KENYA MARINE AND FISHERIES RESEARCH INSTITUTE

GRADING, ORGANIZATION STRUCTURE AND STAFF ESTABLISHMENT

FEBRUARY 2021

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1.0 BACKGROUND

Kenya Marine and Fisheries Research Institute (KMFRI) is a State Corporation established in 1979 by the Science and Technology Act, Cap 250 of the Laws of Kenya, now repealed by the Science, Technology and Innovation Act No. 28 of 2013: The STI ACT recognized KMFRI as a national research institution under section 56, fourth schedule, KMFRI's mandate is to undertake research in marine and freshwater fisheries, aquaculture, environmental and ecological studies, and in marine research including chemical and physical oceanography, in order to provide scientific data and information for sustainable fisheries resources and development of the Blue Economy.

1.1 Functions of The Institute

The functions of KMFRI as stipulated under section 14 of the Science and Technology Act Cap 250 now repealed and affirmed under section 53 of the STI ACT 2013 is to:

i) Carry out research in
   a. Marine and freshwater fisheries,
   b. Aquatic Biology including environmental and ecological studies
   c. Marine research including chemical and physical oceanography
ii) Co-operate with other organizations and institutions of higher learning in training programmes and on matters of relevant research;
iii) Liaise with other research bodies within and outside Kenya carrying out similar research;
iv) Disseminate research findings;
v) Co-operate with the responsible Ministry, the Council and the relevant Research Committee, in matters pertaining to research policies and priorities;
vi) to do all such things as appear to be necessary, desirable or expedient to carry out its functions.

To address emerging trends in the blue economy, other Government development agenda, and emerging issues, KMFRI will carry out research, disseminate research findings, and build capacity in the blue economy or other related areas.

1.2 Organization of The Institute

The Institute is organized into two (2) tiers which comprise governance (Board of Management) and management.

a) Governance Structure

This comprise the Board as established under section 15 (1) of the Science and Technology Act and as revised in 2009 and as amended under section 53 of the Science, Technology and Innovation (STI) Act No.28 of 2013. The Board is the supreme decision-making organ of the Institute.

b) Management Structure

The management is responsible for the day to day operations of the Institute. The Director General provides stewardship to the management team. In order to execute its mandate effectively the Institute is structured from the office of the Director into various Directorates, Departments, Divisions and Sections as shown in Figure 1.

1.3 Grading Structure

The Institute's grading structure ranges from KMFRI 1 for Director General which the highest grade to KMFRI 12 for Office Assistant which is the lowest grade in the Institute's Career Guidelines.

Entry into the Institute grading structure will be determined by requisite basic academic and professional qualifications, and experience for appointment to the various grades/levels as indicated in the table overleaf.

Table 1 Summary of The Grading Structure

Grade	Designation: Support / Administrative	Designation: Technical
KMFRI 1	Director General / Chief Executive Officer	
KMFRI 2	Director	Director Senior Chief Research Scientist Emeritus
KMFRI 3	Deputy Director Manager	Chief Research Scientist Chief Laboratory Analyst Deputy Director, Laboratory Services Chief Marine Captain
KMFRI 4	Assistant Director Deputy Manager	Principal Research Scientist Principal Laboratory Analyst Assistant Director, Laboratory Services Senior Principal Marine Captain
KMFRI 5	Principal Officer	Senior Research Scientist Principal Laboratory Analyst Principal Marine Captain Principal GIS and Remote Sensing Officer
KMFRI 6	Senior Officer	Research Scientist Senior Laboratory Analyst Senior Marine Captain Senior GIS and Remote Sensing Officer
KMFRI 7	Officer Principal Assistant Officer	Assistant Research Scientist Laboratory Analyst Principal Laboratory Technologist Principal Gear Technologist

Grade	Designation: Support / Administrative	Designation: Technical
		GIS and Remote Sensing Officer Marine Captain First Mate
KMFRI 8	Senior Assistant Officer Principal Driver Principal Artisan	Senior Laboratory Technologists Senior Gear Technologist Principal Laboratory Technician Principal Coxswain Second Mate
KMFRI 9	Assistant Officer Senior Driver Senior Artisan	Laboratory Technologists Gear Technologist Senior Laboratory Technician Senior Coxswain Third Mate
KMFRI 10	Principal Office Assistant Driver Artisan Senior Cook Senior Waiter	Laboratory Technician Principal Diver Bosun Principal Field Assistant Coxswain
KMFRI 11	Senior Office Assistant Cook Waiter	Able Seaman Senior Diver Senior Field Assistant
KMFRI 12	Office Assistant	Ordinary Seaman Diver Field Assistant

Table 2: KMFRI Grading Structure

S/N	Functional Area	Designation	KMFRI Grade	Equivalent Civil Service Grade*	Basic Qualifications
1.	Executive	Director General	01	U	• Bachelor's Degree in Natural Resources Sciences or equivalent qualification;

					• Master's Degree in a Related Area or any other related Scientific fields; • Doctorate in Natural Resources/Social Sciences or equivalent qualification; • Professional qualification and membership to a professional body; • Leadership course lasting not less than four (4) weeks (cumulative) / corporate governance course; • At least fifteen (15) years' relevant work experience; • At least eight (8) years relevant experience in senior management in the private or public sector; • Published a minimum of 15 peer-reviewed publications in ISI – indexed journals, or 15 relevant book chapters of international standards with at least 9 as first author at the level of Chief Research Scientist or Research Director or equivalent position in the public or private sector. • Led the development of at least three large project proposal that have been funded. • Proficiency in computer applications; and • Meets the requirements of Chapter Six of the Constitution of Kenya.

2	Directorate	Technical: Director	02	T	• Bachelor's degree in Natural Resources / Social Sciences or its equivalent qualification; • Master's Degree in Natural Resources / Social Sciences or its equivalent qualification; • Doctorate in Natural Resources /Social Sciences or its equivalent qualification; • Professional qualification and membership to a professional body where applicable; • Leadership course lasting not less four (4) weeks (cumulative) / Corporate Governance course; • At least twelve (12) years relevant work experience; • At least five (5) years relevant experience in management; • Published at least 14 peer-reviewed publications in ISI – indexed journals / book chapters of which at least eight (8) are as first author from the latest date of promotion. • Led the development of at least three large project proposal that have been funded. • Proficiency in computer application; and • Meets the requirements of Chapter Six of the Constitution of Kenya.
		Senior Chief Research Scientist Emeritus			Based on Emeritus Policy
		Support:			• Master's Degree in a relevant Social Science or its equivalent qualification;

		Director			• Relevant Professional qualification and membership; • Valid practicing license where applicable; • Leadership course lasting not less than four (4) weeks / Corporate governance course; • At least twelve (12) years relevant work experience; • At least five (5) years relevant experience in senior management; • Proficiency in computer applications; and • Meets the requirements of Chapter Six of the Constitution of Kenya.
3	Department	**Technical:** Chief Research Scientist	03	S	• Bachelor's degree in Natural Resources Sciences or its equivalent qualification; • Master's Degree in Natural Resources Sciences or other related Scientific fields; • Doctorate in Natural Resources Sciences or its equivalent qualification; • Professional qualification and membership to professional body; • Management course lasting not less than four (4) weeks (cumulative); • At least ten (10) years relevant work experience; • At least three (3) years relevant experience in senior management; • Published a minimum of 12 peer-reviewed publications in ISI – indexed journals with at least 6 first

					authorship as a Principal Research Scientist or a comparable position. • Meets the requirements of Chapter six of the Constitution of Kenya.
		Support: Deputy Director.			• Bachelor's Degree in a relevant Social Science or its equivalent qualification; • Master's Degree in a relevant Social Science or its equivalent qualification; • Certified practitioner; • Professional qualification and membership to a professional body; • Leadership course lasting not less than four (4) weeks (cumulative); • At least ten (10) years relevant work experience, at least three (3) of which must be in senior management; • Computer Literacy; and • Fulfil the requirements of Chapter Six of the Constitution of Kenya.
4	Division	**Technical:** Principal Research Scientist	04	R	• Bachelor's Degree in any Natural Science • Master's Degree in a related field; • Doctorate in Natural Resources Sciences or its equivalent qualification; • Published a minimum of 9 peer-reviewed publications in ISI – indexed journals with at least 3 first authorship as a Senior Research Scientist or a comparable position. • Evidence of funds development / research funds attraction as co / principal in a large project as a senior research scientist or equivalent position.

					• At least eight (8) years relevant work experience, three (3) of which must have been in a supervisory role in public service or private sector • Certificate in Negotiation or Persuasion Skills Course lasting not less than two (2) weeks from a recognized institution; • Certificate in Resource Mobilization & Partnership Development course lasting not less than two (2) weeks from a recognized institution; • Management course lasting not less than four (4) weeks from a recognized institution; • Proficiency in computer applications; and • Meets the requirements of Chapter Six of the Constitution of Kenya.
		Support: Assistant Director			• Bachelor's Degree in a relevant Social Science recognized institution; • Master's Degree in a relevant field; • At least eight (8) years relevant work experience, three (3) of which must have been in a supervisory position in the public or private sector; • Member of a relevant professional body in good standing; • Management course lasting not less than four (4) weeks from a recognized institution; • Proficiency in computer applications; • Meets the requirements of Chapter Six of the Constitution

5	Section	**Technical:** Senior Research Scientist	05	P	• Bachelor's degree in Natural Resource/Social Sciences or its equivalent qualification; • A Master's degree in Natural Resource/Social Sciences or its equivalent qualification; • At least six (6) years relevant work experience, three (3) of which must be as a Research Scientist; • Professional qualification and membership; • Published a minimum of 5 peer-reviewed publications in ISI – indexed journals with at least 2 first authorship as a Research Scientist or a comparable position. • Supervisory course lasting not less than two (2) weeks; • Computer Literacy; and • Meets the requirements of Chapter Six of the Constitution of Kenya.
		Support: Principal Officer			• At least six (6) years relevant experience three in which must be supervisory. • Bachelor's degree in a relevant field; • Supervisory course lasting not less than two (2) weeks; • Professional qualification and membership where applicable; • Computer Literacy; and • Meets the requirements of Chapter Six of the Constitution of Kenya.

6	Unit	**Technical:** Research Scientist	06	N	• At least three (3) years relevant work experience; • Bachelor's degree in Natural Resource / Social Sciences or its equivalent qualification; • Professional qualification and membership; • Published a minimum of 2 peer-reviewed publications in ISI – indexed journals. • Proficiency in computer applications; and • Meets the requirements of Chapter Six of the Constitution of Kenya.
		Support: Senior Officer			• Bachelor's degree in a relevant field; • At least three (3) years relevant experience; • Professional qualification and membership where applicable; • Computer Literacy; and • Meets the requirements of Chapter Six of the Constitution of Kenya.
7	Operations	**Technical** Assistant Research Scientist	07	L	• K.C.S.E C+(Plus) or equivalent • Bachelor's degree in Natural Resources / Social Sciences or its equivalent qualification. • Proficiency in computer applications; and • Fulfill the requirements of Chapter Six of the Constitution of Kenya.
		Support Services Officer			• Bachelor's degree in a relevant field; • K.C.S. E C+(Plus) or any other relevant field • Proficiency in computer applications; and

					• Meets the requirements of Chapter Six of the Constitution
		Principal Assistant Officer Principal Laboratory Technologist Principal Engineering Technicians			• At least 6 years relevant working experience • Diploma / Group Certificate • KCSE Certificate (C-) • Proficiency in Computer Applications • Meet the requirements of chapter 6 of the constitution Or • Higher National Diploma with 5 years relevant working experience. • KCSE Certificate (C-) • Proficiency in Computer Applications • Meet the requirements of chapter 6 of the constitution
8		Principal Laboratory Technician	08	K	• At least 6 years relevant working experience • Form four certificate (D+) • Craft Certificate. • Meet the requirements of chapter 6 of the constitution
		Senior Assistant Officer Senior Laboratory Technologist Senior Engineering Technicians			• At least 3 years relevant working experience • Diploma / Group Certificate • KCSE Certificate (C-) • Proficiency in Computer Applications • Meet the requirements of chapter 6 of the constitution Or • Higher National Diploma with 2 years relevant working experience. • KCSE Certificate (C-)

					• Proficiency in Computer Applications • Meet the requirements of chapter 6 of the constitution
9		Assistant Officer Laboratory Technologist Engineering Technicians	09	J	• Diploma / Group Certificate • KCSE Certificate (C-) • Proficiency in Computer Applications • Meet the requirements of chapter 6 of the constitution
		Senior Laboratory Technician			• At least 3 years relevant working experience • Form four certificate (D+) • Craft Certificate. • Meet the requirements of chapter 6 of the constitution
		Principal Driver			• At least 6 years relevant working experience • Form four certificate (D+) • Craft Certificate • Meet the requirements of chapter 6 of the constitution
		Principal Artisan			• At least 6 years relevant working experience • Professional certificate • Meet the requirements of chapter 6 of the constitution
10		Principal Office Assistant Principal Field Assistant	10	H	• At least 6 years relevant working experience • Form four certificate (D) • Meet the requirements of chapter 6 of the constitution

		Senior Driver			• At least 3 years relevant working experience • Professional certificate • Meet the requirements of chapter 6 of the constitution
		Senior Artisan			• At least 3 years relevant working experience • Form four certificate (D+) • Craft Certificate • Meet the requirements of chapter 6 of the constitution
		Principal Diver Bosun			• At least 6 years relevant working experience • Proficiency Certificate • Meet the requirements of chapter 6 of the constitution
		Laboratory Technician			• Form four certificate (D+) • Craft Certificate. • Meet the requirements of chapter 6 of the constitution
11		Senior Office Assistant. Senior Field Assistant.	11	G	• At least 3 years relevant working experience. • Form four certificate (D). • Meet the requirements of chapter 6 of the constitution
		Driver			• At least 1 years relevant working experience. • Professional Certificate. • Meet the requirements of chapter 6 of the constitution
		Artisans			• Form four certificate (D+) • Craft Certificate • Meet the requirements of chapter 6 of the constitution
		Senior Diver Able Seaman			• At least 3 years relevant working experience • Proficiency Certificate

					• Meet the requirements of chapter 6 of the constitution
12		Office Assistant Field Assistant	12	F	• Form four certificate (D) • Meet the requirements of chapter 6 of the constitution
		Diver Ordinary Seaman			• Proficiency Certificate • Meet the requirements of chapter 6 of the constitution

* For Purposes of Allowance Only

2.0 ORGANIZATIONAL STRUCTURE

The Organizational Structure has been developed with an aim to achieve the following;

i) To maximize the efficiency and success of the Institute;

ii) Facilitate working relationships with various sections of the Institute; and

iii) Retain order and command whilst promoting flexibility and creativity.

2.1 Kenya Marine and Research Institute Structure

The Management of the Institute is vested in the Board of Directors who provide policy and oversight while the day to day operations are delegated to the Director General. The Institute is organized into eight (8) Directorates and one department as indicated below;

2.1.1 Directorates

i) Oceans and Coastal Systems and the Blue Economy Research

ii) Freshwater Systems Research

iii) Aquaculture Research

iv) Socioeconomics Research

v) Corporate Services;

vi) Strategy, Partnerships, and Resource Mobilization Directorate;

vii) Corporation Secretary and Directorate of Legal Services; and

viii) Internal Audit.

2.1.2 DEPARTMENTS

i) Supply Chain Management.

The Internal Auditor reports functionally to the Board and administratively to the Director while the Corporation Secretary reports functionally to the Director and administratively to the Board.

KMFRI Organization Structure is as indicated in Figure: 1 below:

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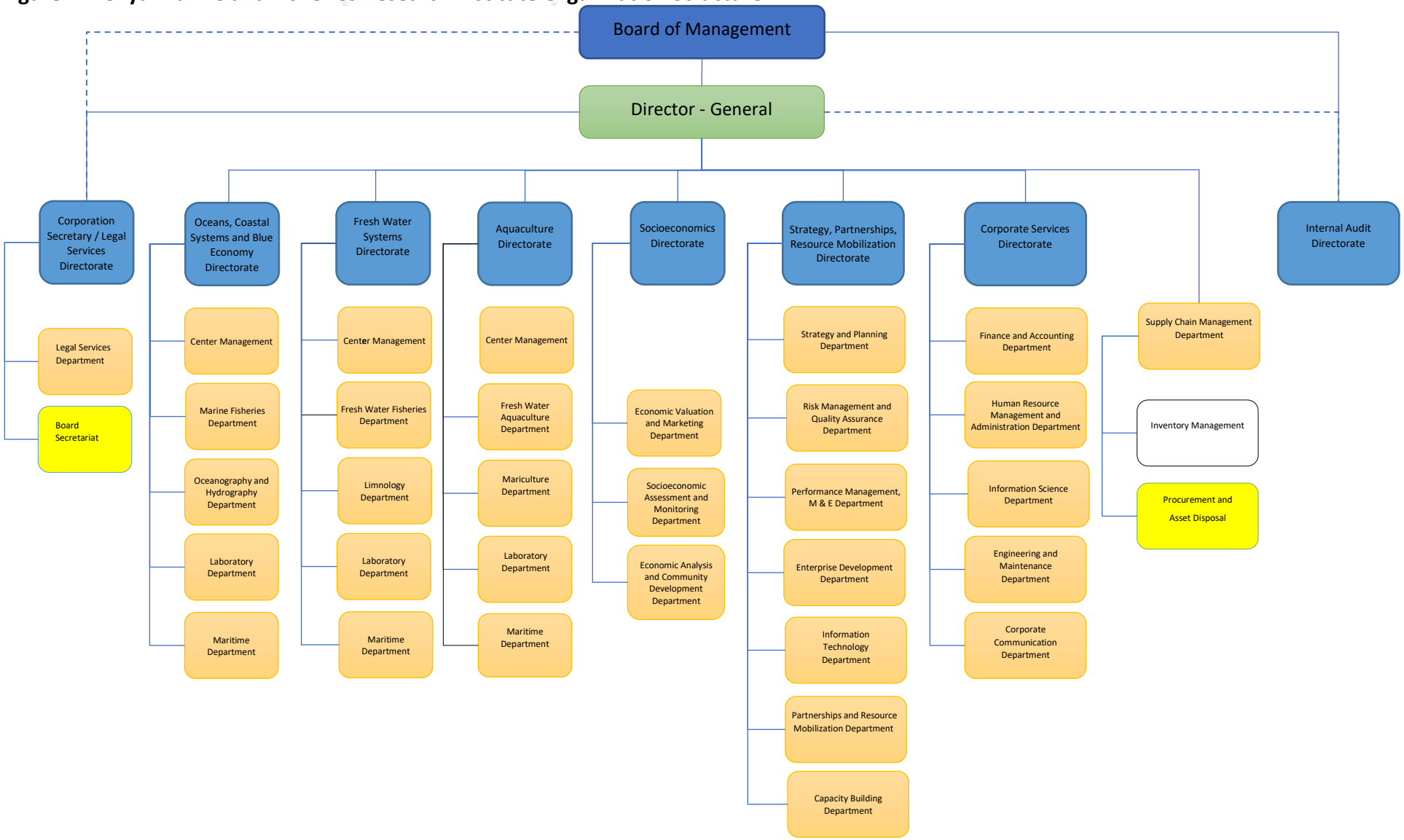
Figure 1: Kenya Marine and Fisheries Research Institute Organization Structure



3.0 FUNCTIONAL STAFFING OF THE KENYA MARINE AND FISHERIES RESEARCH INSTITUTE

1.0 Office of Director General

A. Rationale

The office of the Director General is established pursuant to section 14 of the Science and Technology Act Cap 250 and as explained under section 53 of the Science, Technology and Innovations Act No. 28 of 2013. The office of the Director General is the topmost management position in the organization. The holder is the Chief Executive Officer of the institute. The office is responsible for day to day operations of the Institute, and ensuring achievement of the mandate, objectives and strategies of the institute, formulation of policies, prudent management of resources including financial and human resources, and implementation of the Board of Management decisions and enhancing the corporate image of the institute.

B. Functions

The office of the Chief Executive Officer is responsible for the following functions:

i. Advising the Board of Management on all policies and strategies related to Marine and Fisheries research.

ii. Responsible for the day to day operations of the institute.

iii. Provide leadership to senior management and staff.

iv. Prepare the annual budgets and establish proper internal controls.

v. Responsible for the execution and communication of the Boards strategies, decision and policies.

vi. Develop and recommend to the Board of Management the annual business plans for the organization.

vii. Ensure that the organization has an effective management structure including succession plans.

viii. Ensure that all Board papers are accurately written, are relevant and are availed to the Board members in good time.

ix. Serve as the link between the Board of Management and the Management.

x. Be responsible for the achievement of the objectives of the organization.

xi. Put in place effective administrative structures, processes and systems.

xii. Provide regular, thorough and prompt communication to the Board of Management on key technical financial and administrative matters.

xiii. Responsible for stakeholder management and the enhancement of the corporate image of the organization.

xiv. Fostering a corporate culture that promotes ethical practices and good corporate citizenship.

xv. Ensuring corporate compliance with all statutory, legal social regulatory requirements in the execution of the institute mandate

xvi. Serve as the Secretary to the Board of Management.

xvii. The principal spokesperson of the organization.

C. Staffing

To carry out the above mandate the Office of the Director General will be staffed as follows:

Table 1: Staff Establishment for the Office of the Director-General.

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
1.	Director General	1	1	
2.	Personal Assistant*	-	-	
3.	Principal Office Administrator	5	1	
4.	Office Administrator / Senior	7 / 6		
5.	Principal Office Assistant	10	2	
6.	Principal Driver	9	5	
	Total		**9**	

**The Personal Assistant shall be deployed from the existing pool of Research Scientists in the Institute, but not below KMFRI grade 5.*

2.0 Directorate of Oceans & Coastal Systems and Blue Economy Research

A. Rationale

The Directorate of Oceans & Coastal Systems and Blue Economy (OCS & BE) Research is established pursuant to section 14 of the Science and Technology Act Cap 250 and the repeals and transitional provisions in section 47 of the Science Technology and Innovation Act (STI) No. 28 of 2013. The Directorate undertakes fisheries, environmental, ecological, chemical and physical oceanographic research in the marine and coastal environment in order to generate knowledge for the sustainable management and development of the Blue Economy resources for enhanced socio-economic benefits to Kenyans.

B. Functions

The Directorate is responsible for the following key functions:

i. Advising the management on policies and strategies related to oceans and coastal systems research and development and the Blue Economy;

ii. Lead in the development and reviews of internal policies related to oceans and coastal research and the Blue Economy;

iii. Advising the management on research bodies, institutions of higher learning, county governments, public and private agencies within and outside Kenya on issues of collaboration and partnership;

iv. Advising the management on linkages with other research bodies and institutions of higher learning, county governments, public and private agencies within and outside Kenya to enhance technology and knowledge transfer;

v. Participates in the development of national strategies, guidelines and regulations for marine resources conservation and management and the Blue Economy;

vi. Developing guidelines and regulations for planning and implementation of research in OCS&BE;

vii. Guiding research planning, implementation and monitoring under: Marine and Coastal Fisheries and Oceanography and Hydrography.

viii. Developing linkages with the other directorates in the development and implementation of multi-disciplinary research in Oceans and Coastal Systems and the Blue Economy.

ix. Conducting outreach services for research findings in Oceans and Coastal Systems and the Blue Economy through various channels to the public, institutions of higher learning and other research institutions locally and internationally to increase KMFRI's visibility.

x. Developing policies that guide the process of publication of scientific manuscripts on Oceans and Coastal Systems and the Blue Economy.

xi. Mobilizing resources for research and development in Oceans and Coastal Systems and the Blue Economy.

C. Staffing

To carry out the above mandate, the Director's office will be staffed as follows.

Table 1: Staff Establishment for the Office of the Director, Oceans and Coastal Systems and Blue Economy Research

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
1.	Director, Oceans and Coastal Systems and Blue Economy Research	2	1	
2.	Personal Assistant*	-	-	
3.	Senior Chief Research Scientist Emeritus	2	1	
4.	Principal Assistant Office Administrator	7	1	
5.	Assistant Office Administrator / Senior	9 / 8		
6.	Principal Office Assistant	10	1	
	Total		**4**	

**The Personal Assistant shall be deployed from the existing pool of Research Scientists in the Institute, but not below KMFRI grade 5.*

The Directorate of OCS consists of the following five (5) Departments:

i. Marine and Coastal Fisheries

ii. Oceanography and Hydrography

iii. Research Centres

iv. Laboratory Services

v. Maritime Services

The rationale, functions and staffing for the five (5) OCS Departments are as indicated below:

1. **Marine and Coastal Fisheries Research**
   Marine and Coastal Fisheries Research department provides competent scientific information and data on the sustainable management of marine and coastal fishery resources. The Department is also responsible for inventorying and assessment of fish stocks: their spatial and temporal abundance and distribution, fish ecology and biology, and population dynamics.

2. **Oceanography and Hydrography**
   The Oceanography and Hydrography Research department conducts research on sustainable use and protection of aquatic resources in order to provide scientific data and information for sustainable management and development of the Blue Economy resources for enhanced socio-economic benefits to Kenyans.

3. **Research Centres**
   Research centers co-ordinate research implementation to meet the needs of OCS&BE research. This includes the coordination of technical functions including laboratory, maritime and GIS & remote sensing services.

4. **Laboratory Services**
   The Department provides technical services in field and laboratory for OCS&BE research directorates' programmes.

5. **Maritime Services**
   The Department provides maritime technical services in field for OCS&BE research programmes.

1. Marine and Coastal Fisheries Research

a. Rationale

The Department arises from the mandate of the directorate of Oceans and Coastal Systems and Blue Economy Research to undertake marine and coastal fisheries research in order to provide scientific data and information for sustainable management and development of the Blue Economy resources for enhanced socio-economic benefits to Kenyans.

b. Functions

The Department is responsible for the following key functions:

i. Mobilizing funds for marine and coastal fisheries research

ii. Undertaking research activities in Marine & Coastal Fisheries and the Blue Economy in order to generate data to inform the investing in and development of blue economy

iii. Developing linkages in multidisciplinary research in Marine and Coastal Fisheries.

iv. Disseminating of marine & coastal fisheries and the Blue Economy research findings in local, national and international conferences to create awareness for sustainable utilization of marine resources.

v. Positioning KMFRI as a regional marine & coastal fisheries and Blue Economy research hub.

vi. Capacity building for the institute's stakeholders (communities, students on attachment and internship) in the areas of marine and coastal fisheries and the Blue Economy.

c. Staffing

To carry out the above mandate the Department will be staffed as follows.

Table 2: Staff Establishment for Marine and Coastal Fisheries Department

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
	Mombasa			
1.	Chief Research Scientist	3	2	1) Blue Economy, 1) Marine and Coastal Fisheries
2.	Principal Research Scientist	4	2	Post-harvest losses and stock assessment (1); Fish genetics (1)
3.	Senior Research Scientist	5	2	Post-harvest losses and stock assessment (1); and Fish genetics and Fish ecology (1)
4.	Assistant Research Scientist/Research Scientist	7 / 6	4	
5.	Principal Assistant Office Administrator	7	1	
6.	Assistant Office Administrator / Senior	9 / 8		
	Sub Total		**11**	
	Shimoni (NAMARET)			
1.	Principal Research Scientist	4	2	Fish ecology and Fish Genetics
2.	Senior Research Scientist	5	2	Artisanal Stock Assessment (1), Fish ecology (1)
3.	Assistant Research Scientist/Research Scientist	7 / 6	2	
	Sub Total		**6**	
	Lamu			

1.	Senior Research Scientist	5	1	Artisanal stock assessment (1)
2.	Assistant Research Scientist/Research Scientist	7 / 6	1	
	Sub Total		**2**	
	Total		**19**	

2. Oceanography and Hydrography

a) Rationale

The Department arises from the mandate of the Directorate to undertake environmental, ecological, chemical and physical oceanographic research in order to provide scientific data and information for sustainable management and development of the Blue Economy resources for enhanced socio-economic benefits to Kenyans.

b) Functions.

The Department is responsible for the following key functions:

i. Mobilizing funds for oceanography and hydrography research;

ii. Undertaking research activities in oceanography and hydrography in order to generate knowledge on processes that modify water movement, water & seabed resources, climate, weather and related economic activities;

iii. Developing linkages for multidisciplinary research in oceanography and hydrography;

iv. Disseminating of oceanography and hydrography research findings in local, national and international conferences to create awareness for sustainable utilization of marine resources.

v. Positioning KMFRI as a regional oceanography and hydrography research hub.

vi. Capacity building for the institute's stakeholders (communities, students on attachment and internship) in the areas of oceanography and hydrology.

c) Staffing

To carry out the above mandate the Department will be staffed as follows.

Table 3: Staff Establishment for Oceanography and Hydrography Department

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
Mombasa				
1.	Chief Research Scientist	3	1	
2.	Principal Research Scientist	4	2	Physical oceanography (1), Chemical oceanography (1)

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
3.	Senior Research Scientist	5	2	Physical oceanography (1), Chemical oceanography (1)
4.	Assistant Research Scientist/Research Scientist	7 / 6	4	
5.	Principal Assistant Office Administrator	7	1	
6.	Assistant Office Administrator / Senior	9 / 8		
	Sub Total		**10**	
Shimoni (NAMARET)				
1.	Chief Research Scientist	3	1	Nearshore & deep water ecology
2.	Principal Research Scientist	4	2	Nearshore & deep water ecology
3.	Senior Research Scientist	5	3	Nearshore & deep water ecology
4.	Assistant Research Scientist / Research Scientist	7 / 6	2	
	Sub Total		**8**	
Lamu				
1.	Senior Research Scientist	5	1	Nearshore & deep water ecology
2.	Assistant Research Scientist / Research Scientist	7 / 6	1	
3.	Principal Assistant Office Administrator	7	1	
4.	Assistant Office Administrator / Senior	9 / 8		
	Sub Total		**3**	
	Total		**21**	

3. Research Centers

a) Rationale

The Oceans and Coastal Systems and Blue Economy research centers are established to facilitate research and any other related activities in the coastal and marine environment. There are two research centers namely Mombasa Research Center, the Lamu Research Center and Gazi Research Center. The two centers and sub-centre will also provide research facilities for the other directorates when need arises.

b) Functions

The key functions of the Centers are:

i. Advising the management on policies, strategies and programmes for enhancing the capacity to support research function including emerging technologies;

ii. Evaluate and make inventory of research needs in liaison with respective Directorates (i.e Coastal and Ocean Systems& BE, Freshwater systems, Aquaculture and socio economics)

iii. Provide technical and administrative support services for research activities;

iv. Collaborative sharing of technical services with other Research Centers and other institutions

v. Enhancing capacity in expertise areas within the center;

vi. Infrastructure development in the technical services (laboratory, maritime and GIS equipment);

vii. Promoting the center as a research facility hub.

viii. Mobilizing resources to finance research activities.

c) Staffing

To carry out the above functions, centers are staffed as follows.

Table 4: Staff Establishment for Centers

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
	Mombasa			
1.	Chief Research Scientist	3	1	
2.	Principal Information Communication Officer	5	1	
3.	Principal Accountant	5	1	
4.	Accountant / Senior	7 / 6	1	
5.	Corporate Communication and Public Relations Officer / Senior	7 / 6	1	
6.	Principal Assistant Accountant	7	2	
7.	Assistant Accountant / Senior	9 / 8		
8.	Administration Officer / Senior	7 / 6	1	
9.	Principal Artisan	9	3	
10.	Artisan / Senior	11 / 10		
11.	Principal Customer Care Assistant	9	1	
12.	Customer Care Assistant / Senior	11/10		
13.	Principal Driver		3	
14.	Driver / Senior	11 / 10	7	
15.	Principal Engineering Technician	7	1	
16.	Engineering Technician / Senior	9 / 8		
17.	Principal GIS and Remote Sensing Officer	5	1	
18.	Human Resource Management Officer / Senior	7 / 6	1	
19.	Principal Assistant Human Resource Management Officer	7	1	
20.	Assistant Human Resource Management Officer / Senior	9 / 8		
21.	Principal Assistant Office Administrator	7	1	
22.	Assistant Office Administrator / Senior	9 / 8		
23.	Principal Office Assistant	10	2	
24.	Principal Assistant Records Management Officer	7	2	
25.	Assistant Records Management Officer / Senior	9 / 8		
	Subtotal		**31**	

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
Lamu				
1.	Senior Research Scientist	5	1	
2.	Principal Assistant Accountant	7	1	
3.	Assistant Accountant / Senior	9 / 8		
4.	Engineering Technician / Senior	9 / 8	1	
5.	Principal Artisan	9	1	
6.	Artisan / Senior	11 / 10		
	Principal Assistant Office Administrator	7	1	
7.	Assistant Office Administrator / Senior	9 / 8		
8.	Principal Office Assistant / Senior	12 / 11	1	
	Sub Total		**6**	
Gazi				
1.	Senior Research Scientist	5	1	
2.	Principal Assistant Office Administrator	7	1	
3.	Assistant Office Administrator / Senior	9 / 8		
4.	Principal Office Assistant	10	1	
	Sub Total		**3**	
	Total		**40**	

2. Laboratory Services

a) Rationale

The department arises from the mandate of the Directorate of Oceans and Coastal Systems and the Blue Economy to undertake to undertake research in marine and coastal fisheries, environmental and ecological studies, and marine research including chemical and physical oceanography in order to provide scientific data and information for sustainable development of the Blue Economy.

b) Functions

The key functions of the Laboratory Services Department are:

i. Providing laboratory technical services for Oceans and Coastal Systems and the Blue Economy research.

ii. Ensuring the availability and functionality of equipment in order to generate reliable data for OCS&BE and Aquaculture Directorates

iii. Formulating and implementing laboratory quality control procedures

iv. Formulating and implementing good laboratory practices;

v. Implementing capacity building for the institute's stakeholders (communities, students on attachment and internship) in the areas of laboratory services.

vi. Ensuring safe laboratory waste disposal and risk assessment in accordance with existing national regulations.

vii. Providing technical advice to management on bio-security matters.

viii. Ensuring proper implementation of laboratory operating standards (ISO 17025) in order to generate accurate and reliable data.

c) Staffing

To carry out the above functions, the Laboratory Services Department is staffed as follows.

Table 5: Staff Establishment for OCS&BE Laboratory Department

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
Mombasa				
1.	Deputy Director, Laboratory Services	3	1	
2.	Assistant Director, Laboratory Services	4	1	
3.	Laboratory Analyst / Senior	7 / 6	6	
4.	Principal Laboratory Technologist	7	11	
5.	Laboratory Technologist / Senior	9 / 8	1	
6.	Principal Laboratory Technician	10	3	
7.	Laboratory Technician / Senior	10/9	7	
8.	Principal Field Assistant	10	15	Assisting in labs to support lab practice
9.	Senior Field Assistant	11	10	Will be assisting in hatchery, ponds, raceways &12 laboratories in the center
10.	Field Assistant	12	6	Field Assistants will be deployed at the fish landing beaches to collect fish landing data
	Subtotal		**61**	
Gazi				
1.	Laboratory Analyst / Senior	7 / 6	2	SLA is in charge
2.	Laboratory Technician / Senior	10 / 9	1	
3.	Principal Field Assistant	10	5	
4.	Field Assistant / Senior	12 / 11	1	

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
	Subtotal		**9**	
Lamu				
1.	Laboratory Analyst / Senior	7 / 6	0	SLA is in charge
2.	Laboratory Technologist / Senior	9 / 8	1	
3.	Laboratory Technician / Senior	10 / 9	1	
4.	Principal Field Assistant	10	4	
5.	Field Assistant / Senior	12 / 11	2	
	Subtotal		**8**	
	TOTAL		**78**	

4. Maritime Services

a) Rationale

The department arises from the mandate of the directorate to undertake research in marine and coastal fisheries, environmental and ecological studies, and marine research including chemical and physical oceanography in order to provide scientific data and information for sustainable development of the Blue Economy. The department will provide maritime services to all the directorates at Mombasa Center.

b) Functions

The key functions of the Maritime Services Department are:

i. Implementing vessel based research activities in consultation with research scientists on-board.

ii. Providing technical advice on maritime affairs to research scientists.

iii. Ensuring safe pilotage, navigation and manning of the institute's research vessels;

iv. Ensuring compliance with the standards, rules, regulations, procedures and practices pertaining to maritime;

v. Ensuring prevention of marine pollution and preservation of marine environment from oil emptying and garbage disposal by KMFRI vessels into navigable water bodies;

vi. Promoting and developing the design of environmentally friendly fishing gears;

vii. Maintaining, repairing and servicing all the institute's research vessels

viii. Establishing, maintaining and rendering an efficient and effective research service in the institute.

ix. Deployment and retrieval of Scientific Gear and Equipment;

x. Underwater photography

d) Staffing

To effectively carry out the above functions, the Department of Maritime Services will be staffed as follows.

Table 6: Staff Establishment for OCS&BE Maritime Department

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
	Mombasa			
1.	Captain / Senior	7 / 6	1	
2.	First Mate	7	2	
3.	Third Mate / Second Mate	9 / 8		
4.	Principal Coxswain	8	2	
5.	Coxswain / Senior	10 / 9	1	
6.	Bosun	10	5	
7.	Ordinary Seaman / Able Seaman	12 / 11	1	
8.	Principal Diver	10	2	
9.	Diver / Senior	12	2	
10.	Gear Technologist / Senior	9 / 8	1	
	Subtotal		**17**	
Lamu				
1.	Principal Coxswain	8	1	
2.	Senior Coxswain	9		
3.	Coxswain	10		
4.	Principal Diver	10	1	
5.	Senior Diver	11	2	
6.	Diver	12		
7.	Ordinary Seaman / Able Seaman	12 / 11	2	
	Subtotal		**6**	
	Shimoni (NAMARET)			
1.	Captain / Senior	7 / 6	1	
2.	First Mate	7	2	
3.	Third Mate / Second Mate	9 / 8		
4.	Principal Coxswain	8	2	
5.	Coxswain / Senior	10 / 9	1	
6.	Bosun	10	3	
7.	Ordinary Seaman / Able Seaman	12 / 11	1	
8.	Principal Diver	10	2	
9.	Senior Diver	11	2	
10.	Diver	12		
	Subtotal		**14**	
	Total		**37**	

3.0 Directorate of Freshwater Systems Research

A. Rationale

The Directorate of Freshwater Systems research is established pursuant to section 14 of the Science and Technology Act Cap 250 and the repeals and transitional provisions in section 47 of the Science

Technology and Innovation Act (STI) No. 28 of 2013. The directorate carries out research in freshwater systems in Kenya's lakes, rivers, and wetlands to generate knowledge for the sustainable management and development of the Blue Economy resources for enhanced socio-economic benefits to Kenyans.

B. Functions

The directorate is responsible for the following key functions:

i. Advising the management on policies and strategies related to freshwater systems research and development

ii. Spearheading the development and reviews of policies, strategies and programs for freshwater systems research

iii. Advising the management on research bodies, institutions of higher learning, county governments, public and private agencies within and outside Kenya on issues of collaboration and partnership in freshwater systems research

iv. Advising the management on linkages with other research bodies and institutions of higher learning, county governments, public and private agencies within and outside Kenya to enhance technology and knowledge transfer in freshwater systems research

v. Developing national strategies, guidelines and regulations for freshwater systems resources conservation and management in liaison with relevant agencies.

vi. Developing guidelines and regulations for research planning and implementation in freshwater systems research

vii. Conducting research planning, implementation and monitoring under freshwater fisheries research and limnology research.

viii. Providing linkages with the other directorates in the development and implementation of multi-disciplinary research.

ix. Disseminating research findings and promotes the outreach of freshwater systems programmes through various channels to the public, institutions of higher learning and other research institutions locally and internationally to increase KMFRI's visibility.

x. Developing and implementation of policies to guide approval of scientific manuscripts for publication in freshwater systems research.

xi. Mobilizing resources for research and development in freshwater systems directorate.

C. Staffing

To carry out the above mandate the Freshwater Systems Research Directorate will be staffed as follows.

Table 1: Staff Establishment for the Office of the Director, Freshwater Systems Research

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks

1.	Director, Freshwater Systems Research	2	1	
2.	Personal Assistant*	-	-	
3.	Senior Chief Research Scientist Emeritus	2	1	
4.	Principal Assistant Office Administrator	7	1	
5.	Assistant Office Administrator / Senior	9 / 8		
6.	Principal Office Assistant	10	1	
	Subtotal		**4**	

**The Personal Assistant shall be deployed from the existing pool of Research Scientists in the Institute, but not below level KMFRI grade 5.*

The Directorate of Freshwater Systems consists of the following five (5) Departments

1. **Freshwater Fisheries Research Department**
   The freshwater fisheries department provides competent scientific information and data on the sustainable management of freshwater fishery resources through ecosystem approach. The Department is responsible for inventorying and assessment of fish stocks: their spatial and temporal abundance and distribution, fish ecology, biology, and population dynamics. The department also conduct post-harvest and value addition fisheries research.

2. **Limnology Research Department**
   This Department cover all inland water systems by investigating biodiversity in the freshwater systems and use landscape limnology in the conservation of aquatic biodiversity.

3. **Research Centres**
   The department co-ordinates research implementation to meet the needs of freshwater systems. It also provides the technical services to freshwater systems which include laboratory and maritime services.

4. **Laboratory Services**
   The Department provides technical services in field and laboratory for freshwater systems research programmes.

5. **Maritime Services**
   The Department provides maritime technical services in field for freshwater systems research programmes.

The rationale, functions and staffing for the five (5) freshwater systems Departments are as indicated below

1. Freshwater Fisheries

a) Rationale

The Department arises from the mandate of Freshwater Systems Research Directorate to undertake research in freshwater fisheries in order to provide scientific data and information for the sustainable use

and management of the freshwater fisheries resources to support economic development and food security.

b) Functions

The Department is responsible for the following key functions:

i. Mobilizing funds for freshwater fisheries research

ii. Undertaking research activities in freshwater Fisheries in to generate data to inform the management

iii. Developing linkages in multidisciplinary research in freshwater fisheries.

iv. Disseminating of fisheries research findings in local, national, and international conferences to create awareness and forge research linkages for sustainable utilization of freshwater resources.

v. Positioning KMFRI as a regional freshwater fisheries research hub in the national, regional, and international meetings.

vi. Developing the capacity of the institute's stakeholders (communities, students on attachment and internship) in the areas of freshwater fisheries.

c) Staffing

To carry out the above mandate the department will be staffed as follows.

Table 2: Staff Establishment for Freshwater Fisheries Research Department

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
	Kisumu			
1.	Chief Research Scientist	3	2	1 in charge of the center, Fish biology, and Stock assessment 1 for fish post-harvest & quality
2.	Principal Research Scientist	4	3	1 for Fish biology, 1 for fish Stock assessment 1 for fish post-harvest & quality
3.	Senior Research Scientist	5	2	1 for fish biology 1 for fish post-harvest & quality

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
	Kisumu			
4.	Assistant Research Scientist/ Research Scientist	7/6	3	1 for fish stock assessment 1 for fish post-harvest & quality
	Subtotal		**10**	
	Baringo			
1	Principal Research Scientist	4	1	One as station coordinator.
2	Senior Research Scientist	5	2	1 For Stock assessment 1 For fish biology
3	Assistant Research Scientist /Research Scientist	7/6	1	For Stock assessment /Fish biology
4	Principal Assistant Office Administrator	7	0	In charge of the station.
5	Assistant Office Administrator / Senior	9 / 8		
	Subtotal		**4**	
	Turkana			
1	Principal Research Scientists	4	1	
2	Senior Research Scientist	5	1	For post-harvest and quality
3	Assistant Research Scientist / Research Scientist	6	2	1 for stock assessment 1 for fish biology
	Subtotal		**4**	
	Naivasha			
1	Principal Research Scientist	4	1	As station coordinator.
2	Senior Research Scientist	5	1	In charge of Fish stock assessment
3	Research Scientist	6	1	In charge of fish biology
4	Assistant Research Scientist	7	1	In charge of fish stock assessment
	Subtotal		**4**	
	Total		**22**	

2. Limnology Research Department

a) Rationale

The Limnology Research Department exists to provide leadership in development and implementation of institute's research mandate in regard to limnology research in inland centres/stations by initiating,

planning and implementing research activities under limnology to promote sustainable use and management of fisheries resources to support economic development and food security. This is achieved through observation, analyzing environmental data and identifying demand driven research areas to generate solutions that lead to sustainable environmental management.

b) Functions

The department is responsible for the following key functions:

i. Mobilizing funds for freshwater limnology research
ii. Undertaking research activities in freshwater limnology in to generate data to inform the management.
iii. Developing linkages in multidisciplinary research in freshwater limnology research.
iv. Disseminating of freshwater limnology research findings in local, national and international conferences to create awareness and forge research linkages for sustainable utilization of freshwater resources.
v. Positioning KMFRI as a regional freshwater limnology research hub in the national, regional and international meetings
vi. Developing the capacity of the institute's stakeholders (communities, students on attachment and internship) in the areas of freshwater limnology research.

c) Staffing

To carry out the above mandate the department will be staffed as follows.

Table 3: Staff Establishment for the Limnology Research Department

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
	Kisumu			
1	Chief Research Scientist	3	2	1 for Water quality, 1 for flora/fauna & geology
2	Principal Research Scientist	4	2	1 for water quality 1 for flora/fauna & geology
3	Senior Research Scientist	5	2	1 for Water quality, 1 for flora/fauna & geology
4	Assistant Research Scientist / Research Scientist	7 / 6	3	2 for Water quality, 1 for flora/fauna & geology
	Sub-total		**9**	
	Baringo			

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
1	Principal research scientist	4	1	In charge of research in the station
2	Senior Research Scientist	5	1	For water quality
4	Assistant Research Scientist / Research Scientist	7 / 6	1	For water quality
5	Principal Assistant Office Administrator	7	1	
6	Assistant Office Administrator / Senior	9 / 8		
	Subtotal		**4**	
	Turkana			
1	Principal research scientist	4	1	
2	Senior Research Scientist	5	1	1 for flora/fauna and geology
3	Assistant Research Scientist / Research Scientist	7 / 6	1	1 for water quality
	Sub-total		**3**	
	Naivasha			
1	Principal research Scientist	4	1	1 to man water quality, 1 for flora/fauna & geology.
2	Senior Research Scientist	5	1	For Flora/fauna & geology
3	Assistant Research Scientist / Research Scientist	7 / 6	2	1 for flora/fauna & geology; 1 For water quality
	Sub-total		**4**	
	Grand total		**20**	

3. Research Centres

a) Rationale

The Freshwater Systems Research Centres are established to facilitate research and any other related activities in freshwater and wetland environments. There are two (2) research centers namely: Kisumu and Naivasha, and two (2) research stations namely: Baringo and Turkana under the Freshwater Systems Research directorate. Baringo station will also cater for aquaculture directorate when there is need.

b) Functions

The key functions of the research centres are:

i. Advising management on policies, strategies and programs for enhancing the capacity to support research function; including emerging technologies.

ii. Providing technical and administrative support services for research activities.

iii. Evaluating and making inventory of research needs in liaison with respective Directors (i.e. Freshwater fisheries and Limnology research).

iv. Collaborative sharing of technical services with other Research Centers and other institutions

v. Ensuring Security of centers facilities and resources.

vi. Coordinating capacity building in critical areas in maritime and laboratory.

vii. Infrastructure development in the technical services (laboratory and maritime).

viii. Outreaching to stakeholders on the facilities that are available at the centre.

c) Staffing

To carry out the above functions, Centers will be staffed as follows:

Table 4: Staff Establishment for Freshwater Systems Research Centers

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
	Kisumu			
1.	Chief Research Scientist	3	1	In charge of centre
2.	Assistant Director, Finance and Accounting	4	1	
3.	Accountant / Senior	7 / 6	1	
4.	Principal Assistant Accountant	7	2	
5.	Assistant Accountant / Senior	9 / 8		
6.	Principal Information Communication Technology	5	1	
7.	Supply Chain Management Officer / Senior	7 / 6	1	
8.	Principal Assistant Supply Chain Management	7	2	
9.	Assistant Supply Chain Management Officer / Senior	9 / 8	1	
10.	Administration Officer / Senior	7 / 6	1	
11.	Principal Human Resource Management	5	1	
12.	Human Resource Management Officer / Senior	7 / 6		
13.	Principal Engineering Technician	7	1	
14.	Engineering Technician / Senior	9 / 8		
15.	Principal Artisan	9	1	
16.	Artisan / Senior	11 / 10	2	
17.	GIS and Remote Sensing Officer / Senior	9 / 8	1	
18.	ICT Officer / Senior	7 / 6	1	
19.	Assistant Security Officer / Senior	9 / 8	1	
20.	Corporate Communications Officer / Senior	7 / 6	1	
21.	Principal Assistant Corporate Communications Officer	7	1	
22.	Assistant Corporate Communications Officer / Senior	9 / 8		
23.	Principal Customer Care Assistant	9	1	
24.	Customer Care Assistant / Senior	11 / 10		
25.	Principal Driver	9	2	
26.	Driver / Senior	11 / 10	6	

27.	Principal Assistant Records Management Officer	7	1	
28.	Assistant Records Management Officer / Senior	9 / 8	1	
29.	Principal Office Assistant	10	2	
30.	Assistant Office Administrator/Senior	9 / 8	1	
	Sub-totals		**35**	
	Naivasha			
1.	Principal Research Scientist	4	1	In charge of station
2.	Accountant / Senior	7 / 6	1	
3.	Principal Assistant Accountant	7	2	
4.	Assistant Accountant / Senior	9 / 8		
5.	Artisan / Senior	11 / 10	1	
1.	Driver / Senior	11 / 10	1	
2.	Engineering Technician / Senior	9 / 8	1	
3.	Human Resource Management Officer / Senior	7 / 6	1	
4.	Assistant ICT Officer / Senior	9 / 8	1	
5.	Principal Assistant Office Administrator	7	2	
6.	Assistant Administration Officer / Senior	9 / 8		
7.	Principal Office Assistant	10	1	
8.	Principal Assistant Records Management Officer	7	1	
9.	Assistant Records Management Officer / Senior	9 / 8		
10.	Assistant Administration Officer / Senior	9 / 8	1	
11.	Assistant Supply Chain Management Officer / Senior	9 / 8	1	
	Sub-totals		**15**	
	Baringo			
1.	Principal Research Scientist	4	1	In charge of station
2.	Accountant / Senior	7 / 6	1	
3.	Principal Assistant Accountant	7	1	
4.	Assistant Accountant / Senior	9 / 8		
5.	Supply Chain Management Officer / Senior	7/6	1	
6.	Principal Assistant Supply Chain Management	7	1	
7.	Assistant Supply Chain Management Officer / Senior	9 / 8		
8.	Principal Assistant Human Resource Management Officer	7	2	
9.	Assistant Human Resource Management Officer / Senior	9 / 8		
10.	Artisan / Senior	11 / 10	1	
11.	Engineering Technician / Senior	9 / 8	1	
12.	Assistant ICT Officer / Senior	9 / 8	1	
13.	Assistant Records Management Officer / Senior	9 / 8	1	
14.	Assistant Office administrator / Senior	9 / 8	1	
15.	Principal Office Assistant	10	1	
16.	Driver / Senior	11 / 10	1	
	Subtotal		**14**	
	Turkana			

1.	Principal Research Scientist	4	1	In charge of station
2.	Accountant / Senior	7 / 6	1	
3.	Principal Assistant Accountant	7	2	
4.	Assistant Accountant / Senior	9 / 8		
5.	Principal Assistant Administration Officer	7	1	
6.	Assistant Administration Officer / Senior	9 / 8	1	
7.	Driver / Senior	11 / 10	1	
8.	Principal Engineering Technician	7	1	
9.	Engineering Technician / Senior	9 / 8		
10.	Principal Assistant Human Resource Management Officer	7	1	
11.	Assistant Human Resource Management Officer / Senior	9 / 8		
12.	Assistant ICT Officer / Senior	9 / 8	1	
13.	Principal Assistant Office Administrator	7	1	
14.	Assistant Office Administrator / Senior	9 / 8		
15.	Principle Office Assistant / Senior	10	1	
16.	Assistant Records Management Officer / Senior	9 / 8	1	
17.	Principal Assistant Supply Chain Management Officer	7	2	
18.	Assistant Supply Chain Management Officer / Senior	9 / 8		
	Subtotal		**15**	
	Total		**79**	

4. Laboratory Services

a) Rationale

The department arises from the mandate of the freshwater systems directorate to undertake research in freshwater fisheries, limnology, environmental and post-harvest technology to provide scientific data and information for sustainable development and management of the freshwater fisheries. The laboratory services will serve all the freshwater systems and aquaculture directorate.

b) Functions

The key functions of the laboratory Services Department are:

(i) Providing laboratory technical services in the field and laboratories for freshwater systems Directorate.

(ii) Ensuring the availability and functionality of equipment in order to generate reliable data for freshwater Directorate

(iii) Formulating and implementing laboratory quality control procedures

(iv) Formulating and implementing good laboratory practices

(v) Capacity building for the freshwater systems directorate's stakeholders (communities, students on attachment and internship) in the areas of freshwater Directorate research.

(vi) Ensuring safe laboratory waste disposal and risk assessment in accordance with existing national regulations.

(vii) Providing technical advice to management on bio-security matters.

(viii) Ensuring proper implementation of laboratory operating standards (ISO 17025) in order to generate accurate and reliable data.

c) Staffing

To carry out the above mandate the Department will be staffed as follows.

Table 5: Staff Establishment for Laboratories Services Department

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
	Kisumu			
1.	Assistant Director, Laboratory Services	4	1	
2.	Laboratory Analyst / Senior	7 / 6	3	
3.	Principal Laboratory Technologist	7	2	
4.	Laboratory Technologist / Senior	9 / 8	2	
5.	Principal Laboratory Technician	7	1	
6.	Laboratory Technician / Senior	9 / 8	5	
7.	Principal Field Assistant	10	18	
8.	Field Assistant / Senior	12 / 11	7	
	Sub-total		**39**	
	Naivasha			
1.	Principal Laboratory Analyst	5	1	
2.	Laboratory Analyst / Senior	7 / 6	1	
3.	Principal Laboratory Technologist	7	1	
4.	Laboratory Technologist / Senior	9 / 8	1	
5.	Laboratory Technician / Senior	10 / 9	3	
6.	Principal Field Assistant	10	9	
7.	Field Assistant / Senior	12 / 11	8	
	Sub-total		**24**	
	Baringo			
1.	Principal Laboratory Analyst	5	1	
2.	Laboratory Technologist / Senior	9 / 8	1	
3.	Laboratory Technician / Senior	10 / 9	2	
4.	Principal Field Assistant	10	7	
5.	Field Assistant / Senior	12 / 11	2	
	Sub-total		**13**	
	Turkana			
1.	Laboratory Analyst / Senior	7 / 6	1	
2.	Laboratory Technologist / Senior	9 / 8	2	

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
3.	Laboratory Technician / Senior	10 / 9	1	
4.	Principal Field Assistant	10	4	
5.	Field Assistant / Senior	12 / 11	8	
	Sub-total		**16**	
	Nairobi			
1.	Principal Field Assistant	10	4	
2.	Senior Field Assistant	11	1	
	Sub-total		**5**	
	Grand Total		**97**	

5. Maritime Services

a) Rationale

The department arises from the mandate of freshwater systems directorate to undertake research in freshwater fisheries and limnology research to provide scientific data and information for sustainable development and management of the freshwater fisheries. The department will jointly be serving the freshwater systems directorate at the research centers.

b) Functions

The key functions of the Maritime Services Department are:

(i) Implementing vessel-based research activities in consultation with research scientist on-board.

(ii) Participating in research activities planning by providing expert advice on maritime affairs to research scientists.

(iii) Ensuring safe pilotage, navigation and manning of the directorate's research vessels.

(iv) Ensure the standards, rules, regulations, procedures and practices pertaining to maritime are adhered to and closely followed in execution of duties

(v) Ensuring prevention of pollution and preservation of freshwater systems' environment from oil emptying and garbage disposal by the directorate vessels into navigable water bodies;

(vi) Promoting and developing the design of environmentally friendly fishing gears;

(vii) Maintaining, repairing and servicing all the directorate's research vessels

(viii) Establishing, maintaining and rendering an efficient and effective research service in the freshwater systems directorate.

c) Staffing

To carry out the above mandate the Department will be staffed as follows.

Table 6: Staff Establishment for Maritime Research Department

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
	Kisumu			
1.	Captain/Senior	7/6	1	
2.	First Mate	7	1	
3.	Third Mate / Second / First	9 / 8		
4.	Principal Coxswain	8	2	
5.	Coxswain / Senior	10 / 9	1	
6.	Bosun	10	3	
7.	Ordinary Seaman / Able Seaman	12 / 11	1	
8.	Principal Diver	9	1	
9.	Diver / Senior	12 / 11	2	
10.	Gear Technologist / Senior	9 / 8	1	
	Subtotal		**13**	
	Naivasha			
1.	Coxswain / Senior	9 / 8	1	
2.	Ordinary / Able Seaman	12 / 11	2	
	Subtotal		**3**	
	Baringo			
1.	Principal Coxswain	7	1	
2.	Coxswain / Senior	9 / 8	1	
3.	Ordinary / Able Seaman	12 / 11	2	
4.	Diver / Senior	12 / 11	0	
	Subtotal		**4**	
	Turkana			
1.	Principal Coxswain	8	1	
2.	Coxswain / Senior	9 / 8	1	
3.	Ordinary / Able Seaman	12 / 11	2	
4.	Diver / Senior	12 / 11	2	
	Subtotal		**6**	
	Total		**26**	

4.0 Directorate of Aquaculture Research

A. Rationale

The Directorate of Aquaculture Research is established pursuant to section 14 of the Science and Technology Act Cap 250 and the repeals and transitional provisions in section 47 of the Science Technology and Innovation Act (STI) No. 28 of 2013. The directorate carries out research in freshwater and marine aquaculture within six thematic areas: (1) innovative culture production systems and technologies including hatcheries, biofloc technologies, ponds, cages, aquaponics, recirculating aquaculture systems, in-pond raceways, Integrated Multi Trophic Aquaculture (IMTA) systems; (2) fish seed production through novel breeding and genetic techniques for cultured species and aquatic plants

e.g. seaweeds; (3) fish feed production and nutrition; (4) fish disease control and biosecurity; (5) fish marketing, post-harvest preservation and value addition technologies; and (6) cross-cutting socio-economic issues in aquaculture including aquaculture economics, environmental impact assessment, gender mainstreaming and social inclusion.

B. Functions

The Directorate of Aquaculture is responsible for the following key functions:-

i. Advising management on all policies and strategies related to aquaculture research and development.

ii. Developing, implementing and reviewing national research policies in aquaculture and Blue Economy in consultation with stakeholders.

iii. Advising the Board on research bodies, institutions of higher learning, county governments, public and private agencies within and outside Kenya on issues of collaboration and partnership in aquaculture research.

iv. Advising the Board on linkages with other research bodies and institutions of higher learning, county governments, public and private agencies within and outside Kenya to enhance aquaculture technology and knowledge transfer.

v. Developing national aquaculture development strategies, guidelines and regulations.

vi. Developing aquaculture research planning and implementation guidelines and regulations.

vii. Carrying out capacity building for sustainable aquaculture development.

viii. Disseminating research findings and promote outreach of aquaculture programmes through various channels to increase KMFRI's visibility.

ix. Developing policies guiding approval of aquaculture scientific manuscripts for publication.

x. Mobilizing resources for aquaculture research and development.

xi. Developing research innovations to support aquaculture development.

xii. Developing local, national, regional and international partnerships to support aquaculture development.

xiii. Developing user friendly manuals and guidelines to support aquaculture development in Kenya.

xiv. Developing scientific publications to show the potential for aquaculture to attract investments in aquaculture.

xv. Generating and disseminating technologies, innovations and management practices (TIMPS) for aquaculture value chain.

xvi. Developing fish health diagnostic kits, vaccines and quarantine facilities for control of emerging fish diseases.

xvii. Plan and carry out research, implementation of research findings and monitoring in Freshwater aquaculture and Mariculture.

C. Staffing

To carry out the above mandate the Directorate will be staffed as follows: -

Table 1: Staff establishment for the office of the Director, Aquaculture Research

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
1.	Director, Aquaculture Research	2	1	
2.	Personal Assistant*	-	-	
3.	Senior Chief Research Scientist Emeritus	2	1	
4.	Office Administrator / Senior	7/6	1	
5.	Principal Office Assistant	10	1	
	Subtotal		**4**	

**The Personal Assistant shall be deployed from the existing pool of Research Scientists in the Institute, but not below KMFRI grade 5.*

The Directorate of aquaculture consists of the following four (4) Departments:

i. Freshwater Aquaculture Research Department
ii. Mariculture Department
iii. Research Centres
iv. Aquaculture Laboratories

1. Department of Freshwater Aquaculture

a) Rationale

Arising from the mandate of the Directorate of Aquaculture Research, the department of freshwater aquaculture is responsible for undertaking research in culture of aquatic organisms in freshwater environments in order to generate knowledge for the sustainable management and development of the Blue Economy resources for enhanced socio-economic benefits to Kenyans.

b) Functions

The Department is responsible for the following key functions:

i. Carrying out multidisciplinary, multi-institutional and multi-stakeholder research in freshwater aquaculture.
ii. Developing and implementing research activities within the department through preparation of annual work plans, budgets policies and strategies.

iii. Undertaking innovations in freshwater aquaculture and blue economy to support freshwater aquaculture development.

iv. Mobilizing research funds through research proposals and grants to address research needs in freshwater aquaculture.

v. Undertaking freshwater aquaculture suitability assessments to support investments in the industry.

vi. Developing breeding protocols for the freshwater fish species to support freshwater aquaculture business and ornamental fish trade.

vii. Developing internal capacity in EIA, freshwater aquaculture engineering and GIS to support investments in the blue economy.

viii. Generating research findings to guide policy, legal and regulatory frameworks for sustainable freshwater aquaculture development.

ix. Creating awareness and establishing freshwater aquaculture research linkages through participation in national, regional and international fora to guide freshwater aquaculture research policy.

x. Creating Aquatic Genetic Resources Research Centre for gene banking of commercially important indigenous species in freshwater aquaculture.

xi. Positioning KMFRI as a center of excellence in the region on freshwater aquaculture research.

xii. Capacity building for stakeholders, students on attachment and internship from universities and technical colleges in liaison with the Directorate of Socioeconomics.

xiii. Creating and maintaining freshwater aquaculture databases by continuously monitoring and updating long-term data for mariculture in liaison with the Institute's Information Science function.

xiv. Providing mentorship to scientists to enhance capacity for exploitation of the freshwater aquaculture potential.

xv. Diagnosing disease infections in hatchery and culture systems for increased fish production and good environmental stewardship.

xvi. Innovatively developing novel feeds to support the aquaculture industry.

xvii. Designing cost effective freshwater aquaculture systems for to support investment in the industry.

c) Staffing

To carry out the above mandate the Department will be staffed as follows.

Table 2: Staff Establishment for Freshwater Aquaculture Research Department

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
	Sagana			
1	Chief Research Scientist	3	2	**2** – Fish Seed Production
2	Principal Research Scientists	4	2	**1** – fish pathology **1** – Fish Nutrition
3	Senior Research Scientists	5	1	**1** – Seed production
4	Assistant Research Scientists / Research Scientists	7 / 6	1	**1** – seed production (tilapia, catfish, ornamentals, indigenous species)
	Subtotal		**6**	
	Kegati			
1	Chief Research Scientist	3	0	
2	Principal Research Scientists	4	1	Fish Nutrition
3	Senior Research Scientists	5	1	**1** – Fish Pathology and Disease Control.
4	Assistant Research Scientists / Research Scientists	7 / 6	2	**1** – Breeding Geneticist and Post Harvest Preservation and Value Addition **1** – culture systems (hatchery, ponds, raceways)
	Subtotal		**4**	
	Sangoro			
1	Chief Research Scientist	3	0	
2	Principal Research Scientists	4	2	**1** – Fish seed production (tilapia, catfish, ornamentals, indigenous species) **1** – Fish Nutritionist
3	Senior Research Scientists	5	1	**1** – Post harvest preservation and value addition
4	Assistant Research Scientists / Research Scientists	7 / 6	3	**1** – culture systems **1** – fish pathologist **1** - live feeds

	Subtotal		**6**	
	Taita Taveta			
1	Chief Research Scientist	3	0	
2	Principal Research Scientists	4	0	
3	Senior Research Scientists	5	1	**1** – seed production (tilapia, catfish, ornamentals, indigenous species)
4	Assistant Research Scientists / Research Scientists	7 / 6	2	**1** – Fish Nutritionist **1** – culture systems
	Subtotal		**3**	
	Mutonga			
1	Chief Research Scientist	3	0	
2	Principal Research Scientists	4	0	
3	Senior Research Scientists	5	1	**1** – seed production (tilapia, catfish, ornamentals, indigenous species)
4	Assistant Research Scientists / Research Scientists	7 / 6	2	**1** – Fish Nutritionist **1** – culture systems
	Subtotal		**3**	
	Total		**22**	

** The Chief Research Scientists at Kegati and Sagana will be the Center Directors of their respective Centers.*

2. Mariculture Research Department

a) Rationale

Arising from the mandate of the Directorate of Aquaculture Research, the Mariculture Research Department is responsible for undertaking research in culturing aquatic organisms in the marine environment in order to generate knowledge for the sustainable management and development of the Blue Economy resources for enhanced socio-economic benefits to Kenyans.

b) Functions

The department is responsible for the following key functions:

i. Carrying out multidisciplinary, multi-institutional and multi-stakeholder research in mariculture

ii. Developing and implementing research activities within the department through preparation of annual work plans, budgets policies and strategies

iii. Undertaking innovations in the mariculture and blue economy to support mariculture development

iv. Mobilizing research funds through research proposals and grants to address research needs in mariculture.

v. Undertaking mariculture suitability assessments to support investments in the industry

vi. Developing breeding protocols for the over 220 marine fish species to support mariculture business and ornamental fish trade

vii. Developing internal capacity in EIA, mariculture engineering and GIS to support investments in the blue economy

viii. Generating research findings to guide policy, legal and regulatory frameworks for sustainable mariculture development

ix. Creating awareness and establishing mariculture research linkages through participation in national, regional and international fora to guide mariculture research policy.

x. Creating Aquatic Genetic Resources Research Centre for gene banking of commercially important indigenous species in mariculture

xi. Positioning KMFRI as a center of excellence in the region on coastal and marine aquaculture research.

xii. Capacity building for stakeholders, students on attachment and internship from universities and technical colleges in liaison with the Directorate of Socioeconomics

xiii. Creating and maintaining mariculture databases by continuously monitoring and updating long-term data for mariculture in liaison with the Institute's Information Science function.

xiv. Providing mentorship to scientists to enhance capacity for exploitation of their mariculture potential

xv. Diagnosing disease infections in hatchery and culture systems for increased fish production and good environmental stewardship.

xvi. Innovatively developing novel feeds to support the mariculture industry

xvii. Designing costs effective culture systems for mariculture to support investment in the industry.

c) Staffing

To carry out the above mandate the Department will be staffed as follows.

Table 4: Staff Establishment for Mariculture Research Department

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
	Shimoni (NAMARET)			
1	Chief Research Scientist	3	1	**1** – To head the centre

2	Principal Research Scientist	4	2	**1** - Breeding, Genetics and Seed production; **1** - Fish pathologist
3	Senior Research Scientist	5	2	**1** - Seed production (shellfish, finfish); **1** - Live feed-zooplankton, algae, Artemia; **1** – Fish nutritionist
4	Assistant Research Scientist / Research Scientist	7 / 6	4	1 - Seed production (shellfish, finfish, ornamental fish), 1 -Livefeed - zooplankton, 1 - Live feed-algae and Artemia, 1 - Fish nutritionist (shellfish, finfish).
	Subtotal		**9**	
	Mombasa			
1	Chief Research Scientist	3	0	
2	Principal Research Scientist	4	2	**1** - Live feed **1** - Fish nutritionist **1** - Fish pathologist
3	Senior Research Scientist	5	2	**1** - Seed production and culture systems **1** - Live feed
4	Assistant Research Scientist / Research Scientist	7 / 6	4	**1** - Seed production and culture systems (shellfish, finfish) **1** - Fish nutritionist **1** - Live feed **1** – Post harvest and value addition
			8	
	Total		**17**	

** The Chief Research Scientist at Shimoni will be the Center Director.*

3. Research Centers

a) Rationale

The aquaculture research centers are established to facilitate and provide conducive environment for conducting research in freshwater and marine water aquaculture. The aquaculture directorate has four (4) Research Centers namely: Shimoni, Sagana, Kegati and Sang'oro. There are also 2 sub-centres namely Taita-Taveta and Mutonga in Tharaka Nithi. The Nairobi liaison office is anchored under the Sagana Center.

Shimoni Center, the home of the National Mariculture Research and Training (NAMARET) Centre, specializes in mariculture research and capacity building. The centre hosts the first marine hatchery in the Western Indian Ocean (WIO) region thus providing a unique opportunity in ensuring KMFRI becomes a centre of excellence in mariculture.

Sagana, Kegati and Sang'oro Centres and the two sub-centres specialize in freshwater aquaculture research. The centres undertake aquaculture related trainings in liaison with the directorate for socioeconomics.

b) Functions

The key functions of the research centers are to:

i. Co-ordinating research activities approved by headquarter in liaison with Directors (Coastal and Ocean Systems& BE, Freshwater systems, Aquaculture)

ii. Facilitating the implementation of research activities at the center through the provision of GIS & remote sensing, laboratory and maritime technical services.

iii. Advising management on policies, strategies and programmes for enhancing capacity in research support services in conducting quality research, GIS and remote sensing, laboratory and maritime

iv. Developing linkages with other institutions to develop policies, strategies and programmes for enhancing capacity in research support services.

v. Development and implementation of strategies for securing facilities for the research centers

vi. Coordinating capacity building in core areas and expertise in research, GIS and remote sensing, maritime and laboratory management and operations to enhance research delivery and technology adoption.

vii. Mobilizing resources for acquiring and maintaining infrastructure to enhance quality of research.

viii. Creating linkages, awareness to stakeholders through participation in national, regional and international fora.

ix. Developing demo facilities in the centres to showcase advancements in aquaculture and new innovations to interest investors

x. Providing on-farm and on-station capacity development for aquaculture investors to disseminate aquaculture innovations

xi. Developing simple protocols and manuals to disseminate aquaculture research innovations

xii. Providing mentorship to aquaculture investors, students on attachments and internship for sustainability in mariculture development

xiii. Validating developed aquaculture research innovations through controlled on station experiments before dissemination of innovations

xiv. Developing policy briefs of validated innovations to enhance aquaculture research dissemination

c) Staffing

To carry out the above functions the centers will be staffed as follows.

Table 4: Staff Establishment for Research Centers

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
	Shimoni (NAMARET)			
1.	Chief Research Scientist*	3	-	Center Director
2.	Principal Accountant	5	1	
3.	Accountant / Senior	7 / 6	1	
4.	Principal Assistant Accountant	7	2	
5.	Assistant Accountant / Senior	9 / 8		
6.	Administration Officer / Senior	7 / 6	1	
7.	Principal Assistant Administration Officer	7	2	
8.	Assistant Administration Officer / Senior	9 / 8	1	
9.	Principal Artisan	9	2	
10.	Artisan / Senior	11 / 10	1	
11.	Principal Assistant Corporate Communication Officer	7	1	
12.	Principal Customer Care Assistant	9	2	
13.	Customer Care Assistant / Senior	11 / 10		
14.	Driver / Senior	11 / 10	1	
15.	Principal Engineering Technician	7	2	

16.	Engineering Technician / Senior	9 / 8		
17.	Human Resource Officer / Senior	7 / 6	1	
18.	Principal Assistant Human Resource Officer	7	2	
19.	Assistant Human Resource Officer / Senior	9 / 8		
20.	Principal ICT Officer / Senior	5	1	
21.	Principal Assistant Office Administrator	7	1	
22.	Assistant Office Administrator / Senior	9 / 8		
23.	Principal Office Assistant	10	1	
24.	Principal Assistant Records Management Officer	7	2	
25.	Assistant Records Management Officer / Senior	9 / 8		
26.	Supply Chain Management Officer / Senior	7 / 6	1	
27.	Principal Assistant Supply Chain Management Officer	7	1	
28.	Assistant Supply Chain Management Officer / Senior	9 / 8		
	Subtotal		**27**	
	Sagana			
1.	Chief Research Scientist*	3	-	Center Director
2.	Principal Accountant	5	1	
3.	Accountant / Senior	7 / 6	1	
4.	Principal Assistant Accountant	7	2	
5.	Assistant Accountant / Senior	9 / 8		
6.	Principal Artisan	11 / 10	2	
7.	Principal Customer Care Assistant	9	1	
8.	Customer Care Assistant / Senior	11 / 10		
9.	Driver / Senior	11 / 10	3	
10.	Human Resource Management Officer / Senior	7 / 6	1	
11.	ICT Officer / Senior	7 / 6	1	
12.	Principal Assistant Office Administrator	7	1	
13.	Assistant Office Administrator / Senior	9 / 8		

14.	Principal Assistant Records Management Officer	7	1	
15.	Assistant Records Management Officer / Senior	9 / 8		
16.	Supply Chain Management Officer / Senior	7 / 6	1	
	Subtotal		**15**	
	Nairobi Liaison Office			
1.	Principal Office Assistant	10	1	
2.	Assistant Supply Chain Management Officer / Senior	9 / 8	1	
3.	Assistant Accountant / Senior	9 / 8	1	
	Subtotal		**3**	
	Kegati			
1.	Human Resource Management Officer / Senior	7 / 6	1	
2.	Principal Assistant Supply Chain Management Officer	7	2	
3.	Assistant Supply Chain Management Officer / Senior	9 / 8		
4.	Accountant / Senior	7 / 6	1	
5.	Principal Assistant Accountant	7	3	
6.	Assistant Accountant / Senior	9 / 8		
7.	Administration Officer / Senior	7 / 6	1	
8.	Principal Assistant ICT Officer	7	1	
9.	Assistant Records Management Officer / Senior	9 / 8	1	
10.	Principal Customer Care Assistant	9	1	
11.	Customer Care Assistant / Senior	11 / 10		
12.	Driver / Senior	11 / 10	2	
13.	Principal Office Assistant	12 / 11	1	
14.	Principal Artisan	11 / 10	1	Plumber
15.	Principal Assistant Office Administrator	7	1	
16.	Assistant Office Administrator / Senior	9 / 8		
	Subtotal		**16**	
	Sangoro			

1.	Accountant / Senior	7 / 6	1	
2.	Principal Assistant Accountant	7	3	
3.	Administration Officer / Senior	7 / 6	0	
4.	Principal Artisan	11 / 10	1	Plumber
5.	Principal Customer Care Assistant	9	1	
6.	Customer Care Assistant / Senior	11 / 10		
7.	Driver / Senior	11 / 10	2	
8.	Principal Engineering Technician	7	1	
9.	Engineering Technician / Senior	9 / 8	1	
10.	Principal Assistant Human Resource Management Officer	7	1	
11.	Assistant Human Resource Management Officer / Senior	9 / 8		
12.	Principal Assistant ICT Officer	7	1	
13.	Principal Assistant Office Administrator	7	1	
14.	Assistant Office Administrator / Senior	9 / 8		
15.	Principal Office Assistant	10	1	
16.	Assistant Records Management Officer / Senior	9 / 8	1	
17.	Supply Chain Management Officer / Senior	7 / 6	1	
18.	Principal Assistant Supply Chain Management Officer	7	3	
19.	Assistant Supply Chain Management Officer / Senior	9 / 8		
	Subtotal		**19**	
	Taita Taveta			
1.	Principal Assistant Accountant	7	1	
2.	Assistant Accountant / Senior	9 / 8		
3.	Artisan / Senior	11 / 10	1	
4.	Driver / Senior	11 / 10	0	
5.	Principal Office Assistant	12 / 11	1	
6.	Principal Assistant Supply Chain Management Officer	7	1	

7.	Assistant Supply Chain Management Officer / Senior	9 / 8		
	Subtotal		**4**	
	Mutonga			
1.	Principal Assistant Accountant	7	1	
2.	Assistant Accountant / Senior	9 / 8		
3.	Artisan / Senior	11 / 10	1	
4.	Customer Care Assistant / Senior	12 / 11	1	
5.	Principal Assistant Supply Chain Management Officer	7	1	
6.	Assistant Supply Chain Management Officer / Senior	9 / 8		
7.	Driver / Senior	11 / 10	0	
8.	Principal Office Assistant / Senior	12 / 11	1	
	Subtotal		**5**	
	Total		**87**	

** The Chief Research Scientist under the Mariculture Research Staff Establishment will be the Center Director at Shimoni*.

** The Chief Research Scientists at Kegati and Sagana under the Freshwater Aquaculture Research establishment will be the Center Directors of their respective Centers.*

4. Aquaculture Research Laboratories

a) Rationale

The department arises from the mandate of the Directorate of Aquaculture to undertake to undertake research in freshwater and mariculture in order to provide scientific data and information for sustainable development of Aquaculture.

b) Functions

The key functions of the Laboratory Services Department are:

i. Providing laboratory technical services for Aquaculture research.

ii. Ensuring the availability and functionality of equipment in order to generate reliable data for Aquaculture Directorate

iii. Formulating and implementing laboratory quality control procedures

iv. Formulating and implementing good laboratory practices;

v. Implementing capacity building for the institute's stakeholders (communities, students on attachment and internship) in the areas of laboratory services.

vi. Ensuring safe laboratory waste disposal and risk assessment in accordance with existing national regulations.

vii. Providing technical advice to management on bio-security matters.

viii. Ensuring proper implementation of laboratory operating standards (ISO 17025) in order to generate accurate and reliable data.

c) Staffing

To carry out the above functions the Aquaculture Research Laboratories Department will be staffed as follows.

Table 5: Staff Establishment for Aquaculture Research Laboratories

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
	Shimoni (NAMARET)			
1.	Assistant Director, Laboratory Services	4	0	
2.	Laboratory Analyst / Senior	7 / 6	4	In charge of laboratory services at the centre
3.	Principal Laboratory technologist	7	7	**1** – live feeds
4.	Laboratory Technologist / Senior	9 / 8	1	**1** – fish breeding
5.	Principal Laboratory Technician	8	3	**1** – Fish breeding (shellfish, finfish) **1** – Fish nutrition (shellfish, finfish) **1** – Culture systems (shellfish, finfish)
6.	Laboratory Technician / Senior	10 / 9	6	2 – Fish breeding (shellfish, finfish) 2 – Fish nutrition (shellfish, finfish) 2 – Culture systems (shellfish, finfish)
7.	Principal Field Assistant	10	5	**1** – Culture systems maintenance **1** – Fish feeding

				2 – Pond management **2** – Data enumeration
	Sub-totals		**26**	
	Sagana			
1.	Assistant Director, Laboratory Services	4	0	
2.	Laboratory Analyst / Senior	7 / 6	2	In charge of laboratory services at the centre
3.	Principal Laboratory technologist	7	1	**1** – live feeds
4.	Laboratory Technologist / Senior	9 / 8	2	1– fish breeding 1– fish nutrition
5.	Principal Laboratory Technician	8	3	**1** – Fish breeding (shellfish, finfish) **1** – Fish nutrition (shellfish, finfish) **1** – Water quality
6.	Laboratory Technician / Senior	10/9	3	**1** – Fish breeding (shellfish, finfish) **1** – Fish nutrition (shellfish, finfish) **1** – Culture systems (shellfish, finfish)
7.	Principal Field Assistant	10	5	**2** – Data enumeration **2** – Fish feeding 1 – culture systems maintenance
	Sub-totals		**16**	
	Kegati			
1.	Principal Laboratory Analyst	5	1	In charge of laboratory services
2.	Laboratory Analyst / Senior	7 / 6	1	**1** – Fish breeding

3.	Laboratory Technologist / Senior	9 / 8	2	**1** – Fish breeding (shellfish, finfish), **1** – Culture systems (shellfish, finfish),
4.	Principal Laboratory Technician	8	1	
5.	Laboratory Technician / Senior	10 / 9	2	**1** – Fish breeding (shellfish, finfish)
6.	Principal Field Assistant	10	11	
	Sub-totals		**8**	
	Sangoro			
1.	Principal Laboratory Analyst	5	1	In charge of laboratory services
2.	Laboratory Analyst / Senior	7 / 6	1	
3.	Laboratory Technologist / Senior	9 / 8	2	**1** – fish breeding **1** – Water quality
4.	Principal Laboratory Technician	8	2	**1** – Fish breeding (shellfish, finfish) **1** – Water quality
5.	Laboratory Technician / Senior	10 / 9	2	**1** – Fish breeding (shellfish, finfish) **1** – Culture systems (shellfish, finfish)
6.	Principal Field Assistant	12 / 11	5	1 – Data enumeration **2** – Fish feeding **2** – culture systems maintenance
	Sub-totals		**13**	
	Taita Taveta			
1.	Laboratory Analyst / Senior	6	1	One in charge of laboratory services
2.	Laboratory Technologist / Senior	9 / 8	2	**1** – Water quality **1** – Fish nutrition (shellfish, finfish)

3.	Laboratory Technician / Senior	10 / 9	1	**1** – Pathology
4.	Principal Field Assistant	10	4	**1** – Culture systems maintenance **1** – Fish feeding **1** – Pond management **1** – Data enumeration
	Sub-totals		**8**	
	Mutonga			
1.	Laboratory Analyst / Senior	7 / 6	1	One In charge of laboratory services
2.	Laboratory Technologist / Senior	9 / 8	2	**1** – Fish nutrition (shellfish, finfish), **1** – Water quality
3.	Principal Laboratory Technician	8	2	**1** – Pathology
4.	Laboratory Technician / Senior	10 / 9		**1** – Culture systems (shellfish, finfish)
5.	Senior Field Assistant	11	2	**1** – Fish feeding **1** – Culture systems maintenance
6.	Field Assistant	12	2	**1** – Pond management **1** – Data enumeration
	Sub-totals		**9**	
	Grand total		**87**	

5.0 Directorate of Socioeconomics Research

A. Rationale

The Directorate of Socioeconomics Research is established pursuant to section 14 of the Science and Technology Act Cap 250 and the repeals and transitional provisions in section 47 of the Science Technology and Innovation Act (STI) No. 28 of 2013. The directorate undertakes socioeconomics research to promote sustainable use of Blue Economy resources including marine and freshwater fisheries, aquaculture, and other living and non-living aquatic resources for sustainable development and community empowerment. The directorate is responsible for socioeconomic assessment and monitoring,

economic valuation, benefit sharing and marketing, economic analysis and community development, and conflict resolution to address cross-cutting issues that influence the management of aquatic resources and environment.

B. Functions

The Directorate is responsible for the following key functions:

i. Advising management on all policies and strategies related to the use of marine and freshwater fisheries, aquaculture and aquatic environment for community empowerment and sustainable development;

ii. Development and review of policies on participatory fisheries and other aquatic resources management in liaison with the relevant agencies;

iii. Advising the Board of Management on issues of collaboration and partnerships with other research bodies and institutions of higher learning, county governments, public and private agencies within and outside Kenya to enhance socioeconomics research, and technology and knowledge transfer;

iv. Coordinate development policy briefs to support participatory management and sustainable use of marine and freshwater resources;

v. Developing guidelines for planning and implementation of Socioeconomics research;

vi. Research planning, implementation and monitoring under three (3) technical Departments namely:

1. Socioeconomic Assessment and Monitoring

The department is responsible for conducting studies on cultural and religious practices, marine cultural heritage, ocean governance, indigenous knowledge, gender dynamics and special interest groups, conflict resolution, social and economic setting, aquatic resource users and impacts of anthropogenic activities to promote sustainable use of Blue Economy resources for national development.

2. Economic Valuation and Marketing

The department undertakes economic valuation of aquatic resources, benefit sharing, cost-benefits analysis of alternative technologies and livelihood sources among aquatic resource users, development and up-scaling the use of cost-effective market information systems, and undertake market research to inform policy and guide investments.

3. Economic Analysis and Community Development

The department undertakes livelihood studies, economic analyses to support investments in Blue Economy and related developments, value-chain analyses of fisheries and other aquatic products, provides a forum for linkages with national, regional and international agencies, and participatory management of aquatic resources to enhance social development.

vii. Conducting Socioeconomics research and linking with the other directorates in the development and implementation of multidisciplinary research;

viii. Building stakeholder capacity;

ix. Disseminating research findings and promoting outreach of Socioeconomics programmes through various channels to the public, relevant government agencies, institutions of higher learning and other research institutions locally and internationally to increase KMFRI's visibility;

x. Development and implementation of policies to guide approval of scientific manuscripts for publication in Socioeconomics Directorate;

xi. Mobilizing resources for socioeconomics research and development.

C. Staffing

To carry out the above mandate, the Director's office will be staffed as follows:

Table 1: Staff Establishment for the office of the Director, Socioeconomics Research

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
1.	Director, Socioeconomics Research	2	1	
2.	Personal Assistant*	-	-	
3.	Principal Assistant Office Administrator	7	0	
4.	Assistant Office Administrator / Senior	9 / 8		
5.	Principal Office Assistant	12 / 11	1	
	Total		**2**	

**The Research Scientist shall be deployed from the existing pool of Research Scientists in the Institute, but not below KMFRI grade 6.*

The Directorate of Socioeconomics consists of the following three (3) Departments:

i. Socioeconomic Assessment and Monitoring

ii. Economic Valuation and Marketing

iii. Economic Analysis and Community Development

The staffing for the three (3) Socioeconomics Departments is as indicated below:

1. Socioeconomic Assessment and Monitoring

a) Rationale

The Department arises from KMFRI's mandate to undertake socioeconomic assessment and monitoring in order to provide scientific data and information for sustainable development of the Blue Economy.

b) Functions

The Department is responsible for the following key functions:

i. Mobilizing funds for socioeconomic assessment and monitoring;

ii. Undertaking research activities in cultural and religious practices, marine cultural heritage, ocean and lake governance, social and economic setting, aquatic resource users, conflict resolution, indigenous knowledge, gender dynamics and special interest groups to inform sustainable development of Blue Economy;

iii. Disseminating of socioeconomic assessment and monitoring findings to create awareness and forge research linkages for sustainable utilization of marine and freshwater fisheries and other aquatic resources;

iv. Positioning KMFRI as a regional socioeconomic assessment and monitoring hub;

v. Capacity building for the institute's stakeholders (communities, students on attachment and internship).

c) Staffing

To carry out the above mandate the Department will be staffed as follows:

Table 2: Staff Establishment for Socioeconomic Assessment and Monitoring Department

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
1.	Chief Research Scientist	3	1	In charge of the department
2.	Principal Research Scientist	4	1	Responsible for research on resource use, ocean and lake governance, conflict resolution, gender dynamics, special interest groups, social and economic set up, cultural and religious practices, marine cultural heritage and indigenous knowledge
3.	Senior Research Scientist	5	2	1 in Mombasa, 1 in Kisumu
4.	Assistant Research Scientist / Research Scientist	7 / 6	6	1 in Mombasa, 1 in Kisumu, 1 in Sagana, 1 in Kegati, 1 in Turkana and 1 in Naivasha
	Subtotal		**10**	

2. Economic Valuation and Marketing Department

a) Rationale

The Economic Valuation and Marketing Department undertakes economic valuation, benefit sharing and marketing research to provide data and information for sustainable development of the Blue Economy.

b) Functions

The department is responsible for the following key functions:

i. Mobilizing funds for economic valuation and marketing research;

ii. Undertaking the implementation of economic valuation, benefit sharing and marketing research activities including economic valuation of aquatic resources, cost-benefit analysis of alternative technologies and livelihood interventions among aquatic resource users, development and up-scaling of cost-effective market information systems, and undertaking market research and empowering communities in liaison with relevant agencies to inform policy and guide investments;

iii. Undertaking multidisciplinary research within the institute and with other institutions including universities and national, regional and international research institutions;

iv. Generating long-term data for time series analysis to inform policy decisions;

v. Disseminating research findings to the local, national and international stakeholders and establish research linkages for sustainable utilization of marine and freshwater resources and empowerment of dependent communities;

vi. Capacity building for the institute's stakeholders (communities, students on attachment and internship) in the areas of economic valuation, benefit sharing and marketing.

c) Staffing

To carry out the above mandate the Department will be staffed as follows:

Table 3: Staff Establishment for Economic Valuation and Marketing Department

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
1.	Chief Research Scientist	3	1	In charge of the department
2.	Principal Research Scientist	4	1	In-charge of economic valuation and benefit sharing research and 1 in charge of marketing research and community empowerment
3.	Senior Research Scientist	5	2	1 in Mombasa, 1 in Kisumu

4.	Assistant Research Scientist / Research Scientist	7 / 6	5	3 in economic valuation (1 in Mombasa, 1 in Kisumu, and 1 in Turkana) and 3 in marketing research (1 in Kisumu, and 1 in Sagana)
	Total		**9**	

3. Economic Analysis and Community Development

a) Rationale

The Department undertakes economic analysis and community development research to provide scientific data and information for sustainable community development.

b) Functions

The department is responsible for the following key functions:

i. Mobilizing funds for economic analysis and community development research;

ii. Undertaking research on livelihoods, value-chain analyses of fisheries and other aquatic products, economic analyses to support investments in Blue Economy and related developments, and participatory management of aquatic resources to enhance social development and community empowerment;

iii. Facilitating multidisciplinary research within the institute and with other institutions including universities and national and international research institutions;

iv. Generating and archiving of long-term data for time series analysis;

v. Disseminating of research findings to the local, national and international stakeholders and establish research linkages for sustainable utilization of coastal and marine resources for community development;

vi. Implementing capacity building for the institute's stakeholders (communities, students on attachment and internship) in the areas of economic analysis and social development.

c) Staffing

To carry out the above mandate the Department will be staffed as follows:

Table 4: Staff Establishment for Economic Analysis and Community Development

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
1.	Chief Research Scientist	3	1	In charge of the department
2.	Principal Research Scientist	4	1	Responsible for livelihood studies,

				value-chain analyses, community empowerment including economic analyses and participatory aquatic resources management
3.	Senior Research Scientist	5	2	1 in Mombasa, 1 in Kisumu
4.	Assistant Research Scientist / Research Scientist	7 / 6	5	1 in Mombasa, 2 in Kisumu, 1 in Turkana and 1 in Sagana
	Total		**9**	

6.0 Office of the Corporation Secretary / Director of Legal Services Directorate

a) Rationale

The office of the Corporation Secretary / Director of Legal Services is established pursuant to the Code of Governance for State Corporations (Mwongozo) issued under Executive Order No 7/2015 Section 1.20. The office is responsible for professionalizing the services of the Board of Management in accordance with the law by giving guidance to the Board on their duties and responsibilities and on matters of governance, coordinating timely preparation and circulation of Board and Committee papers and ensuring that Board Members are aware of all relevant laws affecting the organization. The office will also be responsible for all the institute legal matters.

b) Functions

i. Provide guidance to the Board on their duties and responsibilities and on matters of governance.

ii. Coordinate the Board Induction and training, updating of Board and committee charters, preparation of board work plans, board evaluation, Governance audit and implementation of the code of conduct and ethics.

iii. Ensure timely preparation and circulation of Board and Committee papers.

iv. Ensure timely circulation of the Board and Committee minutes.

v. Be the custodian of the seal of the Organization and account to the Board for its use

vi. Maintain and update the register of conflict of interest

vii. Ensure that Board Members are aware of all relevant laws affecting the organization

viii. Facilitate effective communication between the organizing and the shareholders

ix. Ensure that annual returns are promptly filed with the relevant authorities

x. Ensure that Board and committee papers are circulated in advance of any meeting.

xi. Provide secretariate services to the Board of Management.

xii. Advising KMFRI management on legal issues

xiii. Legal security of Institute assets

xiv. Defend the institution in legal suits

xv. Drafting and reviewing institutional contracts

c) Staffing

To carry out the above mandate the Office of the Corporation Secretary and Director of Legal Services will be staffed as follows:

Table 1: Staff Establishment for the Office of the Corporation Secretary and Director of Legal Services.

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
1.	Corporation Secretary and Director of Legal services	2	1	
2.	Deputy Director Legal Services	3	0	
3.	Assistant Director, Legal Services	4		
4.	Principal Legal Officer	5	1	
5.	Legal Officer / Senior	7 / 6		
6.	Principal Legal Assistant	7	1	
7.	Legal Assistant / Senior	9 / 8		
	Total		**3**	

7.0 Supply Chain Management Department

a) Rationale

The Department of Supply Chain Management is to offer advice to the Director General on matters pertaining to Procurement by developing and guiding the implementation of policies for supply chain management function in line with the Public Procurement and Asset Disposal Act No. 33 of 2015 and the Public Procurement and Asset Disposal Regulation of 2020 to support marine and fisheries research activities by proper acquisition of required goods and services at the Institute

b) Functions

i. Advisory services to the institute on procurement matters

ii. Ensure value for money in all procurement undertaking

iii. Procurement planning;

iv. Procurement processing;

v. Inventory and asset management;

vi. Disposal of assets; and

vii. Contract management.

c) Staffing

To carry out the above mandate the department of Supply Chain Management will be staffed as follows:

Table 1: Staff Establishment for the Department of Supply Chain Management

S.NO.	Designation	KMFRI Grade RI	Staffing level	Remarks
1	Supply chain Manager	3	1	
2	Deputy Supply chain Manager	4	1	
3	Principal Supply Chain Management Officer	5	2	1 in charge of all procurement and asset disposal 1 implement capacity building and secretariat to ad-hoc committees
4	Senior Supply Chain Management Officer	7 / 6	3	2 stock check and stock taking, 2 reports to management
5	Principal Supply Chain Assistant	7	2	
6	Supply Chain Assistant / Senior	9 / 8	3	2 at stores, 2 at procurement registry
	Total		**12**	

8.0 Directorate of Internal Audit

a) Rationale

The Directorate of Internal Audit is established pursuant to section 73 (1) of the Public Finance Management Act 2012 (PFM Act), and the Public Finance Management (National Government) Regulations 2015.

The directorate provides the institute with independent, objective assurance and consulting services to add value to and improve operations. The directorate also helps the institute to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of its risk management, control and governance processes.

b) Functions

The key functions of the Directorate are:

i. Reviewing and evaluating the Institute's budgetary performance, financial management, transparency and accountability mechanisms and processes;

ii. Providing reasonable assurance to the Board of Management through the audit committee on KMFRI's state of risk management, control and governance.

iii. Reviewing the effectiveness of the Institute's financial and non-financial performance management systems;

iv. Monitoring, for rectification, weaknesses noted by the external auditor.

c) Staffing

To carry out the above mandate the Directorate will be staffed as follows.

Table 1: Staff Establishment for Directorate of Internal Audit

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
1	Director, Internal Audit	2	1	
2	Deputy Director, Internal Audit	3	1	
3	Assistant Director, Internal Audit	4	3	1 with expertise in IT audits, 1 with expertise in financial and supply chain audits, and 1 with expertise in audits of technical services.
4	Principal Internal Auditor	5		
5	Internal Auditor / Senior	7 / 6	3	
6	Office Administrator / Senior	7 / 6	1	Support internal audit in administrative duties including communication and report preparation.
	Total		**9**	

9.0 Directorate of Strategy & Planning, Compliance, Partnership Development and Resource Mobilization

a) Rationale

The Directorate of Strategy & Planning, Compliance, Partnership Development and Resource Mobilization is established pursuant to the provision of the Public Finance Management Act, 2012 and Code of Governance for State Corporations (Mwongozo) issued under Executive Order No 7/2015 which requires a state corporation to establish a function of strategy and align its strategic priorities to medium term fiscal framework and fiscal policy objectives of the national government. The Directorate is responsible for developing strategy and business plan for the Institute, coordinating risk management and quality assurance, monitoring and evaluation of programs and projects, performance management, mobilizing resources and developing partnerships to support the activities of the Institute and ensuring that KMFRI leverages in technology for delivery of efficient and effectives services.

b) Functions

The Directorate is responsible for the following functions: -

i. Advising management on all areas relating to strategic planning, business planning performance management, Monitoring and evaluation, ICT, Partnership development and resource mobilization
ii. Developing, reviewing and ensuring implementation of the strategic plan, business plans and departmental plans;
iii. Coordinating performance management in the Institute;
iv. Monitoring and evaluation of projects and programs;
v. Coordination of risk management;
vi. Quality assurance;
vii. Development of policies and procedures for resource mobilization;
viii. Coordinating resource mobilization;
ix. Developing partnerships for Enterprise Development;
x. Developing and implementing ICT Strategy; and
xi. Ensuring development of ICT systems and infrastructure.

c) Staffing

Table 1: Staff Establishment for office of the Director of Strategy & Planning, Compliance, Partnership Development and Resource Mobilization

S/No.	Designation	KMFRI Grade	Staffing Level	Remarks
1.	Director – Strategy and Planning, Compliance, Partnership Developments and Resource Mobilization	2	1	Head of the Directorate
2.	Personal Assistant*	-	-	Technical assistant to the Director. Deployed from the department
3.	Office Administrator/Senior	7/6	1	
	Total		**2**	

** The personal assistant shall be deployed from planning officers but not at a lower level than Senior Planning Officer KMFRI Grade 6*

The Directorate of Strategy & Planning, Compliance, Partnership Development and Resource Mobilization comprise of the following departments:

i. Strategy and Planning
ii. Performance Management, Monitoring and Evaluation
iii. Information Communication Technology (ICT)
iv. Partnership Development and Resource Mobilization
v. Quality Assurance and Compliance
vi. Business Development

The rationale, functions and staffing for the six departments under Directorate of Strategy & Planning, Compliance, Partnership Development and Resource Mobilization are as indicated below:

10.0 Strategy and Planning Department

a) Rationale

Arising from the mandate of the Directorate, the Department of Strategy and Planning is responsible for developing and reviewing of the strategic plan and policies, enhancing the Institute's strategic initiatives and priorities in line with the Mid-Term Performance Framework guidelines. In addition, it is responsible for undertaking feasibility studies to assess the economic worth of projects and programs and developing instruments for carrying out internal corporate research.

b) Functions

The Department is responsible for the following key functions: –

i. Advising management on policies, strategies, plans and procedures relating to internal research and Planning;

ii. Ensuring the development, implementation and review of corporate strategic plan, annual plans and workplans;

iii. Coordinating the development and review of the Institute's Strategic Plan and ensuring that it is consistent with national plans;

iv. Updating and enhancing strategic policy initiatives and Government priorities in line with the National Development Plan, Vision 2030, Mid-Term Performance Framework guidelines and the Sustainable Development Goals;

v. Coordinating the budgeting process to ensure appropriate funding for projects and programmes for the Institute;

vi. Undertaking feasibility studies to assess the economic worth of projects and programs;

vii. Ensuring that the Institute adopts and implements effective strategies for planning, monitoring and evaluation of projects that deliver maximum value to the Institute;

viii. Developing tools for internal corporate research;

ix. Coordinating the internal corporate research and disseminating findings; and

x. Reporting quarterly and annual progress on all project activities in the Institute.

c) Staffing

To perform the above functions, the Strategy and Planning Department will be staffed as follows:

Table 1: Staff establishment for the Strategy and Planning Department

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
1.	Deputy Director, Strategy and Planning	3	1	Headquarters - Deputize Director and head of the Department

2.	Assistant Director, Strategy and Planning	4	1	Headquarters' - Technical officers in the Institute
3.	Principal Planning Officer	5		
4.	Planning Officer / Senior	7 / 6	2	
	Total		**4**	

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11.0 Performance Management, Monitoring and Evaluation Department

a) Rationale

The Department is responsible for coordinating performance management, ensuring development of departmental and individual plans and coordinating performance contracting in the Institute, and monitoring and evaluation of projects and programmes to enhance value for money.

b) Functions

The Department is responsible for the following key functions: –

i. Ensuring that the Institute adopts and implements effective strategies for performance management, monitoring and evaluation of projects that deliver maximum value to the Institute;

ii. Coordinating development, review and implementation of the Institute's annual Performance Contracts;

iii. Monitoring and evaluating the implementation of Corporate Performance Contracts;

iv. Ensure development and implementation of monitoring and evaluation procedures and indicators;

v. Monitoring implementation of the performance contract, annual work plans including all projects in the Institute;

vi. Liaising with other department to Identify key performance indicators for the institute from the strategic plan;

vii. Developing monitoring tools such as logical frame work for performance contract appropriate to the design of the projects; and

viii. Reporting quarterly and annual progress on all project activities in the Institute.

c) Staffing

To perform the above functions, the Performance Management, Monitoring and Evaluation Department will be staffed as follows: -

Table 1: Staff establishment for the Performance Management, Monitoring and Evaluation Department

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
1.	Assistant Director, Strategy and Planning	4	1	Headquarters' -Technical officers in the Institute in charge of performance management and Monitoring & Evaluation
2.	Principal Planning Officer	5		
3.	Planning Officer/ Senior	7 / 6	1	
	Total		**2**	

12.0 Information Communication Technology Department

a) Rationale

The Information Communication Technology (ICT) department is responsible for the management of information and telecommunications systems through and development and maintenance of ICT systems to ensure that KMFRI leverages in technology for delivery of efficient and effective services

b) Function

i. Formulation, development and implementation of system designs for research and administration sections;

ii. Maintaining ICT standards within the institute;

iii. Spearheading e-Government initiatives;

iv. Determination of appropriate document formats for information processing and installations;

v. Coordinating and developing institute's website;

vi. Coordinating the development of the institute's ICT policy and regulatory framework;

vii. Monitoring the operations of the developed systems designs;

viii. Advice procurement on computer software and hardware and legal implications of installation of the same in KMFRI network where necessary.

c) Staffing

Table 1: Staff Establishment for Information Communication Technology Department

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
1.	Deputy Director, Information Communication Technology	3	1	Headquarters - Deputize Director and head of the Department
2.	Assistant Director, Information Communication Technology	4	1	Headquarters' - Technical officers in the Institute
3.	Principal ICT Officer	5	1	
4.	ICT Officer / Senior	7 / 6	3	
	Total		**6**	

13.0 Partnership Development and Resource Mobilization Department

a) Rationale

Arising from the mandate of the Directorate, the department of Partnership Development and Resource Mobilization is responsible for developing and implementation of policies and strategies for resource mobilization and partnership development, resource mobilization, identification of strategic partners and enhancing collaboration and creating networks to strengthen the Institute's resource base.

b) Functions

The Department is responsible for the following key functions: –

i. Advising management on policies, strategies, plans and procedures relating to Resource Mobilization and Partnership Development;

ii. Developing and implementing resource mobilization strategies for sourcing funds from individuals, bilateral, multi-lateral and private organizations;

iii. Identifying and advising management on strategic Agencies to partner and collaborate with;

iv. Developing and maintaining a database for strategic partners;

v. Developing, reviewing and implementing of guidelines and regulations for building partnerships and collaborations;

vi. Identifying, developing and coordinating Memoranda of Understanding to define collaboration arrangements with partners in liaison with the research scientists and other relevant offices;

vii. Developing joint work plans and activities with partners in liaison with research scientists and other relevant offices to ensure active Memoranda of Understanding;

viii. Developing and reviewing fundraising tools for the Institute to ensure uniformity and shared vision is achieved;

ix. Planning and formulating fundable multi-disciplinary projects and programmes proposals for fundraising in liaison with research scientists and other relevant Departments;

x. Undertaking proposal development with key partners and institutions for joint-fundraising;

xi. Developing and updating a database of funding partners working with the Institute;

xii. Undertaking continuous analysis of partners' policies and practices and their impact on Institute;

xiii. Receiving and reviewing proposals for funding from various institutions and individuals in liaison with the relevant Departments; and

xiv. Coordinating proposal development by KMFRI staff and stakeholders.

c) Staffing

To perform the above functions, the Partnership and Resource Mobilization Department will be staffed as follows: -

Table 1: Staff Establishment for the Partnership Development and Resource Mobilization Department

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
1.	Assistant Director, Partnership Development and Resource Mobilization Officer	4	1	Headquarters' - Head the department.
2.	Principal Partnership Development and Resource Mobilization Officer	5	1	
3.	Partnership Development and Resource Mobilization Officer / Senior	7 / 6		
	Total		**2**	

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14.0 Technical Capacity Building Department

a) Rationale

Arising from the mandate of the Directorate, Technical Capacity Building Department is responsible for the capacity building of the staff and stakeholders on marine and fisheries matters. Supporting development and review of Graduate schools' curriculum and maintaining research database that may be used to develop and review curriculum.

b) Functions

The Department is responsible for the following key functions: –

i. Advising management on strategies, policies and programmes for technical capacity building of stakeholders;
ii. Development, review and implementation of training curriculum;
iii. Development of Information Education Communication (IEC) materials;
iv. Management of technical capacity building programs and courses;
v. Mobilization of resources for effective capacity building;
vi. Monitoring and evaluation of capacity building initiatives; and
vii. Developing tools to monitor and evaluate the impact of capacity building initiative

c) Staffing

To perform the above functions, the Technical Capacity Building Department will be staffed as follows: -

Table 1: Staff Establishment for the Technical Capacity Building Department

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
1.	Assistant Director, Capacity Building	4	1	
2.	Principal Capacity Building Officer	5	1	
	Total		**2**	

15.0 Quality Assurance and Compliance Department

a) Rationale

Arising from the mandate of the Directorate, the Quality Assurance and Compliance Department is responsible for coordinating risk management, development and review of the risk management framework in the Institute and ensuring adherence to all quality management systems for efficient and effective service delivery in all areas of operations. In addition, it ensures that the Institute operations and services are based on ISO standards.

b) Functions

The Department is responsible for the following key functions: –

i. Advising management on policies, strategies, plans, standards, systems, procedures strategies, plans and procedures relating to risk management and quality assurance;

ii. Development, implementation and review of policies, strategies, plans, systems and procedures relating to risk management and quality assurance;

iii. development, review and implementation of the risk management framework for the Institute;

iv. Monitoring implementation of Quality Management Systems (QMS), Information Management Systems (ISMS) and all other standards within the Institute;

v. Coordinating internal and external Integrated Quality Management Systems (QMS) audits, Information Security Management Systems (ISMS) and liaising with certification bodies;

vi. Coordinating the identification, training and appointment of internal quality management system auditors, Risk Champions and Quality Assurance Officers;

vii. identification, analysis, evaluation and mitigation of risks in liaison with process owners;

viii. Development and maintenance of risk registers;

ix. Monitoring and evaluating risk management strategies and advising management accordingly;

x. Coordinating risk management to ensure business continuity;

xi. Ensuring capacity building for management and staff in responding to risks;

xii. Coordinating the identification, training and appointment of risk champions; and

xiii. Appraising the relevance, reliability and integrity of risk management and control processes.

c) Staffing

To perform the above functions, the Quality Assurance and Compliance Department will be staffed as follows: -

Table 1: Staff Establishment for the Quality Assurance and Compliance Department

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks

1.	Assistant Director, Quality Assurance and Compliance	4	1	Headquarters' - Technical officers in the Institute
2.	Principal Quality Assurance and Compliance Officer	5		
3.	Quality Assurance and Compliance Officer / Senior	7 / 6	1	
	Total		**2**	

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16.0 Enterprise Development Services

a) Rationale

Arising from the mandate of the Directorate, the Enterprise Development Services is responsible for advising management on policies and strategies of commercialization of the institutes products and services for revenue growth and ensuring compliance with relevant applicable statutory regulations.

b) Functions

The Department is responsible for the following key functions: –

viii. Advising management on strategies, policies and programmes for business development;

ix. Development, implementation and review of business development policies, strategies, plans and procedures;

x. Identifying business opportunities for the institute;

xi. Developing business control systems for the institute;

xii. Promoting value addition for fisheries products;

xiii. Identifying markets and market segments for institute's products;

xiv. Undertaking market research and surveys;

xv. Branding, pricing and marketing of the institute's products and services; and

xvi. Establishing and maintaining a product database for the institute.

c) Staffing

To perform the above functions, the Enterprise Development Services is staffed as follows: -

Table 1: Staff Establishment for the Enterprise Development Services

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
1.	Deputy Director, Business Development Services	3	1	Headquarters – Management of the Department
2.	Assistant Director, Business Development Services	4	1	
3.	Principal Business Development Officer	5	1	Officers in-charge of commercialization of products from Freshwater, Aquaculture, Marine research (Fish feeds, Fingerlings, fish value added products); NAMARET Centre
4.	Business Development Officer / Senior	7 / 6	1	
5.	Driver / Senior	11 / 10	0	

	Total		**4**	

Table 2: Staff Establishment for the Sales and Marketing Unit

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
1.	Principal Assistant Sales and Marketing Officer	7	1	
2.	Assistant Sales and Marketing Officer / Senior	9 / 8	1	Marketing of products from Freshwater, Aquaculture, Marine research (Fish feeds, Fingerlings, fish value added products); NAMARET Centre
	Total		**2**	

Table 3: Staff Establishment for the Hospitality Unit

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
1.	Hospitality Officer / Senior	7 / 6	1	
2.	Waiter / Senior	9 / 8	2	
3.	Assistant Housekeeper / Senior	9 / 8	1	
4.	Housekeeping Assistants / Senior	11 / 10	1	
5.	Cook / Senior	9 / 8	1	
	Total		**6**	

17.0 Staff Establishment for the Directorate of Corporate Services

A. Rationale

The Directorate of Corporate Services is established pursuant to the State Corporation Act Cap 446, PFM Act 2012, HR Management Professional Act No 52 of 2012. The directorate is responsible for formulating and coordinating the implementation of sound Financial, Human Resource & Administration, Engineering & Maintenance, Information Science and Corporate Communication policies and strategies for effective management of the Institute resources and enhancement of the Institute image.

B. Functions

i. Advising the management on policies, strategies and programs relating to Finance, Human Resource & Administration, Engineering & maintenance, Information science and Corporate Communication;

ii. Developing, implementation and review of the Institute's Finance, Human Resource & Administration, Engineering & maintenance and Corporate Communication policies, strategies and programs;

iii. Aligning the Finance, Human Resource & Administration, Engineering & maintenance and Corporate Communication strategies to the organizational strategy;

iv. Ensuring financial prudence and discipline for Financial Accounting, Planning, Treasury management, budgeting and budgetary controls in compliance with the set legal guidelines;

v. Ensuring the establishment of effective and sound Financial Management and Internal control systems, procedures and strategies to meet the objectives of the Institute and in compliance with statutory regulations;

vi. Ensuring proper interpretation and implementation of Financial regulations, including circulars on administration from the public service;

vii. Ensuring timely preparation and submission of the annual recurrent and development budget estimates to The National Treasury as required by law;

viii. Ensuring effective implementation and compliance with all legislative requirements relating to corporate services;

ix. Coordinating the preparation and implementation of the annual work plans for Financial activities in the Institute;

x. Coordinating the budgeting process, monitoring cash flow and overseeing the organization's financial performance against the budget and operational goals;

xi. Ensuring prudent utilization of donor funds for all Research Programmes in compliance with Public Finance Management Act 2012 (PFMA), International Public Service Accounting Standards (IPSAS) and donor agreements;

xii. Ensuring human resource planning and undertaking organization review to ensure optimal organization structure and availability and supply of people in both number and quality;

xiii. Planning and Developing Competencies to assess the current human resource capacity based on employees' current skills and abilities.

xiv. Managing recruitment and selection of staff to ensure that the Institute is adequately resourced with the right quality and numbers of staff;

xv. Developing, implementing and evaluating staff career and succession plans, progression and development to determine their effectiveness as tools for staff attraction, retention, motivation and job satisfaction;

xvi. Developing, implementing and evaluating staff benefits schemes and rewards systems as ways of improving staff motivation, job satisfaction, attraction and retention;

xvii. Coordinating staff performance appraisal in line with the institute's annual objectives and targets;

xviii. Administering performance improvement plans in the institute;

xix. Managing learning and development in the institute to ensure that the institute has staff with right skills, knowledge and attitudes;

xx. Managing employee relations including grievances and discipline matters in the Institute to ensure employee and industrial harmony in the work place;

xxi. Managing payroll to ensure financial record of employees' salaries, wages, bonuses, net pay, and deductions are accurately computed according to the policy;

xxii. Advising management on security related matters affecting operations.

xxiii. Ensuring the overall administrative services in the Institute including transport services and outsourced services of security and cleaning;

xxiv. Ensuring the safety and security of the Institute's property, staff and information

xxv. Advising management on all policies and strategies related to Marine, Aquaculture Civil Structural, Electrical and Mechanical Engineering;

xxvi. Managing the lifecycle of research infrastructures through land maintenance and repairs of infrastructure and equipment;

xxvii. Saving the Institute on the maintenance and prolonged downtime of equipment through coordinated engineering activities.

xxviii. Managing of automated systems and other information sources and ensuring provision with regulations relating with provision of information in the Institute;

xxix. Management of a Current Awareness Service (CAS);

xxx. Monitoring and Evaluation on implementation of information and Knowledge Management in the Institute

xxxi. Ensuring establishment of systems for proper handling of documents, pending correspondences and bring ups;

xxxii. Storage and maintenance of files and personnel records;

xxxiii. Developing policies on communication relating to internal and external communication;

xxxiv. Enhancing the Institute's corporate image and visibility through effective branding, marketing and communication;

xxxv. Addressing issues of negative and positive media coverage;

xxxvi. Leading change management.

C. Staffing

To carry out the above mandate the Office of the Director of Corporate Services will be staffed as follows:

Table 1: Staff Establishment for the office of the Director, Corporate Services

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
1.	Director, Corporate Services	2	1	
2.	Office Administrator / Senior	7 / 6	1	
	Total		**2**	

The Directorate of Corporate Services comprise of the following departments:

a) Finance and Accounting

b) Human Resource Management and Administration.

c) Information Science

d) Engineering and Maintenance

e) Corporate Communication

The rationale, functions and staffing for the five departments under Corporate Services Directorate are as indicated below:

18.0 Department of Finance and Accounting

a) Rationale

The department of finance and accounting ensures that the institute's financial resources are collected and managed in a prudent, accountable, transparent manner to achieve effectiveness, economy and efficiency. The department maintains a financial management system for use by the institute in producing accurate and reliable accounts free from errors, fraud and which will be useful in management decisions and statutory reporting.

b) Functions

The Accountants are responsible for provision of quality accounting and financial management services to the Institute. This involves the following key functions: -

i. Advising the management on policies, strategies and programs relating to Finance and Accounting;

ii. Developing, implementation and review of the Institute's Finance policies, strategies and programs;

iii. Aligning the Finance and Accounting departmental strategies with the specific objectives of the Institute.

iv. Ensuring compliance with financial regulations, policies and procedures by interpreting all regulations pertaining to financial control and management;

v. Ensuring compliance to tax and other regulatory requirements;

vi. Enhancing internal controls and compliance by developing, implementing and monitoring of financial policies and procedures to enhance internal controls and compliance;

vii. Designing, development and implementation of proper accounting systems to ensure that internal controls are in place to safeguard the Institute from all form of misuse and errors.

viii. Preparing all statutory financial reports on a quarterly and annual basis for submission to the relevant authorities;

ix. Developing and implementing of budget/expenditure controls to ensure that financial expenditure is planned, controlled and properly authorized;

x. Coordinating the Institute's External audit including the coordination of responses to audit queries.

xi. Advising the Management on financial implications and consequences of day to day management decisions;

xii. Interpreting and communicating financial data to non-financial managers by liaising with other department heads so as to ensure that financial and related regulations are complied with and where applicable give procedural guidance including dealing with enquiries on any payment related matters;

xiii. Preparing and providing timely, appropriate, and accurate financial information for management decision making; and

xiv. Maintaining of up to date and accurate books of accounts.

c) Staffing

To carry out the above mandate the Department of Finance and Accounting will be staffed as follows:

Table 2: Staff Establishment for the Department of Finance and Accounting

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
1.	Deputy Director, Finance & Accounting	3	1	Headquarters (HQS)
2.	Assistant Director, Finance & Accounting	4	1	HQS
3.	Principal Accountant	5	1	Management accounts and Treasury
4.	Accountant / Senior	7 / 6	1	Hqs in charge of - Bank Reconciliation and Fixed Assets - Examination, Payroll, Debtors & Imprest - Creditors, Taxation and Treasury
5.	Principal Assistant Accountant	7	3	- Cash office - Voucher preparation
6.	Assistant Accountant/Senior	9 / 8		
	Subtotal		**7**	

19.0 Department of Human Resource Management and Administration

a) Rationale

The Department of Human Resource Management and administration is responsible for aligning the human resource and administration strategies to the organization overall strategies. The HR and Admin are responsible for formulating and developing comprehensive human resources management and Administration policies and ensuring implementation. HR prepares human resource planning; manages employee resourcing, compensation, and benefits; staff training and development; employee welfare and separation; staff performance appraisal; succession management and payroll management. Administration is responsible for providing office accommodation and administrative services to institute staff and other stakeholders and developing appropriate office and assets management strategies. It also ensures security of the Institutes assets, property, office documents and equipment while providing secure and timely driving services to employees and other authorized stakeholders.

b) Functions

The Department of Human Resource is responsible for the following functions –

i. Advising the management on policies, strategies and programs relating to human resource management;

ii. Initiating the development, implementation and review of the Institute's Human Resource policies, procedures and processes;

iii. Preparing and implementation of the human resource budget including personnel emoluments;

iv. Ensuring human resource planning and undertaking organization review to ensure optimal organization structure and availability and supply of people in both number and quality;

v. Planning and Developing Competencies to assess the current human resource capacity based on employees' current skills and abilities.

vi. Managing recruitment and selection of staff to ensure that the Institute is adequately resourced with the right quality and numbers of staff;

vii. Developing, implementing and evaluating staff career and succession plans, progression and development to determine their effectiveness as tools for staff attraction, retention, motivation and job satisfaction;

viii. Developing, implementing and evaluating staff benefits schemes and rewards systems as ways of improving staff motivation, job satisfaction, attraction and retention;

ix. Coordinating staff performance appraisal in line with the institute's annual objectives and targets;

x. Administering performance improvement plans in the institute;

xi. Managing learning and development in the institute to ensure that the institute has staff with right skills, knowledge and attitudes;

xii. Managing employee relations including grievances and discipline matters in the Institute to ensure employee and industrial harmony in the work place;

xiii. Ensuring human resource administration to ensure that employee information is up to date and secure;

xiv. Managing payroll to ensure financial record of employees' salaries, wages, bonuses, net pay, and deductions are accurately computed according to the policy;

xv. Managing effective employee separation from the Institute

xvi. Advising the Management on policies, strategies and programs relating to administration;

xvii. Initiating the development, implementation and review of the Institute's administration policies, procedures and processes;

xviii. Providing administrative services such as office services, secretarial, maintenance and transport;

xix. Ensuring the safety and security of the Institute's property, staff and information

xx. Co-coordinating construction of buildings and installations for the Institute; and

xxi. Ensuring allocation and registration of land for the institute

xxii. Carrying out office administration and handling enquiries;

xxiii. Recording dictation in shorthand; typing, processing data and reprography;

xxiv. Reserving appointments and maintaining office diary;

xxv. Handling correspondences, telephone calls, office documents and equipment;

xxvi. Planning and organizing meetings, workshop/conferences and seminars;

xxvii. Dealing with protocols and travel itineraries; ensuring good office layout.

xxviii. Driving vehicles as authorized;

xxix. Detecting and reporting malfunctioning of vehicles system;

xxx. Carrying out minor repairs including oiling and greasing;

xxxi. Maintaining records of vehicles and daily work tickets for vehicles;

xxxii. Ensure security and safety of vehicles on and off the road;

xxxiii. Ensuring adherence to or observations of traffic laws; and

xxxiv. Reporting any incidents to police and/or the office immediately they occur.

xxxv. Developing, implementing and monitoring security strategies, policies and procedures;

xxxvi. Liaising with security agencies to ensure security of assets and operations;

xxxvii. Participating in the coordination of emergency procedures and contingency planning;

xxxviii. Identifying potential security threats;

xxxix. Coordinating investigation of internal security breaches;

xl. Maintaining records of crimes and incidents;

xli. Overseeing security surveys and inspections;

xlii. Advising management on security related matters affecting operations.

c) Staffing

To carry out the above mandate the Department of Human Resource and Administration will be staffed as follows:

Table 3: Staff Establishment for the Department of Human Resource and Administration

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
1.	Deputy Director Human Resource Management and administration	3	1	In-charge of Human Resource management functions - stationed at the Hqs
	Subtotal		**1**	
	Human Resource Management			
1.	Assistant Director Human Resource Management	4	1	Stationed at the Hqs and reporting to Deputy Director HRM in coordinating and managing HR activities for the institute
2.	Principal Human Resource Management Officer	5	2	Reporting to AD HRM, Stationed at Hqs to coordinate HR activities for both Hqs and outside stations
3.	Human Resource Management Officer / Senior	7 / 6	3	Reporting to PHRMO, Stationed at Hqs, 1 in payroll, 2 staff welfare, 1 Industrial relations, 2 performance management and capacity development

4.	Principal Assistant Human Resource Management Officer	7	6	Stationed at Hqs, - Issue PCAs - Leave processing - Updating staff records - NHIF and NSSF updating - Reporting staff medical complaints - Responding on general correspondences
5.	Assistant Human Resource Management Officer / Senior	9 / 8		
	Subtotal		**12**	
	Administration			
1.	Assistant Director, Administration	4	1	Reports to Deputy Director Administration in managing Administration functions in the institute. Stationed at HQ
1.	Principal Administrative Officer	5	1	Stationed at HQ to coordinate admin activities for both HQ and outside stations
2.	Administrative Officer / Senior	7 / 6	1	Stationed at HQ 1 in Office services and internal communication,1 in transport and interpretation of admin policies processes, monitor outsourced contracted services
3.	Principal Assistant Administrative Officer	7	2	
4.	Assistant Administrative Officer / Senior	9 / 8	2	Stationed; Requisition of admin items,

				management of transport, maintain admin records, monitor office cleanliness, consulting with relevant stakeholders (NTSA/OSHA/NEMA)
	Subtotal		**7**	
	Security			
1.	Security Officer	7 / 6	1	Head of overall security stationed at the HQ
	Subtotal		**1**	
	Drivers			
1.	Driver / Senior	11 / 10	4	Pool vehicles
	Subtotal		**4**	
	Office Administrators			
1.	Principal Office Administrator	5	0	Stationed at HQ to manage office protocol for the institute
2.	Office Administrator / Senior	7 / 6	1	Stationed at HQ to manage office protocol at all Directorate levels
3.	Principal Assistant Office Administrator	7	1	
4.	Assistant Office Administrator / Senior	9 / 8		
	Subtotal		**2**	
	Total		**26**	

20.0 Department of Information Science

a) Rationale

The department of Information Science is responsible for management and provision of information resources and library facilities to ensure access and optimum utilization by users.

b) Functions

The Department of Information Science is responsible for the following functions –

i. Advising management on information and knowledge management policies, strategies and systems;
ii. Initiating development, implement and review of information and a knowledge management system
iii. Collection, compilation, processing, preservation, retrieval and dissemination of information;
iv. Indexing and abstracting journal articles;
v. Management of automated systems and other information sources and ensuring provision with regulations relating with provision of information in the Institute;
vi. Management of a Current Awareness Service (CAS);
vii. Conducting information searches from electronic databases;
viii. Editing of reports, newsletters and other publications;
ix. Selecting and acquiring information in consultation with researchers and other professionals;
x. Managing information materials such as books, periodicals, video cassettes, audio-tapes, computer databases and CD-ROM, micro-filmed materials and other relevant documents;
xi. Networking of Information Services and Libraries for the Institute;
xii. Identification and requisition of books and periodicals and ensuring that all materials in the Library are in good and readable condition; and
xiii. Monitoring and Evaluation on implementation of information and Knowledge Management in the Institute;
xiv. Ensuring that e resource licenses are acquired and available
xv. Developing, implementing and monitoring records management policies and procedures;
xvi. Receipt and dispatch of mail including maintenance of related registers management of files movement;
xvii. Proper handling of documents, pending correspondences and bring ups;
xviii. Storage and maintenance of files and personnel records;
xix. Sorting, Classifying and indexing of records for filing;

xx. Storage; updating and maintenance of, files, personnel records and file index;

xxi. Ensuring proper custody and Maintenance of Institute's documents;

xxii. Ensuring security of information, files and Records in a registry/archives;

xxiii. Ensuring that all the existing records management systems are functional;

xxiv. Preparing disposal schedules in accordance with relevant government laws and regulations;

xxv. Liaising with relevant Government agencies on appraisal and disposal of dormant documents and files; and

xxvi. Supervision of the registry.

c) Staffing

To carry out the above mandate the Department of Information Science will be staffed as follows:

Table 1: Staff Establishment for The Department of Information Science

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
1.	Assistant Director Information Scientist	4	1	In-charge of information science, Library services and records management - stationed at the Hqs
2.	Principal Information Scientist	5	1	Reporting to ADIS and stationed at Hqs- managing and coordinating information science, Library services and records management activities
3.	Information Scientist / Senior	7 / 6	2	Reporting to PIS coordinating, reporting and advising on Library services activities- stationed at HQs
4.	Principal Assistant Information Scientist	7	10	
5.	Assistant Information Scientist / Senior	9 / 8		
	Subtotal		**14**	

	Records Management			
1.	Principal Records Management Officer	5	1	Reporting to ADIS, Stationed at Hqs, in charge of the institute record management. Developing, implementing and monitoring records management policies and procedures
2.	Records Management Officer / Senior	7/6	2	Reporting to PRMO- stationed at HQs- Controlling and Maintenance of Institute's documents; Reporting to SRMO, stationed at HQs- coordinating and reporting on records management activities, development of files classification systems
3.	Principal Assistant Records Management Officer	7	2	Reporting to RMO/ARMO- stationed at HQs- opening files, updating filing index, verifying records, filing, entering records data, scanning records, updating records, classification of records
4.	Assistant Records Management Officer / Senior	9 / 8	2	
	Subtotal		**7**	
	Total		**24**	

21.0 Department of Engineering and Maintenance

a) Rationale

The department is responsible for the design, drawing, codes, specification of material required, quantity and quality of component procured from vendors. The department is also responsible for quality control over the institute's infrastructure development and maintenance to contribute to high quality research output.

b) Functions

The Department of Engineering and Maintenance Services is responsible for the following functions –

i. Advising management on policies, strategies and programmes to optimize the institute's research and operational infrastructure and equipment.

ii. Developing and implementing policies, strategies and programmes to optimize the institute's research and operational infrastructure and equipment.

iii. Designing infrastructure projects to meet users' functional and performance requirements.

iv. Managing the implementation of the institute's research and operational infrastructure projects.

v. Contribute to the institute's budgeting and resource mobilization processes through the provision of engineering estimates for proposed development projects.

c) Staffing

In order to carry out the above mandate the Department of Engineering and Maintenance will be staffed as follows:

Table 1: Staff Establishment for the Department of Engineering and Maintenance

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
1.	Principal Engineer	4	1	Civil, Mechanical, Electronics
2.	Senior Engineer	5	2	
3.	Assistant Engineer / Engineer	7 / 6		
	Total		**3**	

22.0 Department of Corporate Communication and Public Relations

a) Rationale

The Department of Corporate Communications and Public Relations is responsible for managing the institute's strategic communications with a view to enhancing its visibility. The department develops, reviews and implements a communication strategy to support the institute's objectives.

b) Functions

The Department of the Corporate Communication and Public Relations is responsible for the following functions:

i. Develop, review and implement communications strategy to support the institute's objectives;
ii. Develop and implement corporate communications plans to enhance the visibility of the institute;
iii. Manage the corporate image of the institute;
iv. Coordinate branding activities and update the institute's website;
v. Media management;
vi. Coordinate the institute's public functions and corporate events;
vii. Oversee implementation of the institute's corporate social responsibility.

c) Staffing

To carry out the above mandate the Corporate Affairs & Public Relations Department will be staffed as follows:

S / No.	Designation	KMFRI Grade	Staffing Level	Remarks
1.	Deputy Director Corporate Strategic Communications	3	1	In charge of Corporate Affairs & Public Relations functions including policy development, managing and coordinating Corporate communication and PR activities - stationed at the Hqs.
2.	Assistant Director Strategic Communications	4	1	Initiating policies and communicating the institute vision and mission and core values to stakeholders, - stationed at HQs-

3.	Principal Communications Officer	5		Managing and sustaining relationships and collaborations, Coordinating production of institute Information, – stationed at the Hqs.
5.	Communications & Public Relations Officer / Senior	7 / 6	1	Managing incoming media requests, Creating awareness on the Institute's corporate service delivery charter.
	Principal Assistant Communications & Public Relations Officer	7	3	Crafting appropriate publishable content.
6.	Assistant Communications & Public Relations Officer / Senior	9 / 8		
7.	Principal Customer Care Assistant	9	2	
8.	Customer Care Assistant / Senior	11 / 10		
	Total		**8**	

Annex I: Summary of KMFRI Proposed Establishment Versus Current Establishment

No.	Cadre	Job Group	Proposed	In Post	Variance	Note
	Research Scientists					
1.	Director - General	KMFRI 1	1	1	0	
2.	Director	KMFRI 2	4	1	3	
3.	Chief Scientist Emeritus		3	0	3	
4.	Chief Research Scientist	KMFRI 3	16	3	13	
5.	Principal Research Scientist	KMFRI 4	34	26	8	
6.	Senior Research Scientist	KMFRI 5	38	29	9	
7.	Assistant Research Scientist / Research Scientist	KMFRI 7 / 6	62	62	0	
	Subtotal		**158**	**122**	**36**	
	Laboratory Services					
1.	Deputy Director, Laboratory Services	KMFRI 3	1	0	1	
2.	Assistant Director, Laboratory Services	KMFRI 4	2	0	2	
3.	Principal Laboratory Analyst	KMFRI 5	4	0	4	
4.	Laboratory Analyst / Senior	KMFRI 7 / 6	23	2	21	
5.	Principal Laboratory Technologist	KMFRI 7	22	32	-10	• 8 Principal Laboratory Technologists will translate to Laboratory Analyst during the translation; • 2 officers at Grade 7 are due for retirement in

No.	Cadre	Job Group	Proposed	In Post	Variance	Note
						the next 12 months,
6.	Laboratory Technologist / Senior	KMFRI 9 / 8	19	15	4	
7.	Principal Laboratory Technician	KMFRI 9	15	13	2	
8.	Laboratory Technician / Senior	KMFRI 10 / 9	34	34	0	
9.	Principal Field Assistant	KMFRI 10	140	140	0	
	Subtotal		**260**	**236**	**24**	
	GIS and Remote Sensing					
1.	Principal GIS and Remote Sensing Officer	KMFRI 5	1	0	1	
2.	GIS and Remote Sensing Officer / Senior	KMFRI 7 / 6	1	0	1	
	Subtotal		**2**	**0**	**2**	
	Maritime Department					
1.	Chief Marine Captain	KMFRI 3	1	0	1	
2.	Senior Principal Marine Captain	KMFRI 4				
3.	Principal Marine Captain	KMFRI 5				
4.	Marine Captain / Senior	KMFRI 7 / 6	2	2	0	
5.	1st Mate	KMFRI 7	2	0	2	
6.	3rd Mate / 2nd Mate	KMFRI 9 / 8	3	1	2	
7.	Principal Coxswain	KMFRI 8	8	5	3	

No.	Cadre	Job Group	Proposed	In Post	Variance	Note
8.	Coxswain / Senior	KMFRI 10 / 9	7	4	3	
9.	Bosun	KMFRI 10	11	11	0	
10.	Ordinary Seaman / Able Seaman	KMFRI 12 / 11	11	0	11	
11.	Principal Diver	KMFRI 9	4	2	2	
12.	Diver / Senior	KMFRI 11 / 10	5	0	5	
13.	Gear Technologist / Senior	KMFRI 9 / 8	2	0	2	
14.	**Subtotal**		**56**	**25**	**31**	
	Finance and Accounting					
1.	Director, Corporate Services	KMFRI 2	1	1	0	
2.	Deputy Director, Finance and Accounts	KMFRI 3	1	0	1	
3.	Assistant Director, Finance and Accounts	KMFRI 4	2	0	2	
4.	Principal Accountant	KMFRI 5	4	1	3	
5.	Accountant / Senior	KMFRI 7 / 6	10	8	2	
6.	Principal Assistant Accountant	KMFRI 7	6	5	1	
7.	Assistant Accountant / Senior	KMFRI 9 / 8	20	20	0	
8.	**Subtotal**		**44**	**35**	**9**	
	Human Resource Management					

No.	Cadre	Job Group	Proposed	In Post	Variance	Note
1.	Deputy Director, Human Resource Management and Administration	KMFRI 3	1	1	0	
2.	Assistant Director, Human Resource Management	KMFRI 4	1	0	1	
3.	Principal Human Resource Management Officer	KMFRI 5	2	1	1	
4.	Human Resource Management Officer / Senior	KMFRI 7 / 6	9	8	1	
5.	Principal Assistant Human Resource Management Officer	KMFRI 7	5	0	5	
6.	Assistant Human Resource Management Officer / Senior	KMFRI 9 / 8	8	14	-6	• 5 Senior Assistant Human Resource Officers are due for promotion to Principal Assistant Human Resource Officers, KMFRI 7; • One officer to be translated to Human Resource Management Officer, KMFRI 7 by virtue of qualification and experience
7.	**Subtotal**		**26**	**24**	**2**	
	Administration					
1.	Assistant Director, Administration	KMFRI 4	1	0	1	

No.	Cadre	Job Group	Proposed	In Post	Variance	Note
2.	Principal Administrative Officer	KMFRI 5	1	0	1	
3.	Administrative Officer / Senior	KMFRI 7 / 6	5	6	-1	One Senior administration Officer is due for promotion to Principal Administrative Officer, KMFRI 5
4.	Principal Assistant Administrative Officer	KMFRI 7	6	0	6	
5.	Assistant Administrative Officer / Senior	KMFRI 9 / 8	5	12	-7	• One Assistant Administrative Officer, KMFRI 8 is due to retire within the next 12 months; • 6 Senior Administrative Officers, KMFRI 8 will be translated to Principal Assistant Administrative Officer, KMFRI 7
	Subtotal		**18**	**18**	**0**	
	Office Administrative Services					
1.	Principal Office Administrator	KMFRI 5	1	0	1	
2.	Office Administrator / Senior	KMFRI 7 / 6	5	4	1	

No.	Cadre	Job Group	Proposed	In Post	Variance	Note
3.	Principal Assistant Office Administrator	KMFRI 7	8	0	8	
4.	Assistant Office Administrator / Senior	KMFRI 9 / 8	10	18	-8	8 Senior Assistant Office Administrators, KMFRI 8 are due for promotion to Principal Assistant Office Administrator, KMFRI 7
	Subtotal		**24**	**22**	**2**	
	Corporate Communication & Public Relations Department					
1.	Deputy Director, Corporate Communication and Public Relations	KMFRI 3	1	0	1	
2.	Assistant Director, Corporate Communication and Public Relations	KMFRI 4	1	0	1	
3.	Principal Corporate Communications and Public Relations Officer	KMFRI 5				
4.	Corporate Communication and Public Relations Officer / Senior	KMFRI 7 / 6	3	1	2	
5.	Principal Assistant Corporate Communication and Public Relations Officer	KMFRI 7	1	0	1	
6.	Assistant Corporate Communications and Public Relations Officer	KMFRI 9 / 8	4	4	0	

No.	Cadre	Job Group	Proposed	In Post	Variance	Note
7.	Principal Customer Care Assistant	KMFRI 9	7	6	1	
8.	Customer Care Assistant / Senior	KMFRI 11 / 10	3	3	0	
	Subtotal		**20**	**14**	**6**	
	Information Science					
1.	Assistant Director, Information Scientist	KMFRI 4	1	0	1	
2.	Principal Information Scientist	KMFRI 5	1	0	1	
3.	Information Scientist / Senior	KMFRI 7 / 6	2	3	-1	One Senior Information Scientist, KMFRI 6, is due for promotion to Principal Information Scientist, KMFRI 5
4.	Principal Assistant Information Scientist	KMFRI 7	3	2	1	
5.	Assistant Information Scientist	KMFRI 9 / 8	10	12	-2	• One Senior Assistant Information Scientist is due for promotion to Principal Assistant Information Scientist; • One Senior Assistant Information Scientist is due to retire within the next 12 months

No.	Cadre	Job Group	Proposed	In Post	Variance	Note
	Subtotal		**17**	**17**	**0**	
	Records Management					
1.	Principal Records Management Officer	KMFRI 5	1	0	1	
2.	Records Management Officer / Senior	KMFRI 7 / 6	2	1	1	
3.	Principal Assistant Records Management Officer	KMFRI 7	3	0	3	
4.	Assistant Records Management Officer / Senior	KMFRI 9 / 8	13	17	-4	• Two Assistant Records Management Officers are due to retire within the next 12 months; • Two Senior Assistant Records Management Officers, KMFRI 8, are due for promotion to Principal Assistant Records Management Officer, KMFRI 7.
	Subtotal		**19**	**18**	**1**	
	Engineering Department					
1.	Senior Engineer	KMFRI 5	1	0	1	
2.	Assistant Engineer / Engineer	KMFRI 7 / 6	2	1	1	
3.	Principal Engineering Technician	KMFRI 7	5	4	1	

No.	Cadre	Job Group	Proposed	In Post	Variance	Note
4.	Engineering Technician / Senior	KMFRI 9 / 8	5	4	1	
5.	Principal Artisan	KMFRI 9	10	9	1	
6.	Artisan / Senior	KMFRI 11 / 10	8	9	-1	One Senior Artisan is due for promotion to Principal Artisan
	Subtotal		**31**	**27**	**4**	
	Security					
1.	Security Officer / Senior	KMFRI 7 / 6	1	0	1	
2.	Principal Assistant Security Officer	KMFRI 7	1	0	1	
3.	Assistant Security Officer / Senior	KMFRI 9 / 8				
	Subtotal		**2**	**0**	**2**	
	Drivers					
1.	Principal Driver	KMFRI 9	10	8	2	
2.	Driver / Senior	KMFRI 11 / 10	28	22	6	
	Subtotal		**38**	**30**	**8**	
	Office Assistants					
1.	Principal Office Assistant	KMFRI 10	20	20	0	
	Subtotal		**20**	**20**	**0**	
	Strategy and Planning					

No.	Cadre	Job Group	Proposed	In Post	Variance	Note
1.	Director, Strategy and Planning, Compliance, Partnership Development and Resource Mobilization	KMFRI 2	1	0	1	
2.	Deputy Director, Strategy and Planning (Economic Planning)	KMFRI 3	1	0	1	
3.	Assistant Director, Strategy and Planning (Economic Planning)	KMFRI 4	1	0	1	
4.	Principal Planning Officer (Economic Planning)	KMFRI 5				
5.	Planning Officer (Economic Planning) / Senior	KMFRI 7 / 6	2	1	1	
	Subtotal		**5**	**1**	**4**	
	Performance Management and Monitoring and Evaluation					
1.	Assistant Director Strategy and Planning (Performance Management)	KMFRI 4	1	0	1	
2.	Principal Planning Officer (Performance Management)	KMFRI 5				
3.	Planning Officer (Performance Management) / Senior	KMFRI 7 / 6	1	1	0	
	Subtotal		**2**	**1**	**1**	
	Information and Communication Technology					

No.	Cadre	Job Group	Proposed	In Post	Variance	Note
1.	Deputy Director ICT	KMFRI 3	1	0	1	
2.	Assistant Director ICT	KMFRI 4	1	0	1	
3.	Principal ICT Officer	KMFRI 5	3	0	3	
4.	ICT Officer / Senior	KMFRI 7 / 6	5	5	0	Two Senior ICT Officers are due for promotion to Principal ICT Officer
5.	Principal Assistant ICT Officer	KMFRI 7	3	2	1	
6.	Assistant ICT Officer / Senior	KMFRI 9 / 8	3	6	-3	• One Senior Assistant ICT Officer is due for promotion to Principal Assistant ICT Officer, KMFRI • Two Senior Assistant ICT Officers are due for translation to ICT Officer
	Subtotal		**16**	**13**	**3**	
	Technical Capacity Building					
1.	Deputy Director, Technical Capacity Building	KMFRI 3	1	0	1	
2.	Assistant Director, Technical Capacity Building	KMFRI 4	1	0	1	
	Subtotal		**2**	**0**	**2**	
	Resource Mobilization and Partnership Development					

No.	Cadre	Job Group	Proposed	In Post	Variance	Note
1.	Assistant Director, Resource Mobilization and Partnership Development	KMFRI 4	1	0	1	
2.	Principal Resource Mobilization and Partnership Development Officer	KMFRI 5	1	0	1	
3.	Resource Mobilization and Partnership Development Officer / Senior	KMFRI 7 / 6				
	Subtotal		**2**	**0**	**2**	
	Risk Management and Quality Assurance					
1.	Assistant Director, Risk Management and Quality Assurance Officer	KMFRI 4	1	0	1	
2.	Principal Risk Management and Quality Assurance Officer	KMFRI 5				
3.	Risk Management and Quality Assurance Officer / Senior	KMFRI 7 / 6	1	0	1	
	Subtotal		**2**	**0**	**2**	
	Enterprise Development					
1.	Deputy Director Business Development Services	KMFRI 3	1	0	1	
2.	Assistant Director Business Development Services	KMFRI 4	1	0	1	
3.	Principal Business Development Officer	KMFRI 5	1	0	1	

No.	Cadre	Job Group	Proposed	In Post	Variance	Note
4.	Business Development Officer / Senior	KMFRI 7 / 6	1	1	0	
5.	Principal Assistant Sales and Marketing Officer	KMFRI 7	1	1	0	
6.	Assistant Sales and Marketing Officer / Senior	KMFRI 9 / 8	1	1	0	
7.	Hospitality Officer / Senior	KMFRI 7 / 6	1	0	1	
8.	Assistant Housekeeper / Senior	9 / 8	1	0	1	
9.	Housekeeping Assistants / Senior	11 / 10	1	0	1	
10.	Cook / Senior	KMFRI 11 / 10	1	0	1	
11.	Waiter / Senior	KMFRI 11 / 10	2	0	2	
	Subtotal		**12**	**3**	**9**	
	Supply Chain Management Department					
1.	Supply Chain Manager	KMFRI 3	1	1	0	
2.	Deputy Supply Chain Manager	KMFRI 4	1	0	1	
3.	Principal Supply Chain Management Officer	KMFRI 5	2	0	2	
4.	Supply Chain Management Officer / Senior	KMFRI 7 / 6	8	4	4	
5.	Principal Assistant Supply Chain Management Officer	KMFRI 7	5	5	0	
6.	Assistant Supply Chain Management Officer / Senior	KMFRI 9 / 8	16	17	-1	One Senior Assistant ICT Officer is due for

No.	Cadre	Job Group	Proposed	In Post	Variance	Note
						translation to ICT Officer.
	Subtotal		**33**	**27**	**6**	
	Internal Audit Directorate					
1.	Director	KMFRI 2	1	1	0	
2.	Deputy Director	KMFRI 3	1	0	1	
3.	Assistant Director	KMFRI 4	3	0	3	
4.	Principal Internal Auditor	KMFRI 5				
5.	Internal Auditor / Senior	KMFRI 7 / 6	3	5	-2	Two Senior Internal Auditors are due for promotion to Senior Internal Auditor
	Subtotal		**8**	**6**	**2**	
	Corporation Secretary / Legal Services					
1.	Corporation Secretary and Director of Legal Services	KMFRI 2	1	0	1	
2.	Principal Legal Officer	KMFRI 5	1	0	1	
3.	Legal Officer / Senior	KMFRI 7 / 6				
4.	Principal Legal Assistant	KMFRI 7	1	0	1	
5.	Legal Assistant / Senior	KMFRI 9 / 8				
	Subtotal		**3**	**0**	**3**	
	Total Establishment		820	659	161	
	Technical		601	73%		
	Support		219	26%		

Annex II: KMFRI's Staff Establishment Implementation Plan

No.	Cadre	Job Group	Proposed	In Post	Variance	FY2021 / 2022	FY2022 / 2023	FY2023 / 2024
	Research Scientists							
1.	Director - General	KMFRI 1	1	1	0	0	0	0
2.	Director	KMFRI 2	4	1	3	3	0	0
3.	Chief Research Scientist Emeritus		3	0	3	0	1	2
4.	Chief Research Scientist	KMFRI 3	16	3	13	4	6	3
5.	Principal Research Scientist	KMFRI 4	34	26	8	2	2	4
6.	Senior Research Scientist	KMFRI 5	38	29	9	2	4	3
7.	Assistant Research Scientist / Research Scientist	KMFRI 7 / 6	62	62	0	0	0	0
	Subtotal		**158**	**122**	**36**	**11**	**13**	**12**
	Laboratory Services							
1.	Deputy Director, Laboratory Services	KMFRI 3	1	0	1	0	0	1
2.	Assistant Director, Laboratory Services	KMFRI 4	2	0	2	1	0	1
3.	Principal Laboratory Analyst	KMFRI 5	4	0	4	2	1	1
4.	Laboratory Analyst / Senior	KMFRI 7 / 6	23	2	21	14	3	4
5.	Principal Laboratory Technologist	KMFRI 7	22	32	-10	-10	0	0
6.	Laboratory Technologist / Senior	KMFRI 9 / 8	19	15	4	1	1	2
7.	Principal Laboratory Technician	KMFRI 9	15	13	2	2	0	0

No.	Cadre	Job Group	Proposed	In Post	Variance	FY2021 / 2022	FY2022 / 2023	FY2023 / 2024
8.	Laboratory Technician / Senior	KMFRI 10 / 9	34	34	0	0	0	0
9.	Principal Field Assistant	KMFRI 10	140	140	0	0	0	0
	Subtotal		**260**	**236**	**24**	**10**	**5**	**9**
	GIS and Remote Sensing							
1.	Principal GIS and Remote Sensing Officer	KMFRI 5	1	0	1	0	1	0
2.	GIS and Remote Sensing Officer / Senior	KMFRI 7 / 6	1	0	1	1	0	0
	Subtotal		**2**	**0**	**2**	**1**	**1**	**0**
	Maritime Department							
1.	Chief Marine Captain	KMFRI 3	1	0	1	0	0	1
2.	Senior Principal Marine Captain	KMFRI 4						
3.	Principal Marine Captain	KMFRI 5						
4.	Marine Captain / Senior	KMFRI 7 / 6	2	2	0	0	0	0
5.	1st Mate	KMFRI 7	2	0	2	1	0	1
6.	3rd Mate / 2nd Mate	KMFRI 9 / 8	3	1	2	1	1	0
7.	Gear Technologist / Senior	KMFRI 9 / 8	2	0	2	1	1	0
8.	Principal Coxswain	KMFRI 8	8	5	3	2	1	0
9.	Coxswain / Senior	KMFRI 10 / 9	7	4	3	1	1	1
10.	Principal Diver	KMFRI 9	4	2	2	1	1	0

No.	Cadre	Job Group	Proposed	In Post	Variance	FY2021 / 2022	FY2022 / 2023	FY2023 / 2024
11.	Diver / Senior	KMFRI 11 / 10	5	0	5	3	2	0
12.	Bosun	KMFRI 10	11	11	0	0	0	0
13.	Ordinary Seaman / Able Seaman	KMFRI 12 / 11	11	0	11	3	4	4
	Subtotal		**56**	**25**	**31**	**13**	**11**	**7**
	Finance and Accounting							
1.	Director, Corporate Services	KMFRI 2	1	1	0	0	0	0
2.	Deputy Director, Finance and Accounts	KMFRI 3	1	0	1	0	0	1
3.	Assistant Director, Finance and Accounts	KMFRI 4	2	0	2	1	0	1
4.	Principal Accountant	KMFRI 5	4	1	3	2	1	0
5.	Accountant / Senior	KMFRI 7 / 6	10	8	2	1	1	0
6.	Principal Assistant Accountant	KMFRI 7	6	5	1	1	0	0
7.	Assistant Accountant / Senior	KMFRI 9 / 8	20	20	0	0	0	0
	Subtotal		**44**	**35**	**9**	**5**	**2**	**2**
	Human Resource Management							
1.	Deputy Director, Human Resource Management and Administration	KMFRI 3	1	1	0	0	0	0

No.	Cadre	Job Group	Proposed	In Post	Variance	FY2021 / 2022	FY2022 / 2023	FY2023 / 2024
2.	Assistant Director, Human Resource Management	KMFRI 4	1	0	1	1	0	0
3.	Principal Human Resource Management Officer	KMFRI 5	2	1	1	0	1	0
4.	Human Resource Management Officer / Senior	KMFRI 7 / 6	9	8	1	1	0	0
5.	Principal Assistant Human Resource Management Officer	KMFRI 7	5	0	5	5	0	0
6.	Assistant Human Resource Management Officer / Senior	KMFRI 9 / 8	8	14	-6	-3	-2	-1
	Subtotal		**26**	**24**	**2**	**4**	**-1**	**-1**
	Administration							
1.	Assistant Director, Administration	KMFRI 4	1	0	1	0	0	1
2.	Principal Administrative Officer	KMFRI 5	1	0	1	1	0	0
3.	Administrative Officer / Senior	KMFRI 7 / 6	5	6	-1	-1	0	0
4.	Principal Assistant Administrative Officer	KMFRI 7	6	0	6	6	0	0
5.	Assistant Administrative Officer / Senior	KMFRI 9 / 8	5	12	-7	-7	0	0
	Subtotal		**18**	**18**	**0**	**-1**	**0**	**1**
	Office Administrative Services							

No.	Cadre	Job Group	Proposed	In Post	Variance	FY2021 / 2022	FY2022 / 2023	FY2023 / 2024
1.	Principal Office Administrator	KMFRI 5	1	0	1	0	1	0
2.	Office Administrator / Senior	KMFRI 7 / 6	5	4	1	0	1	0
3.	Principal Assistant Office Administrator	KMFRI 7	8	0	8	8	0	0
4.	Assistant Office Administrator / Senior	KMFRI 9 / 8	10	18	-8	-8	0	0
	Subtotal		**24**	**22**	**2**	**0**	**2**	**0**
	Corporate Communication and Public Relations Department							
1.	Deputy Director, Corporate Communication and Public Relations	KMFRI 3	1	0	1	0	0	1
2.	Assistant Director, Corporate Communication and Public Relations	KMFRI 4	1	0	1	0	0	0
3.	Principal Corporate Communications and Public Relations Officer	KMFRI 5				1	0	0
4.	Corporate Communication and Public Relations Officer / Senior	KMFRI 7 / 6	3	1	2	1	0	1
5.	Principal Assistant Corporate Communication and Public Relations Officer	KMFRI 7	1	0	1	1	0	0

No.	Cadre	Job Group	Proposed	In Post	Variance	FY2021 / 2022	FY2022 / 2023	FY2023 / 2024
6.	Assistant Corporate Communications and Public Relations Officer	KMFRI 9 / 8	4	4	0	0	0	0
7.	Principal Customer Care Assistant	KMFRI 9	7	6	1	1	0	0
8.	Customer Care Assistant / Senior	KMFRI 11 / 10	3	3	0	0	0	0
	Subtotal		**20**	**14**	**6**	**4**	**0**	**2**
	Information Science							
1.	Assistant Director, Information Scientist	KMFRI 4	1	0	1	0	0	1
2.	Principal Information Scientist	KMFRI 5	1	0	1	1	0	0
3.	Information Scientist / Senior	KMFRI 7 / 6	2	3	-1	-1	0	0
4.	Principal Assistant Information Scientist	KMFRI 7	3	2	1	1	0	0
5.	Assistant Information Scientist	KMFRI 9 / 8	10	12	-2	-2	0	0
	Subtotal		**17**	**17**	**0**	**-1**	**0**	**1**
	Records Management							
1.	Principal Records Management Officer	KMFRI 5	1	0	1	0	0	1
2.	Records Management Officer / Senior	KMFRI 7 / 6	2	1	1	1	0	0
3.	Principal Assistant Records Management Officer	KMFRI 7	3	0	3	3	0	0

No.	Cadre	Job Group	Proposed	In Post	Variance	FY2021 / 2022	FY2022 / 2023	FY2023 / 2024
4.	Assistant Records Management Officer / Senior	KMFRI 9 / 8	13	17	-4	-4	0	0
	Subtotal		**19**	**18**	**1**	**0**	**0**	**1**
	Engineering Department							
1.	Senior Engineer	KMFRI 5	1	0	1	0	1	0
2.	Assistant Engineer / Engineer	KMFRI 7 / 6	2	1	1	0	0	1
3.	Principal Engineering Technician	KMFRI 7	5	4	1	1	0	0
4.	Engineering Technician / Senior	KMFRI 9 / 8	5	4	1	0	0	1
5.	Principal Artisan	KMFRI 9	10	9	1	1	0	0
6.	Artisan / Senior	KMFRI 11 / 10	8	9	-1	-1	0	0
	Subtotal		**31**	**27**	**4**	**1**	**1**	**2**
	Security							
1.	Security Officer / Senior	KMFRI 7 / 6	1	0	1	0	1	0
2.	Principal Assistant Security Officer	KMFRI 7	1	0	1	0	0	1
3.	Assistant Security Officer / Senior	KMFRI 9 / 8						
	Subtotal		**2**	**0**	**2**	**0**	**1**	**1**
	Drivers							
1.	Principal Driver	KMFRI 9	10	8	2	2	0	0

No.	Cadre	Job Group	Proposed	In Post	Variance	FY2021 / 2022	FY2022 / 2023	FY2023 / 2024
2.	Driver / Senior	KMFRI 11 / 10	28	22	6	4	1	1
	Subtotal		**38**	**30**	**8**	**6**	**1**	**1**
	Office Assistants							
1.	Principal Office Assistant	KMFRI 10	20	20	0	0	0	0
	Subtotal		**20**	**20**	**0**	**0**	**0**	**0**
	Strategy and Planning							
1.	Director, Strategy and Planning, Compliance, Partnership Development and Resource Mobilization	KMFRI 2	1	0	1	0	0	1
2.	Deputy Director, Strategy and Planning (Economic Planning)	KMFRI 3	1	0	1	0	0	1
3.	Assistant Director, Strategy and Planning (Economic Planning)	KMFRI 4	1	0	1	1	0	0
4.	Principal Planning Officer (Economic Planning)	KMFRI 5						
5.	Planning Officer (Economic Planning) / Senior	KMFRI 7 / 6	2	1	1	1	0	0
	Subtotal		**5**	**1**	**4**	**2**	**0**	**2**
	Performance Management and							

No.	Cadre	Job Group	Proposed	In Post	Variance	FY2021 / 2022	FY2022 / 2023	FY2023 / 2024
	Monitoring and Evaluation							
1.	Assistant Director Strategy and Planning (Performance Management)	KMFRI 4	1	0	1	1	0	0
2.	Principal Planning Officer (Performance Management)	KMFRI 5						
3.	Planning Officer (Performance Management) / Senior	KMFRI 7 / 6	1	1	0	0	0	0
	Subtotal		**2**	**1**	**1**	**1**	**0**	**0**
	Information and Communication Technology							
1.	Deputy Director ICT	KMFRI 3	1	0	1	0	1	0
2.	Assistant Director ICT	KMFRI 4	1	0	1	1	0	0
3.	Principal ICT Officer	KMFRI 5	3	0	3	2	1	0
4.	ICT Officer / Senior	KMFRI 7 / 6	5	5	0	0	0	0
5.	Principal Assistant ICT Officer	KMFRI 7	3	2	1	1	0	0
6.	Assistant ICT Officer / Senior	KMFRI 9 / 8	3	6	-3	-3	0	0
	Subtotal		**16**	**13**	**3**	**1**	**2**	**0**
	Technical Capacity Building							

No.	Cadre	Job Group	Proposed	In Post	Variance	FY2021 / 2022	FY2022 / 2023	FY2023 / 2024
1.	Deputy Director, Technical Capacity Building	KMFRI 3	1	0	1	0	0	1
2.	Assistant Director, Technical Capacity Building	KMFRI 4	1	0	1	1	0	0
	Subtotal		**2**	**0**	**2**	**1**	**0**	**1**
	Resource Mobilization and Partnership Development							
1.	Assistant Director, Resource Mobilization and Partnership Development	KMFRI 4	1	0	1	0	1	0
2.	Principal Resource Mobilization and Partnership Development Officer	KMFRI 5	1	0	1	0	0	0
3.	Resource Mobilization and Partnership Development Officer / Senior	KMFRI 7 / 6				1	0	0
	Subtotal		**2**	**0**	**2**	**1**	**1**	**0**
	Risk Management and Quality Assurance							
1.	Assistant Director, Risk Management and Quality Assurance Officer	KMFRI 4	1	0	1	0	1	0
2.	Principal Risk Management and Quality Assurance Officer	KMFRI 5						

No.	Cadre	Job Group	Proposed	In Post	Variance	FY2021 / 2022	FY2022 / 2023	FY2023 / 2024
3.	Risk Management and Quality Assurance Officer / Senior	KMFRI 7 / 6	1	0	1	1	0	0
	Subtotal		**2**	**0**	**2**	**1**	**1**	**0**
	Enterprise Development							
1.	Deputy Director Business Development Services	KMFRI 3	1	0	1	0	0	1
2.	Assistant Director Business Development Services	KMFRI 4	1	0	1	0	1	0
3.	Principal Business Development Officer	KMFRI 5	1	0	1	1	0	0
4.	Business Development Officer / Senior	KMFRI 7 / 6	1	1	0	0	0	0
5.	Principal Assistant Sales and Marketing Officer	KMFRI 7	1	1	0	0	0	0
6.	Assistant Sales and Marketing Officer / Senior	KMFRI 9 / 8	1	1	0	0	0	0
7.	Hospitality Officer / Senior	KMFRI 7 / 6	1	0	1	0	1	0
8.	Assistant Housekeeper / Senior	9 / 8	1	0	1	0	1	0
9.	Housekeeping Assistants / Senior	11 / 10	1	0	1	0	1	0
10.	Cook / Senior	KMFRI 11 / 10	1	0	1	0	1	0
11.	Waiter / Senior	KMFRI 11 / 10	2	0	2	0	2	0
	Subtotal		**12**	**3**	**9**	**1**	**7**	**1**

No.	Cadre	Job Group	Proposed	In Post	Variance	FY2021 / 2022	FY2022 / 2023	FY2023 / 2024
	Supply Chain Management Department							
1.	Supply Chain Manager	KMFRI 3	1	1	0	0	0	0
2.	Deputy Supply Chain Manager	KMFRI 4	1	0	1	1	0	0
3.	Principal Supply Chain Management Officer	KMFRI 5	2	0	2	1	1	0
4.	Supply Chain Management Officer / Senior	KMFRI 7 / 6	8	4	4	1	2	1
5.	Principal Assistant Supply Chain Management Officer	KMFRI 7	5	5	0	0	0	0
6.	Assistant Supply Chain Management Officer / Senior	KMFRI 9 / 8	16	17	-1	-1	0	0
	Subtotal		**33**	**27**	**6**	**2**	**3**	**1**
	Internal Audit Directorate							
1.	Director	KMFRI 2	1	1	0	0	0	0
2.	Deputy Director	KMFRI 3	1	0	1	0	1	0
3.	Assistant Director	KMFRI 4	3	0	3	0	0	0
4.	Principal Internal Auditor	KMFRI 5				2	0	1
5.	Internal Auditor / Senior	KMFRI 7 / 6	3	5	-2	-2	0	0
	Subtotal		**8**	**6**	**2**	**0**	**1**	**1**

No.	Cadre	Job Group	Proposed	In Post	Variance	FY2021 / 2022	FY2022 / 2023	FY2023 / 2024
	Corporation Secretary / Legal Services							
1.	Corporation Secretary and Director of Legal Services	KMFRI 2	1	0	1	1	0	0
2.	Principal Legal Officer	KMFRI 5	1	0	1	0	0	0
3.	Legal Officer / Senior	KMFRI 7 / 6				1	0	0
4.	Principal Legal Assistant	KMFRI 7	1	0	1	0	0	0
5.	Legal Assistant / Senior	KMFRI 9 / 8				1	0	0
	Subtotal		**3**	**0**	**3**	**3**	**0**	**0**
	Total Establishment		**820**	**659**	**161**	**66**	**51**	**44**

Annex III: Summary of Staff Establishment Implementation Plan and Costs

	Implementation Plan (Number of Officers)				Implementation Plan (Cost)			
Department	**FY2021 / 2022**	**FY2022 / 2023**	**FY2023 / 2024**	**Total No**	**FY2021 / 2022**	**FY2022 / 2023**	**FY2023 / 2024**	**Total Cost**
Research Scientists	11	13	12	36	43.7	45.1	41.4	130.2
Laboratory Services	10	5	9	24	21.1	8.6	18.2	47.9
GIS and Remote Sensing	1	1	0	2	1.9	2.1	0.0	4.0
Maritime Department	13	11	7	31	9.3	7.0	6.0	22.2
Finance and Accounting	5	2	2	9	10.4	4.0	7.0	21.4
Human Resource Management	4	(1)	(1)	2	9.9	0.6	(0.7)	9.8
Administration	(1)	0	1	0	4.0	0.0	2.7	6.7
Office Administrative Services	0	2	0	2	6.0	4.0	0.0	10.0
Corporate Communication and Public Relations Department	4	0	2	6	6.8	0.0	6.2	12.9
Information Science	(1)	0	1	0	0.8	0.0	4.2	5.1
Records Management	0	0	1	1	3.9	0.0	2.1	6.0
Engineering Department	1	1	2	4	1.6	2.1	2.7	6.4
Security	0	1	1	2	0.0	1.9	0.7	2.7
Drivers	6	1	1	8	3.5	0.5	0.5	4.6
Office Assistants	0	0	0	0	0.0	0.0	0.0	0.0
Strategy and Planning	2	0	2	4	4.6	0.0	9.9	14.6
Performance Management and Monitoring and Evaluation	1	0	0	1	2.7	0.0	0.0	2.7
Information and Communication Technology	1	2	0	3	6.3	6.4	0.0	12.6
Technical Capacity Building	1	0	1	2	2.1	0.0	2.7	4.9
Resource Mobilization and Partnership Development	1	1	0	2	2.1	2.7	0.0	4.9
Risk Management and Quality Assurance	1	1	0	2	1.9	2.7	0.0	4.6
Enterprise Development	1	7	1	9	2.1	8.2	4.2	14.5
Supply Chain Management Department	2	3	1	6	6.0	5.9	1.9	13.9

Department	FY2021 / 2022	FY2022 / 2023	FY2023 / 2024	Total No	FY2021 / 2022	FY2022 / 2023	FY2023 / 2024	Total Cost
Internal Audit Directorate	0	1	1	2	1.6	4.2	2.7	8.6
Corporation Secretary / Legal Services	3	0	0	3	9.3	0.0	0.0	9.3
Total	**66**	**51**	**44**	**161**	**161.6**	**106.3**	**112.6**	**380.5**

FOR SECRETARY STATE CORPORATIONS ADVISORY COMMITTEE P. O. BOX 62345 - 00200 NAIROBI

Annex IV: KMFRI's Summary of New Cadres and Collapsed Cadres

Department	Cadres that have been Collapsed	Cadres that have been removed	New Cadres
Research	Research Scientist I	Deputy Director	Director General
	Research Scientist II	Assistant Director	Chief Scientist Emeritus
Finance and Accounting	Accountant I	Manager, Finance and Accounts	
	Accountant II	Accounts Assistant II	
Human Resource	Human Resource Management Officer I	Human Resource Manager	Deputy Director HR and Admin
	Human Resource Management Officer II		
Supply Chain Management	Supply Chain Management Officer I	Deputy Director Supply Chain Management	Deputy Supply Chain Manager
	Supply Chain Management Officer II		
Security		Security Supervisor	Senior Security Officer
		Security Guards Senior	Security Officer
			Senior Assistant Security Officer
			Assistant Security Officer
Drivers			

	Drivers Senior/ I/II/III		
Corporation Secretary / Legal Services			
			Corporation Secretary Director Legal Services
			Deputy Director Legal Services
			Assistant Director, Legal Services
			Principal Legal Officer
			Principal Legal Assistant
			Senior Legal Assistant
			Legal Assistant
Planning			
	Planning Officer, I	Manager, Planning	Deputy Director Strategy and Planning (Economic Planning)
	Planning Officer II		Assistant Director Strategy and Planning (Economic Planning)
Performance Management and Monitoring and Evaluation			
			Deputy Director Strategy and Planning (Performance Management)
			Assistant Director Strategy and Planning (Performance Management)
			Principal Planning Officer (Performance Management)
			Senior Planning Officer (Performance Management) *
			Risk Management and Quality Assurance Officer*

Internal Audit Department			
		Internal Auditor Grade I	Director, Internal Audit
		Internal Auditor Grade II	Deputy Director, Internal Audit
		Audit Examiner I/II	Assistant Director, Internal Audit
		Audit Assistants I/II/III	
Records Management			
		Telephone Operator	Principal Records Management Officer
		Radio Operator	Senior Records Management Officer
			Records Management Officer
			Principal Assistant Records Management Officer
			Senior Records Management Assistant
			Records Management Assistant
Information and Communication Technology			
	ICT Officer I	ICT Manager	Deputy Director ICT
	ICT II		
Laboratory			
	Laboratory Technologist I	Data Enumerators	Deputy Director, Laboratory Services
	Laboratory Technologist II	Statistical Officer III	Assistant Director, Laboratory Services
	Laboratory Technologist III	Statistical Assistant II	Principal Laboratory Analyst
	Laboratory Technician I		Senior Laboratory Analyst
	Laboratory Technician II		Laboratory Analyst
	Laboratory Technician III		Principal Field Assistant
			Senior Field Assistant
			Field Assistant

Maritime Department			
	Coxswain I	Master fisherman I (Captain)	Chief Marine Captain
	Coxswain II	Master fisherman II (Captain)	Senior Principal Marine Captain
	Diving Technician, I	Senior Seaman	Principal Marine Captain
	Diving Technician II	Seaman I	Marine Captain
	Diving Technician III	Seaman II	Bosun
	Diving Technician II	Seaman III	Able Seaman
	Diving Technician III	Cadet Officer	Ordinary Seaman
	Gear Technologist I	Engine Room Attendant	Principal Diving Technician
	Gear Technologist II	Master Gear Technologist	
	Gear Technologist III		
Engineering Department			
	Engineering Technician I	Principal Engineer (Maintenance& Marine)	Senior Engineering Technician
	Engineering Technician II	Principal Engineering Technician	Engineering Technician
		Senior Engineering Technician	Principal Artisan
		Eng. Technician III/ Senior Artisan	Senior Artisan
		Maintenance Officers (Artisans)	Artisan
Administration			
	Administrative Officer I	Administration Manager	Assistant Director, Administration
	Administrative Officer II		
Office Administrative Services			

	Senior Assistant Office Administrator	Executive Secretary	Principal Office Administrator
	Assistant Office Administrator I	Principal Assistant Office Administrator	
	Assistant Office Administrator II		
Support Staff			
		Auxiliary Staff Senior I/II/III	Principal Office Assistant
			Senior Office Assistant
			Office Assistant
Corporate Affairs Department			
	Corporate Communications Officer I	Corporate Communications Manager	Principal Customer Care Assistant
	Corporate Communications Officer II	Chief Linkage Officer	Senior Customer Care Assistant
		Chief Outreach Services Officer	Customer Care Assistant
		Media Technician II	
		Corporate Communications Officer III/ Media Technician I	
Library Services			
	Librarian I	Library Services Manager	Assistant Director, Information Scientist
	Librarian II	Assistant Librarian/ Librarian III	

Technical Capacity Building			
			Deputy Director, Technical Capacity Building
			Assistant Director, Technical Capacity Building
Resource Mobilization and Partnership Development			
			Deputy Director, Resource Mobilization and Partnership Development
			Assistant Director, Resource Mobilization and Partnership Development
			Principal Resource Mobilization and Partnership Development Officer
			Senior Resource Mobilization and Partnership Development Officer*
			Resource Mobilization and Partnership Development Officer*
Risk Management and Quality Assurance			
			Deputy Director, Risk Management and Quality Assurance
			Assistant Director, Risk Management and Quality Assurance Officer
			Principal Risk Management and Quality Assurance Officer
			Senior Risk Management and Quality Assurance Officer*
			Risk Management and Quality Assurance Officer*
Enterprise Development			
			Deputy Director Business Development Services
			Assistant Director Business Development Services
			Principal Business Development Officer

			Senior Business Development Officer*
			Business Development Officer*
			Principal Assistant Sales and Marketing Officer
			Senior Assistant Sales and Marketing Officer*
			Assistant Sales and Marketing Officer*
			Principal Hospitality Officer
			Senior Hospitality Officer*
			Hospitality Officer*
			Principal Assistant Hospitality Officer
			Senior Assistant Hospitality Officer*
			Assistant Hospitality Officer*
			Senior Cook*
			Cook*
			Senior Waiter*
			Waiter*
GIS and Remote Sensing			
			Principal GIS and Remote Sensing Officer
			Senior GIS and Remote Sensing Officer*
			GIS and Remote Sensing Officer*