identified, and appropriate courses of action have been taken.

The department plays a crucial role towards establishment of a policy, legal and institutional framework as well as establishment of industry linkages and partnerships.

4.1.4 Advancement and Placement

The Department is responsible for negotiating sea-time and land-based opportunities for the BMA students and for the establishment of linkages with stakeholders (both public and private) for purposes of developing and executing a framework for advancement and placement of graduates. It negotiates employment opportunities for graduates with major international shipping companies, ports and terminals. It also initiates the development of MOUs for purposes of placement and internship of students.

It undertakes mentoring of students, the management and coordination of exchange programmes, provision of career advisory services for students and graduates, negotiates partnerships and resource mobilisation to enhance production of holistic graduates prepared for the job market and entrepreneurship in the maritime and other related sectors in the industry

It is also responsible for the establishment of a framework on opportunities for scholarship and sponsorship in liaison with the Chief Executive Officer. It works in liaison with the administration for recognition of certificates internationally.

The functions enhance industry linkages to enable students be placed on industrial attachments and graduates to access jobs as well as establish framework on procedures and processes related to placement and advancement of BMA students and/or graduates.

4.1.5 Registrar Department

The Registrar's Department is responsible for the formulation coordination, and implementation of admission policies, procedures, strategies and plans. The Departments coordinates the design and compilation of tailor-made curricula and where necessary facilitates acquisition and domestication of international model courses for implementation.

The department initiates the development and implementation of students Rules and Regulations, coordinates the activities of students' welfare and co-curricular activities. It also develops and delivers strategies for students' recruitment, monitoring of student experiences and progress as well as coordinating the establishment and maintenance of the student database.

The Department develops and implements policies for quality standards system in of training, ensures compliance with academic regulatory framework and develops and implement procedures for student clearance for graduation and issuance of transcripts and certificates.

The Department is also responsible for the coordination of the provision of library services and research and innovation activities.

The above functions enable the department to promote research and development in the blue economy and develop the necessary maritime skills.

4.1.6 Corporate Services Department

The Corporate Services Department is responsible for managing and administration of corporate services functional activities of human resource and administration, finance and accounts, hospitality services, corporate communications and marketing and Information Technology. It develops and implements policies, procedures, strategies and plans in finance, human resource and administration, hospitality, corporate communication and marketing and information technology.

The Department is responsible for coordination of the implementation of the Academy's corporate services programmes which entail the preparation, implementation and monitoring of the overall Academy's budget.

The Department is responsible for managing institutional staff development, overseeing, guiding and appraising staff and for handling of the institutional staffing activities and disciplinary matters.

The department contributes to key result areas by: reviewing organizational structure and other human resource instruments to ensure sufficient staffing, internal capacity development by developing optimum human resource capacity for both BMA establishment and teaching staff.

4.1.7 Internal Audit Department

The Internal Audit Department provides the lead role in change initiatives by implementing action plans related to risk assessment and annual planning, audit execution, audit reporting and development, audit technology, and Audit Committee reporting. It undertakes annual risk assessment and prepares audit plans to respond to the risk profile of the organization.



The Department prepares clear internal audit reports identifying root causes with practical solutions and proactively inform senior management of significant risks or exposures related to internal controls, compliance, and/or governance requiring prompt attention.

The Department identifies key business developments that could have an impact on audit priorities and/or plans and ensures participation in critical business and technology initiatives and projects ensuring that audit's perspectives are incorporated and appropriate controls are designed and implemented on a proactive basis.

It also maintains an audit technology platform leveraging support from the information systems group as needed and coordinates the activities of external auditors including how best to leverage the work performed and results produced from Internal Audit's work.

The functions enable for the strengthening of legal institutional framework by enhancing prudent financial management

4.1.8 Strategy and Planning Division

The Strategic Planning Division is responsible for the development of BMA's development plans anchored on policy and consisting of term plans and implementation strategies. It coordinates the evaluation of the Academy's strategic plans for purposes of review or the preparation of successor strategic plans

The Division conducts research and data analysis to inform on the Academy's business decisions, defines the financial frameworks in order to conduct analyses and advises on advancement and growth. It assesses new business opportunities and potential impact and formulates strategic recommendations in response to changes in the Academic programmes.

It assesses the Academy's operational and strategic performance, aligns processes, resources-planning and department goals with overall strategy and provides support and insight into significant Academic programmes changes. It also facilitates strategic discussions and where necessary, manages strategic initiatives.

The functions facilitate the strengthening of a robust Policy and institutional framework.

4.1.9 Supply Chain Management Division

The Supply Chain Management Division is responsible for the development and interpretation of Supply Chain Management policies and manuals and for ensuring compliance of Procurement and Disposal Act 2015 and Regulations. It is also responsible for the issuance of guidelines on implementation and interpretation of the Public Procurement and Asset Disposal Act and its attendant regulations. Where necessary, the Division is supposed to initiate policy review on procedures, rules and regulations.

The Division is responsible for the introduction and application of modern inventory management techniques and approaches which include the use of e-Government Supply Chain Management strategies. The Division participates in negotiations in matters pertaining to Supply Chain Management and undertakes review of contract documents.

It prepares the Academy's procurement plans which are aligned to the procurement budget and undertakes oversight of the annual and quarterly stock taking process as required to ensure optimum stock levels are maintained.

The Division is obliged to ensure timely disclosure of information on procurement opportunities and tenders as well as publishing of tenders and maintenance of cordial supplier relationships.

It also manages procurement processes, risk analysis and mitigation, integrating, stock control, supplier evaluation and business intelligence. The Division also undertakes the preparation of statutory reports for submission to the Academy and National Treasury including.

The department contributes to key result areas by timely procurement of required resources for developing the physical infrastructure and equipping the facilities with modern equipment for internal capacity development.

4.2 Human Resource

Table 4.1: Provides a summary of the Staff establishment in the Academy according to the roles and responsibilities of each category.

Table 4-1: Summary of Staff Establishment

S/No.	Category	BMA Grade	Authorized Establishment	In Post	Variance
1.	Policy Makers (Director)	1	1	0	1
2.	Senior Managers (Deputy Directors)	2	7	0	7
3.	Technical Staff	3 - 6	128	0	128
4.	Operational/Support Staff (Middle Grades)	7 - 8	28	0	28
5.	Support Staff (Lower grades)	9 - 10	32	0	32
Total			196	0	196

Source: BMA

The Academy has an approved Human Resource Staff establishment of One hundred and ninety-six (196) that are needed to carry out the Departments' functions effectively. However, the Academy has been utilizing staff seconded/deployed from different Government Ministries and Department Agencies as at January, 2022 as follows:

- i. Kenya Ports Authority: Thirty-Seven (37);
- ii. Kenya Maritime Authority: One (1); and
- iii. State Department for Shipping and Maritime Six (6).

Analysing the above disposition of Forty-four (44) staff against the required One hundred and ninety-six (196), the indication is that the Academy is operating at 22.49% of its optimal staffing level. The staff deficit of One hundred and forty-nine (149), 64% are at technical levels; while Thirty-six (36%) are in the support services category. In this transition period, the Academy plans to progressively recruit staff in phases to address the deficit.

4.3 Financial Resource Requirements

4.3.1 Budget Estimates and Resource Requirements

Effective implementation of the strategic plan depends on the availability of the adequate resources.

To implement this strategic plan, BMA will mobilize adequate resources from the Government and development partners, while at the same time ensuring prudent management of available resources.

BMA will require approximately **Kshs. 7,136 billion** of which the Academy is expected to spend **Kshs. 2,140 billion** on Recurrent being **30 %** of the total budget.

4.3.2 Strategies for Resource Mobilization

In order to harness more resources from the Government and the Partners, the BMA will:

- i. Develop and implement a Resource Mobilization Strategy (Fund raising strategies);
- ii. Seek alternative revenue streams from both Commercial (Projects) Sources and Development Partners' support;
- iii. Lobby for more funding from the exchequer through the parent Ministry;
- iv. Concentrate its resources on the Plan priority areas for efficiency and effectiveness; and
- v. Ensure prudent resource management.

In implementing the Strategic Plan, the Academy shall strictly adhere to the guidelines stipulated in the Public Finance Management Act 2012, Public Procurement and Disposal Act 2015, Government Financial and Procurement Regulations, National Treasury Circulars and the Development Partners' Guidelines pertaining to utilization of resources.

The Academy will produce Annual Work Plans, Procurement Plans and Cash Flow Projections to ensure funds are allocated to planned priority programs and projects. Further, the Academy will implement the Government Policy on Transport in order to enhance efficiency with a view to cutting out wastage in this area.

4.4 Risk Management

Table 4-3 provides a summary of the range and types of risks the BMA anticipates during the implementation of this Strategic Plan and how the Academy intends to mitigate against the risks.

Table 4-2: Risks and Mitigation Measures

Risk	Category	Mitigation / Control
Inadequate Financial Resources	High	i. Lobby for additional financial resources.
		ii. Mapping of relevant Development Partners and preparation of Funding Proposal.
		i. Explore the possibility of utilizing Public Private Partnerships (PPPs) Framework in implementing key programmes and projects.
Incoherence in administrative structure	Medium	i. Stratification of key stakeholders and continuous lobbying.
		ii. Hold engagement meetings.
Non-integrated Institutional Legal Framework	High	Restructure the Institutional and Legal framework
Inadequate technical skills in Maritime Education and Training	High	i. Identify skills gap.
		ii. Enhance the capacity of BMA, by considering collaboration with other institutions.
		iii. Skills transfer from other institutions.
Inadequate Infrastructure	High	i. Upgrade existing viable training equipment and acquire own modern training equipment
		ii. Partner with other State Agencies and County Governments to

Risk	Category	Mitigation / Control
		share/develop required facilities
Conflicts associated with trans-boundary water resources use are likely to arise during implementation of planned programmes and projects leading to sub-optimal results.	Medium	Use of international and regional institutions, protocols, treaties and conventions e.g. South West Indian Ocean Fisheries Commission (SWIOFC), Indian Ocean Tuna Commission (IOTC), Western Indian Ocean Marine Science Association, East African Community, Lake Victoria Fisheries Organization (LVFO), The United Nations Convention on the Law of the Sea (UNCLOS), The Food and Agriculture Organization (FAO) Code of Conduct for Responsible Fisheries (CCRF)), FAO Voluntary Guidelines for Small Scale Fisheries; and development of management plans for trans-boundary water resources to resolve resource use conflicts within the countries.
Lack of capacity in national shipping lines to provide sea time for students	High	i. Facilitate the acquisition of vessels through long-term charters (Wet leases) and engage in pooled consortium through operational partnerships.
		ii. Negotiate and sign MOUs with foreign ship-owners to provide sea time for BMA students
Staff turnover	Medium	i. Implement rewards and sanctions policy.
		ii. Undertake a Training Needs Assessment (TNA), develop training projections and implement.
		iii. Continuous training of staff.
Slow adoption of ICT	Medium	i. Create a database.
		ii. Establish social media platforms.
		iii. Revamp the Academy web presence.

CHAPTER FIVE: MONITORING, EVALUATION AND REPORTING

5.1 Overview of Monitoring and Evaluation

In the implementation of a Strategic Plan, a Monitoring and Evaluation Framework is essential in order to continuously provide information to all levels of management on the progress in the achievement of results (planned Outputs and desired Outcomes).

The M&E also assists management in identifying the factors at play in the success or lack of it in performance of policies, programs, and projects. It further assists in generating the knowledge necessary for improvements in ongoing policy and programs.

The M&E is therefore an important and integral part of the management of BMA's performance in the implementation of this Strategic Plan.

5.2 Monitoring and Evaluation Framework

The M&E Framework includes the expected Outcomes (against each Strategic Objective and KRA), key performance indicators for measuring progress on these Outcomes, the baselines and targets for the midterm and end of Plan period. It obligates the Academy to go beyond Activities and Outputs and articulate the progress in the achievement of higher-level results.

5.3 Monitoring

Monitoring is an ongoing function that entails systematic collection of data on specified indicators to provide management and the main stakeholders on the extent of progress in implementation of policies, projects and programs and the achievement of objectives. This is the responsibility of the BMA's departments responsible for the various programs and projects to be monitored.

The required monitoring data is then aggregated by the designated Department and further consolidated for reporting to the BMA's Management by the BMA M&E Taskforce.

5.4 Evaluation

Evaluation is defined as a systematic and objective assessment of an ongoing or completed policy, program or project, including its design, implementation, and results. The primary aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact, and sustainability.

In addition, quality assurance will need to be undertaken by conducting Technical Audits to cover technical aspects of the projects being implemented.

The relevant programs and projects will be reviewed at Midterm to determine the extent to which their implementation is progressing according to Plan, and any areas that require management attention. The reviews may be internal or external. An end of period external (independent) evaluation will be conducted to assess the extent to which the Academy's objectives and targets have been achieved.

This will provide critical input for the formulation of the Academy's Masterplan and the subsequent Strategic Plans.

5.5 Data Collection

In the M&E monitoring, data collection will be an ongoing function by various BMA Departments and Units. Such data may be readily available from regular reports produced by the BMA or from other parties such as TVETA, KMA, KPA, and other entities in the Blue Economy Sector.

Production of some indicators may require sample surveys which would then need to be designed and conducted at appropriate times in order to capture representative data. It is the responsibility of the designated Department in the BMA to ensure that the data being collected is relevant, complete and of good quality so that valid conclusions can be drawn from the monitoring and evaluation processes.

5.6 Reporting

The ultimate responsibility for M&E to the Board rests with the CEO / Director, who will be compiling the Report and submit for consideration by the Board. The M&E will be performed by the Academy's M&E Committee composed of the Heads of Departments. The M&E reporting will be performed at all operational levels.

At the Board level, the objective will be to monitor implementation to ensure the set targets are met. Quarterly Review Meetings may be held between the Management and the Board.

The overall responsibility of overseeing implementation over the tenure of the Strategic Planning period is to be vested on the M&E Committee. The Committee shall continuously monitor and evaluate all strategies, initiatives and outcomes in order to advise on the implementation status as well as providing feasible Policy and Strategy Alternatives to enhance success in implementation. While the reporting may be more frequent according to the needs of the different managers, standard Quarterly reporting in line with Government Policy will be done.

On the frequency of reporting, each BMA department will produce its own Quarterly Reports, which will be submitted to the Committee for consolidation and submission to Management.

Annex I: Monitoring and Evaluation Framework

Key Results Area	Strategic Objectives	Outcomes	Key Performance Indicators
KRA 1: Maritime Skills Development	i. Develop Conversion Courses for Maritime Skills	Enhanced popularity of the BMA Prospectus	No of applicants for BMA courses
	ii. Develop/Review the MET Curriculum (Industry Driven Programmes)	BMA Graduation Alumni	Number of graduates by courses
	iii. Enhance students' advancement and placement	i. High subscription to BMA Courses ii. Stable access to funding for BMA students	No of students enrolled per course Proportion of BMA student fully funded
KRA 2: Internal Capacity Development	i. To develop Optimum Internal Human Resource Capacity	i. BMA Establishment	BMA Establishment Variances
		ii. BMA Teaching Staff	Ratio of tenured to total academic staff
		iii. Internal Staff Development.	No of academic staff on advanced training programmes
	ii. Develop Physical Infrastructure and equip the facilities with modern equipment	i. Decrease in expenditure on rental charges	% Annual decline in rental charges
		ii. Decrease in overcrowding in classrooms, halls of residence	Classrooms utilization rates
		iii. Decrease in waiting time for access to laboratories	Waiting time to access laboratory facilities
		iv. High availability of access to simulators	Waiting time to access simulator services
		v. High availability of internet access	Number of Wi-Fi Hotspots points on Campus
		vi. Increased availability of halls of residence	No of students accommodated in BMA residences
	iii. Enhance Financial Stability	BMA capacity to provide student funding through grants increases	Percentage of students obtaining funding to complete their studies
iv. Develop Knowledge Management Systems	BMA attains a regional and global status as a Maritime Knowledge Center	No of books, research papers produced and published	
To promote Research and	i. Expanded BMA Research Network	No of research personnel and collaborations	

Key Results Area	Strategic Objectives	Outcomes	Key Performance Indicators
KRA 3: Research, Innovation and Development	Development in the Blue Economy	ii. Increase in national and regional research reports and publications	No of research outputs
		iii. Improved and equipped products, services and methods	Number of research outputs adopted by industry
KRA 4: Industry Linkages	Enhance Industry Linkages	i. Increase in places available for students' industrial attachments	Number of industrial attachments per year
		ii. Increase in opportunities for employment of BMA graduates	No of graduates employed through trough BMA direct placements per year
KRA 5: Policy, Legal, Regulatory and Institutional Framework	Strengthen Policy, Legal and Institutional Framework	i. BMA structured as a corporate entity	All Legal and Corporate Instruments in place
		ii. BMA structured Governance System in place	BMA Board Members and Committees appointed
	Review the Organizational Structure and Other Human Resource Instruments	i. Robust Organisational Structure	BMA Organogram comprises all necessary Units to fully function
		ii. BMA Internal Governance Rules	Administrative, Financial and Procurement Rules

ANNEX II: IMPLEMENTATION MATRIX

Strategy	Programme/ Project/ Activity	Expected Output	Output Indicators	Baseline (2019/20)	Reporting Schedule	Target for 5 years	Target					Budget (KShs. Million)					Responsible/ Lead Dept.	Sources of Funds	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5			
Key Result Area 1: Maritime Skills Development																			
Strategic Objective 1: Develop Conversion Courses for Maritime Skills																			
Map out maritime skills gaps for conversion	Carry out skills gap analysis for conversion courses	Convertible courses identified	No. of convertible courses	Nil	Bi- annually	1	1	0	0	0	0	10	2	2	2	0	MET	GOK	
	Undertake training on convertible courses	Students trained	No of students	Nil	Annual	590		50	100	150	200	10	20	15	40	0	MET	GOK	
Sub-Total												20	22	17	42	0			
Strategic Objective 2: Develop/Review the MET Curriculum (Industry Driven Programmes)																			
Review, Development and/or adoption of Curricula	Review/develop/adopt/Cur ricula relevant to the industry	Curricula reviewed/ developed/ adopted	No of curricula	10	Quarterly	100	40	20	20	10	10	20	10	10	5	5	MET	GOK	
Establish the skill gaps in other Blue Economy area	Develop strategy paper	Strategy Paper	Strategy paper	Nil	Yearly		1					10	0	0	0	0	R&D	GOK	
Develop <i>Vijana Baharia</i> Programme	Develop strategy paper	Strategy Paper	Strategy paper	Nil	Yearly	1						10	0	0	0	0	R&D	GOK	
Sub-Total												40	10	10	5	5			
Strategic Objective 3: Enhance students advancement and placement																			
Develop student's advancement and placement frameworks	Develop a students' Advancement and Placement Policy and Procedures	Policy and Procedures prepared	No. of Policies and Procedures	Nil	Yearly	1	1					20	0	0	0	0	A&P	GOK	
	Develop and implement framework for placement locally and outside (shipping companies, shipyards, ports and terminals)	Framework on students' placement developed	Framework on students' placement	Nil	Yearly	1	1						10	0	0	0	0	A&P	GOK
		Students on placement	No. of students		Yearly	500	100	100	100	100	100	10	10	10	10	10	A&P	GOK	
	Development of training collaboration frameworks with other training institutions	Training collaboration frameworks	No. of collaboratio n frameworks	Nil	Yearly	20	10	5	5				10	5	5	5	5	A&P	GOK
	Development of	Framework on	No of	Nil	Yearly	2	5	2	1	1	1	15	5	5	5	5	A&P	GOK	

Strategy	Programme/ Project/ Activity	Expected Output	Output Indicators	Baseline (2019/20)	Reporting Schedule	Target for 5 years	Target					Budget (KShs. Million)					Responsible/ Lead Dept.	Sources of Funds	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5			
	framework for sea-time training	sea time training	frameworks																
		Students on sea-time training	No. of students	Nil	Quarterly	500	100	100	100	100	100	5	1	1	1	1	A&P	GOK	
Develop a Marketing and Branding system for BMA	Develop a BMA Marketing and Branding Strategy	Marketing and Branding Strategy prepared and approved	BMA Marketing/ Branding Strategy	Nil	Yearly	1	1					5.0	0	0	0	0	Corporate Services	GOK	
	Undertake Publicity activities	Publicity activities undertaken	Number of Publicity fora	Nil	Quarterly	20	4	4	4	4	4	2.0	2.0	2.0	2.0	2.0	Corporate Services	GOK	
Sub-Total												77	23	23	23	23			
Key Result Area 2: Internal Capacity Development																			
Strategic Objective 1: To Develop Optimum Internal Human Resource Capacity																			
Recruitment of BMA Staff	Recruitment of staff for BMA	Staff Recruited	No of staff	Nil	Yearly	196	39	39	78	20	20	40	80	120	160	180	MET Corporate Services		
Staff Development	Development of training programmes	Training programmes prepared	No of staff members trained	Nil	Quarterly	196	39	39	78	20	20	1.95	1.95	3.9	1	1	Corporate Services	GOK	
	Induction, Exchange programmes and Training of Trainers	Induction and exchange programmes developed	No of programs conducted	Nil	Quarterly	10	2	2	2	2	2	10	10	10	10	10	Corporate Services	GOK	
		Trainers trained	No of trainers trained	Nil	Yearly	117	40	30	20	17	10	3	3	2	2	2	Corporate Services	GOK	
Development of Staff exchange programmes with relevant institutions	Development of staff exchange programmes	MOUs signed	No of MOUs s	None	Yearly	5	1	1	1	1	1	2.0	2.0	2.0	2.0	2.0	Corporate Services	GOK	
Development of Staff retention schemes	Establishment of incentives for staff	Incentives for staff instituted	No of incentive schemes		Yearly	4	4					50	0	0	0	0	Corporate Services	GOK	
	Enhancement of Staff	Staff welfare	Number of		Yearly	2		2				0	10	0	0	0	Corporate	GOK	

Strategy	Programme/ Project/ Activity	Expected Output	Output Indicators	Baseline (2019/20)	Reporting Schedule	Target for 5 years	Target					Budget (KShs. Million)					Responsible/ Lead Dept.	Sources of Funds
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
	welfare	schemes developed	welfare schemes														Services	
Sub-Total												107.0	106.95	137.9	175.0	195.0		
Strategic Objective 2: Develop Physical Infrastructure and provide equipment																		
Establishment of infrastructure and facilities	Construction of the BMA Maritime Complex (Phase 1)	Maritime Complex built	% completion	Nil	Quarterly	100	20	45	75	100		180	100	100	98.8	0.0	Corporate Services	GOK
	Construction of Nautical and Marine Engineering workshops	Workshops built	% completion	Nil	Quarterly	100	100					56.4	0	0	0	0.0	Corporate Services	GOK
	Construction of accommodation facilities	2 Three Storey Hostels	% completion	Concept Note	Quarterly	100	25	50	75	100		200	200	300	268.3	0.0	Corporate Services	GOK
	Construction of indoor recreation facilities	Recreation facilities constructed	No of recreation facilities	Nil	Quarterly	5	5					2		0	0	0.0	Corporate Services	GOK
Provision of modern plant and equipment for training purposes	Procurement of Bridge Ship Simulators	Full Mission Bridge Ship Simulators procured	Number of Bridge simulators	Nil	Quarterly	1		1				0	250	0	0	0.0	Corporate Services	GOK
	Procurement of Engine room Ship Simulators	Engine room ship simulators procured	Number of Engine room simulators	Nil	Quarterly	1		1				0	250	0	0	0.0	Corporate Services	GOK
	Procurement of Port Operations Equipment Simulators	Port Equipment simulators procured	Number of Port Equipment simulators	Nil	Quarterly	1		1				0	250	0	0	0.0	Corporate Services	GOK
	Procurement of port operations equipment	Port operations equipment procured	No of equipment delivered	Nil	Quarterly	1		1				0	56.5	0	0	0.0	Corporate Services	GOK
	Acquisition of Training a Vessel	Training Ships acquired	No. of ships	Nil	Yearly	1		1				0	1,500	0	0	0.0	Corporate Services	GOK
Provision of modern ICT infrastructure	Network/ Security/IP Telephony/ CCTV Infrastructure/ Biometric	Independent Network Infrastructure installed	% completion	Nil	Quarterly	100	50	50				25	25	0	0	0.0	Corporate Services	GoK

Strategy	Programme/ Project/ Activity	Expected Output	Output Indicators	Baseline (2019/20)	Reporting Schedule	Target for 5 years	Target					Budget (KShs. Million)					Responsible/ Lead Dept.	Sources of Funds	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5			
that supports virtual learning	Business Automation/ ERP/Office365/LMS/E- Board/Library System)	Business processes Automated/ Systems upgraded	% completion	Nil	Quarterly	100	60	40				40	20	0	0	0.0	Corporate Services	GOK	
	Procurement of ICT Equipment	ICT Equipment procured by category	No of ICT equipment	Nil	Quarterly	5	3	2				40	30	0	0	0.0	Corporate Services	GOK	
	Simulator Software	Bridge Simulator Software. VBS3 Simulator Updated	Simulator with Kilindini Channel and updated software	Nil	Quarterly	2		1	1				0	15	15	0	0.0	Corporate Services	GOK
	Establish a data Centre/ Server/Storage Infrastructure	Secure and New Data Centre established	Commisio ned Data Centre	Nil	Quarterly	1	1						30	0	0	0	0.0	Corporate Services	GOK
	ICT Labs and Certification Testing Centre	Testing Centre Established	Commisio ned Testing Centre	Nil	Quarterly	1	1						30	0	0	0	0.0	Corporate Services	GOK
Establishment of firefighting Training Centre	Construction of a Ship fire Training Station	Ship fire Training Station constructed	% completion	Nil	Quarterly	100						0	130	0	0	0.0	Corporate Services	GOK	
Establishment of Survival Training Centre	Construction of Survival Training Centre	Survival Training Centre constructed	% completion	Nil	Quarterly	100		25	75	100		0	200	200	127.2	0.0	Corporate Services	GOK	
Land Acquisition for BMA expansion	Acquire 50 acres of Land for Expansion	Land acquired	Ownership documents	Nil	Quarterly	1			1			0	0	600	0	0.0	Corporate Services	GOK	
Establishment of Satellite Campuses	Establishment of campuses	Satellite Campuses established	No.	Nil	Yearly	1				1		0	0	0	500.0	0.0	Corporate Services	GOK	
Sub-Total												603.4	3,026.5	1,215	1,094.3	0.0			

Strategy	Programme/ Project/ Activity	Expected Output	Output Indicators	Baseline (2019/20)	Reporting Schedule	Target for 5 years	Target					Budget (KShs. Million)					Responsible/ Lead Dept.	Sources of Funds
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
Strategic Objective 3: Enhance Financial Stability																		
Development of BMA Long- and Medium-term investment Plans	Preparation of BMA 30-Year Master Plan	30 Year Master Plan prepared and approved	BMA 30-Year Masterplan	Nil	Quarterly	1	1					15	0	0	0	0.0	Corporate Services	GOK
	Preparation of Five- Year BMA Business Plan	Business Plan prepared	Approved Business Plan	Nil	Quarterly	1	1					5	0	0	0	0.0	Corporate Services	GOK
	Development of a BMA Financial and Investment Strategy	Financial and Investment Strategy prepared	Financial and Investment Strategy	Nil	Quarterly	1	1					5	0	0	0	0.0	Corporate Services	GOK
Resource mobilisation	Establishment of a resource mobilization strategy	Resource mobilization Strategy developed	Resource mobilization strategy	Nil	Quarterly	1	1					5	0	0	0	0.0	Corporate Services	GOK
BMA marketing/branding	Develop and implement a BMA marketing/branding strategy	Marketing strategy	Approved strategy	Nil	Yearly	1			1					0.5			Corporate Services	GOK
Sub-Total												30	0	0.5	0	0.0		
Strategic Objective 4: Establish Knowledge Management Systems																		
Establishment of a knowledge management system	Carry out data and information Needs analysis	Data and information Needs analysis carried out	Reports	Nil	Yearly	1	1					0	0	0	0	0	Corporate Services	GOK
	Development of a knowledge management system	Knowledge management system developed	% of completion	Nil	Quarterly	100	50	50				2.5	2.5	0	0	0	Corporate Services	GOK
Sub-Total												2.5	2.5	0	0	0		
Key Result Area 3: Research, Innovation and Development																		
Strategic Objective: Promote Research and Development in the Blue Economy																		
Development of a MET Research Framework	Establishment of a MET Research Framework	MET Research Framework developed	Research Framework Document	Nil	Quarterly	1				1		0	0	0	20		R&D	GOK

Strategy	Programme/ Project/ Activity	Expected Output	Output Indicators	Baseline (2019/20)	Reporting Schedule	Target for 5 years	Target					Budget (KShs. Million)					Responsible/ Lead Dept.	Sources of Funds
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
Periodic development of Maritime skills demand/supply (Market) analysis	Undertaking of training needs assessment	Training needs identified	TNA Report	Nil	Yearly	1	1					5	0	0	0	0	R&D	GOK
Development of innovations in MET	Mapping out the innovation and technology in place	Innovation and technology in place mapped out	Survey Report	Nil	Yearly	1				1	0	0	0	3	0	R&D	GOK	
	Establishment of incentives for innovation and technology mechanism for MET	Incentives for innovation and technology mechanism for MET established	Report	Nil	Yearly	1		1			0	0	3	0	0	R&D	GOK	
	Establishment of innovation reward system	Innovation reward system established	Reward System Report	Nil	Yearly	1				1	0	0	0	3	0	R&D	GOK	
Establishment of a framework for funding of research	Preparation of a framework for funding of research and development	Framework developed	No of Frameworks	Nil	Quarterly	1		1			0	5.0	0	0	0	R&D	GOK	
Collaboration with other training and research institutions	Development of collaborations with other training and research institutions	MOUs signed	No. of MOUs	Nil	Quarterly	4		1	1	1	1	0	2.0	2.0	2.0	2.0	RED	GOK
Digitalization of the Information Resource Centre	Digitalization of the Information Resource Centre	Information Resource Centre digitised	Number of reference documents digitised	Nil	Yearly	1	1					20	0	0	0	0	R&D	GOK
Sub-Total												25.0	7.0	5.0	28.0	2.0		
Key Result Area 4: Industry Linkages																		
Strategic Objective: Enhance Industry Linkages																		
Development of	Establishing a framework	Frameworks	Number of	Nil	Yearly	2	2	2	2	2	2	1.5	1.5	1.5	1.5	1.5	Legal	GOK

Strategy	Programme/ Project/ Activity	Expected Output	Output Indicators	Baseline (2019/20)	Reporting Schedule	Target for 5 years	Target					Budget (KShs. Million)					Responsible / Lead Dept.	Sources of Funds
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
partnerships / collaborations with industry on advancement in ship yards, ship construction, vessel and port operations and research, innovation, technology transfer	for partnerships and collaborations	established	frameworks															
Development of industry linkages	Mapping out the industry players and their skills	Industry players and their skills mapped out	No. of Reports	Nil	Quarterly	2	1			1		5	0	0	5	0	Legal	GOK
Collaboration with other institutions for access of training facilities	Establishment of collaboration with other training institutions	Collaborations established with related training activities	No of MOUs signed	Nil				1				0	0	0	0	0	AP	GOK
Sub-Total												6.5	1.5	1.5	6.5	1.5		
Key Result Area 5: Policy, Legal and Institutional Framework																		
Strategic Objective: Strengthen Policy, Legal and Institutional Framework																		
Drafting of the BMA Bill	Preparation of BMA Bill	BMA Bill prepared	BMA Bill	Nil	Quarterly	1	1					5.0	0	0	0	0	Legal	GOK
Development of Policies/ Guidelines	Development of BMA Financial Policies and Procedures	Financial Policies and Procedures prepared	Financial Policies and Procedures		Quarterly	1	1					5.0	0	0	0	0	Corporate Services	GOK
	Development of BMA Audit and Risk Management Procedures	Audit and Risk Management Procedures developed	Audit and Risk Management Procedures		Quarterly							0	3.0	2.0	0	0	Corporate Services	GOK
	Development of a BMA Corruption Prevention Policy	BMA Corruption Prevention	Corruption Prevention Policy		Quarterly								3.0	0	0	0	Corporate Services	GOK

Strategy	Programme/ Project/ Activity	Expected Output	Output Indicators	Baseline (2019/20)	Reporting Schedule	Target for 5 years	Target					Budget (KShs. Million)					Responsible/ Lead Dept.	Sources of Funds
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
		Policy prepared																
	Development of BMA Equality, Diversity and Inclusion Policy	Equality, Diversity/ Inclusion Policy prepared	Equality, Diversity/ Inclusion Policy		Quarterly	1	1					3.0	0	0	0	0	Corporate Services	GOK
	Development of a Corporate Social Responsibility Policy	Corporate Social Responsibility Policy developed	Corporate Social Responsibility Policy		Quarterly	1				1	0	0	0	0	1.0	Corporate Services	GOK	
	Preparation of Corporate ICT Policy	BMA ICT Policy prepared	ICT Policy		Quarterly	1	1				1.0	0	0	0	0	Corporate Services	GOK	
Development of BMA Assets and Data Management System	Preparation of a BMA Asset Disposal Policy	BMA Asset Disposal Policy prepared	Asset Disposal Policy	None	Quarterly	1	1				2.0	0	0	0	0	Corporate Services	GOK	
	Preparation of a BMA Documents, Records Retention and Data Protection Policy	Documents, Records Retention and Data Protection Policy prepared	Documents, Records Retention and Data Protection Policy	None	Quarterly	1	1				2.0	0	0	0	0	Corporate Services	GOK	
Development of organisational Safety and Health Regulations	Preparation of BMA Safety and Health Regulations	BMA Safety and Health Regulations	Safety and Regulations document		Quarterly	1	1				10	0	0	0	0	Corporate Services	GOK	
Sub-Total											31	3	2	0	1			
Grand Total											919.9	3,202.45	1,411.9	1,373.8	227.5			

MARITIME EDUCATION AND TRAINING DEPARTMENT FIVE YEAR PROJECTIONS

No.	Course Title	Frequency Per Year	Expected Target/Projected Numbers in One Year	Expected Target/Projected Numbers in Five Years
1.	Diploma in Nautical Science	1	24	120
2.	Diploma in Marine Engineering	1	24	120
3.	Craft Certificate in Marine Engineering	1	24	120
4.	Craft Certificate in Nautical Science	1	24	120
5.	Coxswains Course III	6	144	720
6.	Coxswains Course II	3	72	360
7.	Coxswains Course I	2	48	240
8.	Efficient Deck Hand and AB Certificate	2	48	240
9.	Translation Deck/Engine Course	2	48	240
10.	Ship Security Officer Course	3	72	360
11.	Survival Craft Course	3	72	360
12.	Medical Care Course	3	72	360
13.	Advanced Fire Fighting Course	3	72	360
STCW Courses:				
14.	Fire Prevention and Fire Fighting	48	1152	5760
15.	Elementary First Aid	48	1152	5760
16.	Personal Survival Techniques	48	1152	5760
17.	Personal Safety & Social Responsibility	48	1152	5760
18.	Mandatory STCW Basic Safety Courses (Re-validation)	12	288	1440
19.	Mandatory STCW Basic Safety Course	48	1152	5760
20.	Ratings forming part of Engineering or Deck Watch	3	72	360
21.	Ship Security Awareness	3	72	360
22.	AB Certificate Course	3	72	360

No.	Course Title	Frequency Per Year	Expected Target/Projected Numbers in One Year	Expected Target/Projected Numbers in Five Years
23.	Officer in Charge of Navigational Watch on Ships Less than 500 GT Engaged on Near Coastal Voyage	1	24	120
24.	Rating Deck STCW A-II/4 and Rating Engine STCW A-III/4	1	24	120
25.	Rating Forming Part of an Engineering Watch	1	24	120
26.	Electronics, Hydraulic & Pneumatic Systems	3	72	360
27.	Commercial Diving Course	3	72	360
28.	Officer in Charge of Navigational Watch on Ships Less than 500 GT Engaged on Near Coastal Voyage)	1	24	120
29.	Officer In Charge of A Navigational Watch on Ships Less than 500 GT Engaged on Near Coastal Voyages	1	24	120
30.	Welding and Metal Fabrication (Gas Welding) I,II,III	2	48	240
31.	Welding and Metal Fabrication (Arc Welding) I,II,III	2	48	240
32.	Electrical Installation I, II, III	2	48	240
33.	Machinist I, II, III	2	48	240
34.	Carpentry and Joinery I, II, III	2	48	240
35.	Painting and Sign Writing	2	48	240
36.	Motor Vehicle Mechanic I, II, III	2	48	240
37.	General Fitter Course Grade III,II,I	2	48	240
38.	Solar Technology T1,T2	2	48	240
39.	Computer Aided Machining Level 1, II	2	48	240
40.	AutoCAD 2D, 3D	2	48	240
41.	Industrial Safety	2	48	240
42.	Plumbing Grade I, II, III	2	48	240
43.	Refrigeration and Air Conditioning Grade I,II,III	2	48	240
44.	Permanent Way Key Men Grade I, II, III	2	48	240

Annex IV

MARITIME TRANSPORT OPERATIONS AND TRAINING DEPARTMENT FIVE YEAR PROJECTIONS

No	Course	Frequency Per Year	Expected Target/Projected Numbers in Five Years
1.	Diploma in Maritime Transport Logistics	1	150
2.	Craft in Maritime Transport Logistics	1	150
3.	Forklift Driving Course	6	720
4.	Terminal Tractor Course	3	360
5.	Reach Stacker Course	3	360
6.	Winch /Harbour Crane Course	2	240
7.	Gantry Crane Course	2	240
8.	Port Operations Clerical Course	4	480
9.	Port Operations Course	4	480
10.	Health Safety and Environment Induction Course (HSE)	6	600
11.	Occupational First Aid Course	6	600
12.	Handling of Hazardous Cargo	6	600
13.	Fire Wardens	6	600
14.	Introduction to Container Terminal Operations	3	300
15.	Supervision of Container Terminal Operations	3	300
16.	Container Operations Planning	3	300
17.	Safe Container Handling	3	300
18.	Improvement of Port Performance (IPP/UNCTAD)-General Cargo Operations	1	120
19.	Improvement of Port Performance (IPP/ILO)-Container Terminal Operations	1	120
20.	Computer Skills	2	200
21.	Customer Care	4	400
22.	Supervisory Development Programme I	3	300

No	Course	Frequency Per Year	Expected Target/Projected Numbers in Five Years
23.	Supervisory Development Programme II	2	200
24.	Management Development Programme I	3	300
25.	Management Development Programme II	2	200
26.	Entrepreneurship	2	200
27.	Communication Skills and Report Writing	2	200
28.	E-Records Management Course	3	300
29.	Employee Relations	1	100
30.	Public Service Integrity Programme	2	200
31.	Training of Trainers	2	200
	TOTAL	92	9820

