



MINISTRY OF AGRICULTURE, LIVESTOCK FISHERIES AND COOPERATIVES

STATE DEPARTMENT FOR FISHERIES, AQUACULTURE AND THE BLUE
ECONOMY

KENYA MARINE FISHERIES AND SOCIO-ECONOMIC DEVELOPMENT
(KEMFSED) PROJECT

Project Implementation Manual

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Abbreviations and Acronyms

AWPB	Annual Work-plan and Budget
BMU	Beach Management Unit
BMT	Bench Marking Tool
CADP	County Annual Development Plan
CAS	Catch Assessment Survey
CBK	Central Bank of Kenya
CBO	Community Based Organization
CDD	Community Driven Development
CDP	Community Development Plan
CECM	County Executive Committee Member
CIDP	County Integrated Development Plan
CIG	Common Interest Group
CMA	Co-Management Areas
CoG	Council of Governors
CPA	County Participation Agreement
CPC	County Project Coordinator
CPIU	County Project Implementation Unit
CPSC	County Project Steering Committee
CSO	Civil Society Organization
CVPS	Closed Voucher Payment System
DA	Designated Account
DFIL	Disbursement and Financial Information Letter
ECCL	Enhanced Coastal Community Livelihoods
EEZ	Exclusive Economic Zone
ESIA	Environment and Social Impact Assessment
ESMF	Environment and Social Management Framework
FA	Financing Agreement
FIMS	Fisheries Information Management System
FMDA	Fisheries Management and Development Act
FMP	Fisheries Management Plans
FMPM	Financial Management Procedures Manual
GBV	Gender Based Violence
GRM	Grievance Redress Mechanism
IAG	Internal Auditor General
IDA	International Development Association
IFMIS	Integrated Financial Management Information System
IGA	Income Generating Activity
IGF-JASCCM	Inter-Governmental Framework - Joint Agricultural Sector Cooperation and Consultation Mechanism
IOTC	Indian Ocean Tuna Commission
IUU	Illegal Unregulated Unreported
JCMA	Joint Co-Management Areas
KCDP	Kenya Coast Development Project
KCGS	Kenya Coast Guard Services

KCSAP	Kenya Climate Smart Agriculture Project
KeFS	Kenya Fisheries Services
KFMA	Kenya Fish Marketing Authority
KFLTF	Kenya Fish Levy Trust Fund
KEMFSED	Kenya Marine Fisheries and Socio-Economic Development
KMA	Kenya Maritime Authority
KMFRI	Kenya Marine Fisheries Research Institute
KPA	Kenya Ports Authority
KRA	Kenya Revenue Authority
KWS	Kenya Wildlife Services
MoALFC	Ministry of Agriculture, Livestock Fisheries and Cooperatives
MCS	Monitoring Control and Surveillance
MDAs	Ministries, Departments and Agencies
MSP	Marine Spatial Planning
NAMARET	National Mariculture Research and Training Centre
NARIGP	National Agricultural and Rural Inclusive Growth Project
NEMA	National Environment Management Authority
NPCU	National Project Coordinating Unit
NPSC	National Project Steering Committee
NT	National Treasury
OAG	Office of the Auditor General
PA	Project Account
PFMA	Public Finance Management Act
PGM	Project Grants Manual
PICD	Participatory Integrated Community Development
PIM	Project Implementation Manual
PP	Procurement Plan
PPSD	Project Procurement Strategy for Development
PSM	Port State Measures
PTAC	Project Technical Advisory Committee
RF	Results Framework
RFMOs	Regional Fisheries Management Organizations
ROP	Regional Observer Program
RPF	Resettlement Policy Framework
SA	Social Assessment
SDFA&BE	State Department for Fisheries Aquaculture and the Blue Economy
SEA	Sexual Exploitation and Abuse
SoE	Statement of Expenditure
SP	Strategic Partner
SWIOFC	South West Indian Ocean Fisheries Commission
TVET	Technical and Vocational Education Training
VMG	Vulnerable and Marginalized Group
VMGF	Vulnerable and Marginalized Group Framework
VMS	Vessel Monitoring System
VS	Voucher System
WSDP	Water Sector Development Project

1. Project Overview

1.1 Background

On June 5, 2018, in the Executive Order No. 1/2018, the Government of Kenya made a clear commitment towards a new approach, the blue economy, and taking into cognizance the importance of the sector to fuel the country's economic growth, created the State Department for Fisheries, Aquaculture and the Blue Economy. The coastal and marine space on which a blue economy is potentially founded contains a myriad of different uses, some currently destructive or unsustainable, while others are renewable, some mutually exclusive and others compatible. More broadly, the blue economy approach is understood as encompassing a better integrated approach to these sometimes-conflicting uses of marine resources, living and non-living (including shipping, fossil energy and mining), and renewable or exhaustive.

The Presidential Blue Economy Committee established in September 2016, while recognizing the many sectors in blue economy, prioritized fisheries and aquaculture; and maritime shipping and logistic services as priority sectors that would deliver fast socio-economic benefits to the communities in the coastal areas. To strengthen fisheries governance for sustainable utilization and enhanced revenues for the government and employment creation, the government enacted the Fisheries Management and Development Act 2016 in September 2016. The Act established institutions that would strengthen the governance of the fishing industry and aquaculture and enable investments along the fishery value chains for socio-economic benefits. The institutions established include the Kenya Fisheries Service, Kenya Fish Marketing Authority and the Fish Levy Trust Fund, among others.

To attain economic benefits from the coastal and marine resources, the Government of Kenya (GoK) through the State Department for Fisheries, Aquaculture and the Blue Economy (SDFA&BE) has requested the World Bank to support the proposed Kenya Marine Fisheries and Socio-Economic Development Project. The KEMFSED project will be implemented over a period of 5 years. The Project Development Objective (PDO) is to improve management of priority fisheries and mariculture and increase access to complementary livelihood activities in coastal communities. The implementing agency will be the SDFA&BE in the Ministry of Agriculture, Livestock Fisheries and Cooperatives (MoALFC) on behalf of the Government of Kenya, together with the five (5) counties along the Coast, namely Kwale, Mombasa, Kilifi, Tana River and Lamu.

1.2 Guide to Using the Project Implementation Manual (PIM)

1.2.1 Objective of the PIM

The Project Implementation Manual (PIM) provides guidance in the implementation of the KEMFSED Project to the National and participating Counties and at the Community level. The PIM describes the processes, implementation structures and approaches to be followed by the various implementation levels for effective implementation of project interventions. It will refer the reader to existing guidance such as procurement guidelines, Environmental and Social Safeguards reports and tools, etc. The PIM is the main reference document that will guide the KEMFSED Project implementation towards achieving the PDO. The PIM contains an analysis of the context within which the project is operating that includes: a detailed description of the three components; envisaged results and main activities; the institutional arrangements for

implementation; financial management mechanisms; procurement procedures; the project monitoring and evaluation system; and a social safeguard implementation plan. The annex section contains the project's results framework; its key management and monitoring tool; terms of reference for year one consultancies and key posts; and a set of administrative forms.

1.2.2 Target Audience and Users

The target audience will be the implementers who will use this manual to reach out to the target beneficiaries from the project interventions including the national project institutions, county project institutions, and the institutions or firms and service providers that will support the implementation of Project activities.

1.2.3 PIM Revision Procedures

The PIM is a living document and expected to be revised and updated as necessary to incorporate the evolving needs of the project and any changes in procedures based on the experiences of project implementation. The implementing ministry and counties will adhere to the PIM. However, should changes be proposed, the PIM can be amended/revised. Following the amendments, a revised version would be prepared by the National Project Coordination Unit (NPCU) and circulated to all stakeholders to replace the previous version. Any amendment, suspension, repeal or waiver of any provision of the PIM will require approval by the NPSC and World Bank. Accordingly, any changes to the PIM will take effect upon approval from the World Bank in response to a notification of the proposed change sent by the NPCU via e-mail, requesting World Bank no-objection. Following receipt of a no-objection from the Bank, the NPCU will disseminate the new/amended version of the PIM to the counties and other agencies ensuring that only the latest version of the PIM is used. Where there are discrepancies between the PIM and the PAD or Financing Agreement (FA), the FA prevails.

1.3 Project Components

- **Component 1: Governance and Management of Marine Fisheries.** The component will contribute to the PDO by supporting improvement of management of marine fisheries in Kenyan waters. Fisheries governance related interventions will be promoted through strengthened co-management of nearshore fisheries and infrastructure development in relation to fisheries management at national and county levels.
- **Component 2: Coastal Community Empowerment and Livelihoods.** The component will contribute to the PDO by strengthening livelihoods in coastal communities through a combination of technical and financial support for the implementation of livelihood, social welfare, and environmental subprojects; provision of scholarship grants and complementary capacity-building and mentoring of beneficiaries.
- **Component 3: Project Management.** The component will finance support for project management at both national and county levels to ensure coordinated and timely execution of project activities.

1.4 Project Development Objective and Outcomes

The PDO is to improve management of priority fisheries and mariculture and increase access to complementary livelihood activities in coastal communities. The PDO is expected to be achieved through the following key principles of project design:

- Kenya's fisheries sector plays a significant role in contributing to the country's economic development in terms of employment, income generation, foreign exchange and food and nutrition security among others. The project is expected to result in sustainable management of the fisheries and make a substantial contribution to the development of Kenya's blue economy.
- Noting that it will be implemented in a sector that is devolved, participating counties will play a key role in the execution of specific activities. The project is designed in a manner that is consistent with the principles of devolution at both levels of government and this will strengthen the fisheries sector management and development.
- Recognizes overfishing as an issue where several species are either at vulnerable levels or overfished. While it will be difficult for poor fishers to voluntarily reduce fishing effort, the project will provide technical and financial incentives for complementary livelihoods and diversification of income sources, as well as capacity building and support to earn more value from existing artisanal fisheries production.

1.5 Project Geographic Scope

The KEMFSED Project will be implemented in the five (5) counties that are riparian to the Indian Ocean along the Kenyan Coast. The coastal counties include Kwale, Mombasa, Kilifi, Tana River and Lamu. In the five target counties, following are the 19 target sub-counties where the ECCL investments will be concentrated: Lungalunga, Mwambweni, Matuga, and Kinango in Kwale County; Nyali, Changamwe, Jomvu, Kisauni, Mvita, and Likoni in Mombasa; Kilifi North, Kilifi South, Malindi, Magarini, Ganze, and Rabai in Kilifi County; Garsen in Tana River County; and Lamu East and Lamu West in Lamu County.

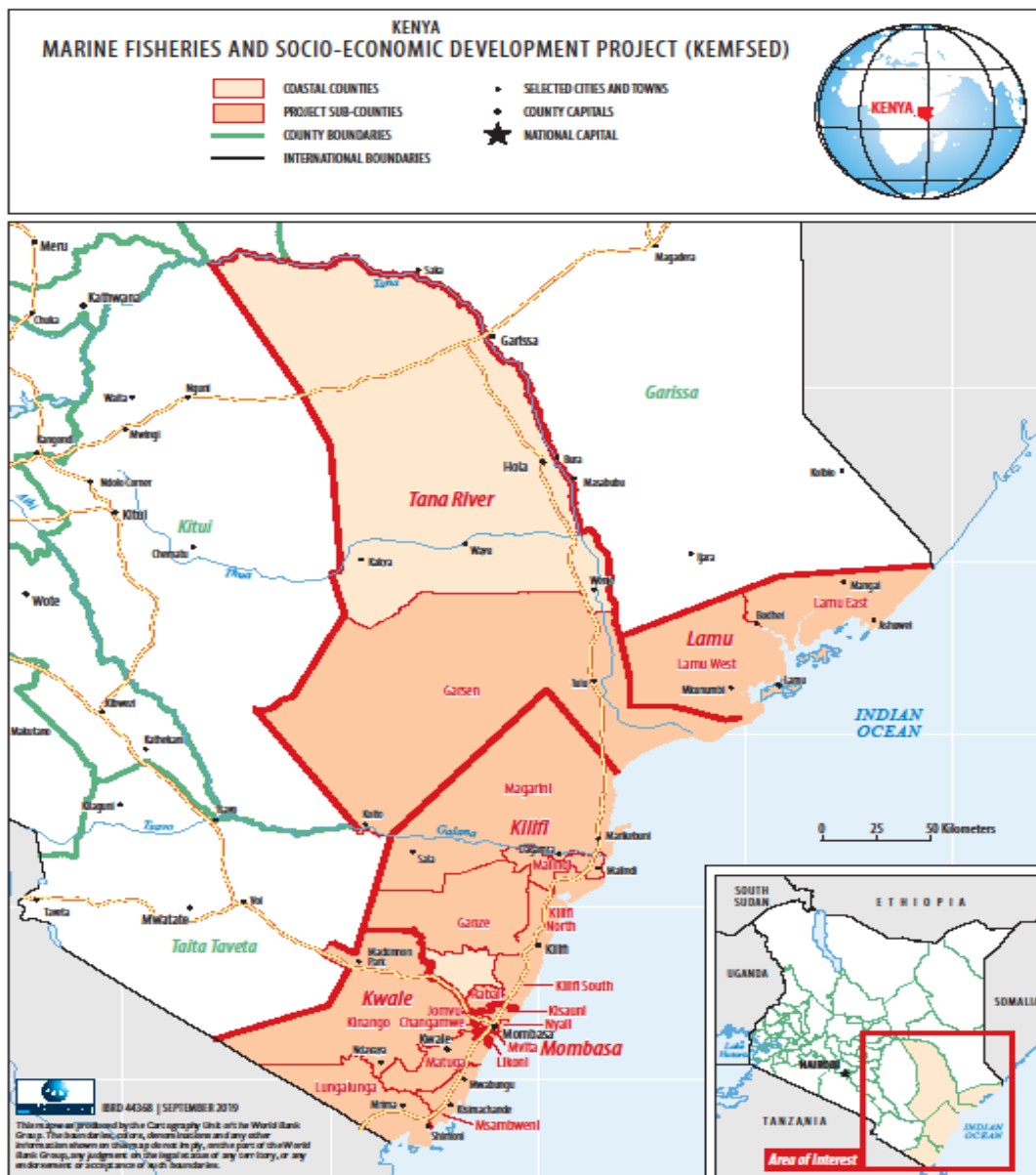


Figure 1: Map of KEMFSED Project Sub Counties

Table 1: KEMFSED Project Sub-Counties and Wards

County	Sub-Counties	Wards
Kwale	Lungalunga	Vanga, Mwereni, Dzombo and Pongwe/ Kikokeni (4)
	Msambweni	Ukunda, Kinondo, Gombatobongwe and Ramisi (4)
	Matuga	Mkongani, Tiwi, Kubo South, Waa and Tsimba-Golini (5)
	Kinango	Mwavumbo, Samburu/ Chengoni, Kasemeni, Mackinon Road, Kinango, Puma and Ndavaya (7)
Mombasa	Changamwe	Port Reitz, Kipevu, Airport, Changamwe and Chaani (5)
	Nyali	Frere Town, Ziwa la Ngombe, Mkomani, Kongowea and Kadzandani (5)
	Kisauni	Mjambere, Junda, Bamburi, Mwakirunge, Mtopanga, Magogoni and Shanzu (7)
	Jomvu	Jomvu Kuu, Miritini and Mikindani (3)
	Likoni	Mtongwe, ShikaAdabu, Bofu, Likoni and Timbwani (5)
	Mvita	Mjiwa Kale/ Makadara, Tudor, Tononoka, Majengo and Ganjoni/ Shimanzi (5)
Kilifi	Kilifi South	<u>Junju</u> , <u>Mwarakaya</u> , Shimo la Tewa, Chasimba and Mtepeni (5)
	Kilifi North	<u>Tezo</u> , <u>Sokoni</u> , <u>Kibarani</u> , <u>Dabaso</u> , <u>Matsangoni</u> , <u>Watamu</u> and <u>Mnarani</u> (7)
	Malindi	Jilore, Kakuyuni, Ganda, Malindi Town and Shella (5)
	Magarini	Maarafa, Magarini, Gongoni, Adu, Garashi and Sabaki (6)
	Rabai	Rabai/ Kisuruti, Mwawesa, Kambe/Ribe, Ruruma (4)
	Ganze	Jaribuni, Sokoke, Ganze, Vitengeni and Bamba (5)
Lamu	Lamu East	Faza, Kiunga and Basuba (3)
	Lamu West	Shella, Mkomani, Hindi, Mkunumbi, Hongwe, Witu and Bahari (7)
Tana River	Garsen	Kipini, Garsen South, Kipini West, Garsen Central, Garsen West and Garsen North (6)
Total	19	98

1.6 Project Beneficiaries

The project will benefit poor households in 19 coastal sub-counties of the five coastal counties of Kenya (Kwale, Mombasa, Kilifi, Tana River, and Lamu), including vulnerable groups located in the project area such as the Tswaka, Watha, Aweer, and Sanye. The primary target group would be the fishers and poor fisheries-dependent households, and rural communities with direct or indirect links to fishing activities. A substantial proportion of eligible households will accrue the combined benefits of project support and the higher value and guaranteed markets provided by the out-grower schemes implemented by commercial enterprises partnering with the project. Fisheries-related benefits would be accrued through the establishment and operation of community co-management schemes and the adoption of sustainable fishing practices. Consistent with project objectives, benefits would also be generated through enabling fisheries-dependent and coastal

farming communities organized as groups (BMUs, CIGs) to adopt complementary and/or alternative livelihoods. VMGs located in the project area would also benefit from community sub-projects. In all cases, specific mechanisms would be developed for proactive targeting of women and youth.

Additional benefits would accrue to Kenyan fishers and government through more efficient and better performing institutions, particularly at the County level, while several GoK agencies with fisheries-related mandates would directly benefit from improved policies and research, institutional strengthening, and ultimately from developing a robust Blue Economy for the benefit of the entire Kenyan population.

1.7 Project Cost and Financing

The project will be financed through an IDA Scale Up Facility (SUF) credit of US\$100 million, to be implemented over a 5-year period. The Government of Kenya (GoK) will provide counterpart funding of US\$13 million, while the communities will contribute US\$ 1.1 million in cash and/or in kind to the implementation of subprojects. Breakdown of the project funds allocated to the components is provided below:

Table 2: Project Component Allocations (US\$ Million)

Components/Sub Components	Total
A. Governance and Management of Marine Fisheries	
1.1 Enhance Governance of Marine Fisheries and Blue Economy	15.6
1.2 Improve Management of Nearshore Fisheries	8.3
1.3 Infrastructure Development for Fisheries Management	25.9
Subtotal	49.8
B. Coastal Community Empowerment and Livelihoods	
2.1 Enhance Coastal Community Livelihoods	29.1
2.2 Support Services for Livelihood Enhancement and Capacity Development	12.0
Subtotal	41.1
C. Project Management, and Monitoring and Evaluation	9.1
Total	100.00

2 Project Implementation Arrangements

2.1 Introduction

The Recipient is the Government of the Republic of Kenya. The National Treasury will be responsible for ensuring that project resources are budget for and released. The Office of the Auditor General is responsible for auditing of project accounts. The project design has taken into consideration devolution aspects, considering that the fisheries sector is defined as partially devolved. Project implementation will be led by the national government with counties executing specific activities at the county level. Based on lessons learned and valuable experience from other World Bank-financed projects in devolved sectors and in consultation with the GoK, the project is designed to have a simple and efficient implementation structure.

2.2 Overall Implementation Structure

2.2.1 Project Coordination

National level: The Ministry of Agriculture, Livestock Fisheries and Cooperatives (MoALFC) is the implementing agency, with its State Department for Fisheries, Aquaculture, and the Blue Economy (SDFA&BE) having the overall project implementation responsibility. Project oversight and policy guidance will be provided by a national project steering committee (NPSC)¹, while a project technical advisory committee (PTAC)² will be responsible for providing technical advice to the NPCU on implementation aspects. A national project coordinating unit (NPCU) will be established in Nairobi to manage and coordinate project implementation activities³. Part of the NPCU functions would be decentralized to Mombasa, especially those supporting the counties for execution of community-based activities. The NPCU staff will be seconded to the project on a full-time basis by the national government, and recruitment of external staff will be undertaken only in specific cases where internal capacity is limited.

County level: The five coastal counties (Kwale, Mombasa, Kilifi, Tana River, and Lamu) would be responsible for execution of specific activities at the county level and their engagement will be formalized through county participation agreements with the MoALFC. Each county will establish a county project steering committee (CPSC), responsible for decision making and providing oversight, and a county project implementation unit (CPIU), responsible for execution of specific project activities at the county level. Unless adequately justified, the composition, roles and responsibilities of these structures will be similar in all five counties. The project will provide support to each county for capacity building and institutional strengthening through a standard package of goods, equipment and training. CPIUs (through county field officers) or staff from the

¹ The NPSC will be co-chaired by the Principal Secretary of SDFA&BE and the Chairman of the Agriculture Committee, Council of Governors. NPSC members will comprise of Principal Secretaries from relevant state departments of line ministries and two Governors representing participating counties.

²The PTAC will be co-chaired by the Fisheries and Blue Economy Secretary and the Chair of the County Executive Committee Agricultural Caucus. PTAC members will comprise Directors of relevant line Ministry Departments, Director Generals of relevant government entities and representatives from the Council of Governors, private sector and civil society.

³ The NPCU will be headed by the national project coordinator and staffed with coordinators for the two project components, an M&E officer, finance officer/project accountant, procurement officer, training officer, communications/public relations officer, and environmental and social safeguards officers. As needed, other specialists will be seconded from relevant departments on a part-time basis.

productive alliance partnerships will also provide support to communities in organizing smallholder fishing and non-fishing households into common interest groups (CIGs) for the participatory identification and preparation of livelihood, social or environmental sub-projects. Community sub-project support would be provided to beneficiaries organized into CIGs to be formed in the 19 coastal sub-counties of the five project counties. County field officers will also be responsible for identifying vulnerable and marginalized members of the community through affirmative targeting approaches. In the case of the commercial enterprises that are already engaged for participation in the productive alliances, the roles and responsibilities for the implementation of sub-projects by out-grower CIGs is outlined in a tripartite Memorandum of Understanding (MoU) to be signed between the SDFA&BE, the county and each partner, prior to initiating implementation.

2.2.2 National Level Structure

➤ The National Project Steering Committee

The NPSC will be co-chaired by the Principal Secretary of the SDFA&BE (the lead Implementing Agency) and the Chairman of the Agriculture Committee, Council of Governors. The NPSC will comprise the following members:

- Principal Secretary, SDFA&BE – Chair
- Chairman, Agriculture Committee, CECMs - Co-Chair
- Principal Secretary, Crops
- Principal Secretary, Livestock
- Principal Secretary, The National Treasury
- Principal Secretary, State Department for Environment and Forestry
- Principal Secretary, Devolution and Planning
- Principal Secretary, and National Coordination
- Principal Secretary, Lands and Physical Planning
- Fisheries and Blue Economy Secretary
- Coordinator of Inter-governmental Secretariat for Agricultural Sector (IGF-JASCCM)
- 2 representatives of CECMs from implementing counties
- National Project Coordinator (ex-officio) – Secretary

This committee will be constituted by the Principal Secretary, SDFA&BE, through formal invitation of members to participate within 3 months after the signing of the Financing Agreement. The process of constituting this committee will be initiated by the National Project Coordinator and will involve preparation of a briefing note to the PS, SDFA&BE covering proposed membership of the committee, functions and proposed dates for inaugural meeting. Members of the NPSC will be provided with necessary documents of the project including (but not limited to) the PAD, PIM, PGM and the FA. The committee will be expected to meet twice a year.

Role of NPSC: The key role of this committee will be to provide overall project oversight and policy guidance. Project oversight will involve: (a) review and approval of project Annual Work Plan and Budget (AWPB) and Procurement Plan (PP), (b) management of project risks, (c) project monitoring & performance improvement and (e) tracking of project implementation milestones/ Schedules of work plan activities. The quorum for meetings will be at least 5 members (see PIM

Vol II Annex 1 for draft ToRs for NPSC). The two levels of government (national and county) will enter into a County Participation Agreement (CPA) for the implementing counties, detailing mutual responsibilities for the implementation of the project.

➤ **The Project Technical Advisory Committee**

The Project Technical Advisory Committee (PTAC) will be constituted by the PS, SDFA&BE through formal written invitations within 3 months after the signing of the Financing Agreement. It will be co-chaired by the Director General KeFS and the Chair of the County Executive Committee Agricultural Caucus. The NPCU will serve as the Secretariat for the PTAC. The PTAC will comprise of the following members and others will be invited on a need basis:

- Fisheries Secretary - Chair
- Chair of the County Executive Committee Agricultural Caucus – Co-Chair
- Chair of the Jumuiya Kaunti Pwani Caucus CECM
- Regional Commissioner Coast – (Interior)
- Director General, Kenya Fisheries Service
- Director, National Environment Management Authority (NEMA)
- Director, Kenya Marine and Fisheries Research Institute (KMFRI)
- Director, Physical Planning
- CEO – Kenya Fish Marketing Authority
- Coordinator of Inter-governmental Secretariat for Agricultural Sector (IGF-JASCCM)
- Chairperson Indian Ocean Water Body Beach Management Unit (BMU) Network
- National Project Coordinator (ex-officio) – Secretary

The composition of members of PTAC attending each meeting will depend on the agenda or technical advice sought by NPCU or NPSC and the quorum for the PTAC will be at half of its members. Meetings of the PTAC will be on a quarterly basis.

Role of PTAC: The PTAC will be responsible for providing technical support to the project, approving county-level investment proposals based on the recommendation of NPCU and ensuring that recommendations from the NPSC are implemented (see Annex for draft ToRs for the PTAC).

➤ **National Project Coordinating Unit**

The NPCU will comprise:

- National Project Coordinator
- National Project Procurement Officer
- National Project Accountant
- Social Safeguards Specialist
- Environmental Safeguards Specialist
- Training Coordinator
- Communication Specialist
- Project Engineer
- Monitoring and Evaluation Coordinator
- Component 1 Coordinator (CCI)
- Component 2 Coordinator (CC2)

Role of NPCU: Among other tasks, the NPCU will undertake the following:

- Plan, direct and coordinate Project activities.
- Review county annual work plans, Strategic Partner (SP) agency contracts, training programs and consultancies
- Develop the Project annual work plans and budgets
- Carry out biannual and annual reviews of progress of implementation
- Diagnose and resolve issues that affect Project operations
- Develop and operate the Project M&E system, and produce monitoring reports
- Make recommendations for Project modifications as necessary
- Ensure project annual work planning and procurement planning is carried out in good time for capturing in the National budget
- Ensure Counties are facilitated for planned activities
- Financial management, procurement and audit functions
- Function as the Secretariat of NPSC and PTAC

The NPCU will be responsible for overall project coordination at the national level, and act as a link between the project activities and operation at county and national levels. The NPCU will be composed of government staff seconded from line ministries. See Annex for draft ToRs for the NPCU Staff.

2.2.3 County Level Structure

➤ County Level

Participating counties will be the executing entities for specific activities under the project. The project implementation and oversight structures at county level will include CPSC and CPIU. The CPSC and the CPIU will be established no later than one month once the County Participation Agreement (CPA) is signed with the respective counties. A formal launch of the project within the county will immediately follow within three months after signing of the CPA.

➤ County Project Steering Committee (CPSC)

A County Project Steering Committee (CPSC) shall be established⁴ in each eligible county implementing the Project. The CPSC will be chaired by the County Executive Committee Member (CECM) in charge of Agriculture and Fisheries, and will comprise the following members:

- County Executive Committee Member (CECM), Agriculture and Fisheries Sector – Chair
- County Project Coordinator – Secretary
- Chief Officers in charge of Fisheries, Agriculture and Livestock
- Chief Officer, Trade & Cooperatives
- Chief Officer, Environment & Natural Resources
- Chief Officer, Water
- Chief Officer, Lands & Physical Planning
- Chief Officer, Roads and Infrastructure Development
- Chief Officer, Finance and Planning
- County Director, NEMA

⁴ If feasible and relevant, existing County Agricultural Sector Steering Committee will be used

- County Commissioner
- Chief Officer in charge of youth, social development, and gender
- Chair, County BMU Network

The CPSC will be constituted by the CECM in charge of Fisheries within 1 month after the signing of the CPA. The quorum of a CPSC meeting will be half its membership and will convene twice annually. Members of the CPSC will be provided with project documents. These will include: the PIM, PAD, FA, PGM and other relevant project documents (see Annex for draft ToR of the CPSC).

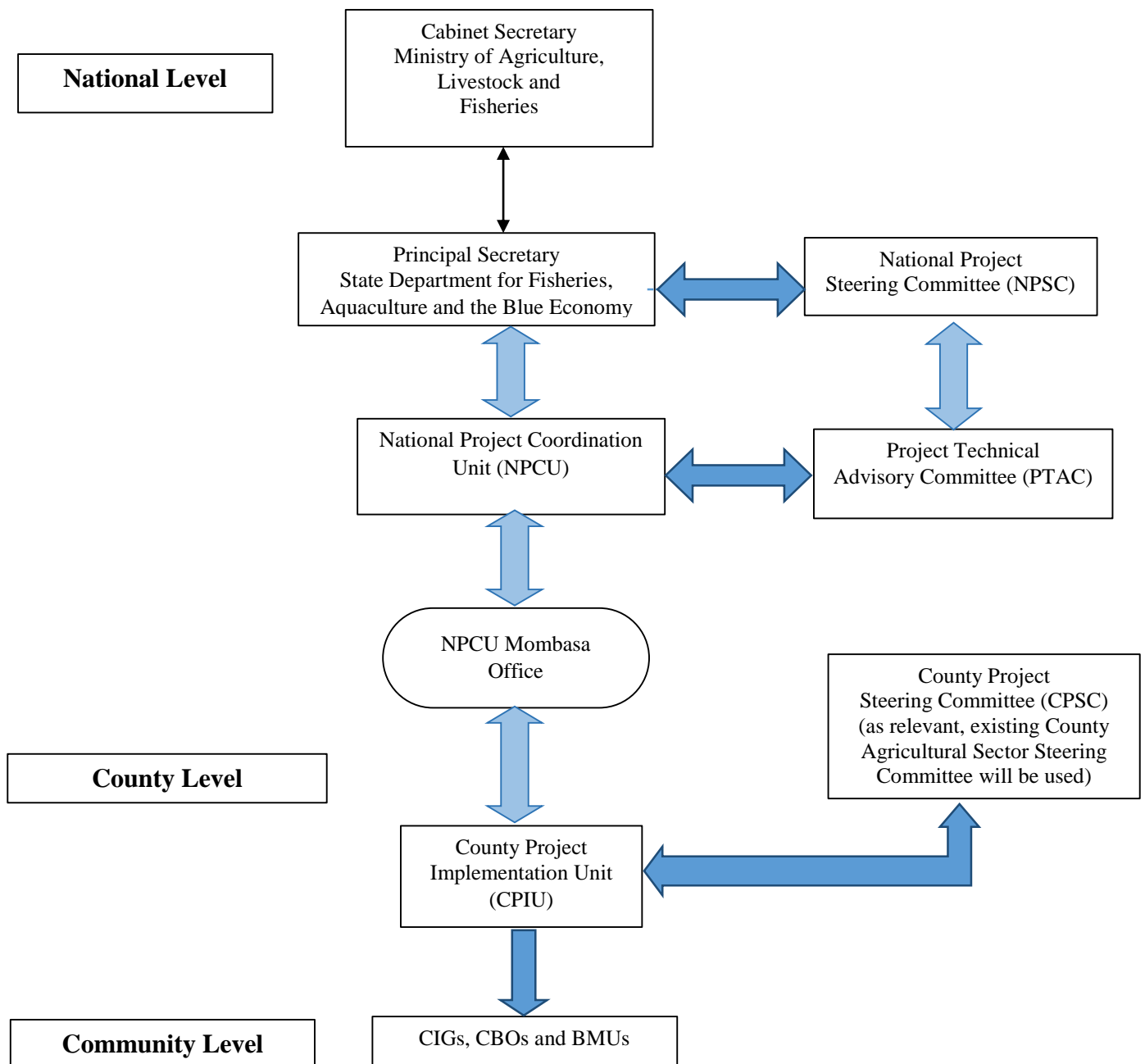
➤ **County Project Implementation Unit (CPIU)**

A CPIU will be established in each county that will be responsible for the day-to-day execution of specific project activities. Each CPIU will comprise the following: County Project Coordinator (CPC) who will head the unit and report to the CPSC, County M&E Assistant, County Project Accountant, County Project Procurement Officer, County Environmental Safeguards Officer, County Social Safeguards Officer and County Social/Community Development Officer; in accordance to the ToRs. The CPIU staff will be seconded to the project on a full-time basis by the participating counties, while two consultants will be recruited in each CPIU on a full-time basis to support CPIU operations. Recruitment of additional CPIU staff from the market will be undertaken only in specific cases where internal capacity is inadequate, and with approval of the CPSC following recommendation by the County Public Service Boards. The CPIU will be constituted by the CECM, in charge of Fisheries within one month after the signing of the Project Agreement with SDFA&BE.

Specific tasks and duties of the unit will include:

- Act as the secretariat for the CPSC
- Under the guidance of the CPSC prepare and implement annual work plans
- Coordinate the implementation of all activities related to the sub-project cycle for implementation of Component 2 in the county, as specified in the PGM
- undertake monitoring and evaluation of project activities in the county
- Coordinate, cooperate and collaborate with CPSC members and other development actors
- Take an active role in the facilitation of conflict resolution
- Ensure Project activities are socially inclusive, technically viable, environmentally friendly, and contribute to sustainable development
- Mainstream gender, youth, VMGs and other cross-cutting issues in the project activities
- The CPIU on behalf of the county government signing a commitment agreement (CA) between the participating counties and the beneficiary communities

Figure 2: KEMFSED Project Management Structure



3 Component 1: Improved Governance and Management of Marine Fisheries

3.1 Component Overview

The implementation of Component 1 aims to promote sustainable development of marine fisheries resources in the blue space by enhancing fisheries governance, management and supporting fisheries related infrastructure development. The component comprises three (3) sub-components namely; i) sub-component 1.1: Enhanced Governance of Marine Fisheries and Blue Economy, ii) sub-component 1.2: Improved Management of Nearshore Fisheries and; iii) sub-component 1.3: Infrastructure Development for Fisheries Management.

3.1.1 National, Devolved and Concurrent Functions within the Component

➤ National level

The project activities under C1 will be implemented at both national and county level, with some activities concurrent i.e. split between national and counties. Where activities such as legal aspects, they will be National but will also impact counties and will require good stakeholder consultation. These activities should therefore be harmonized carefully, including the procurement of firms and or consultants expediting under contract to GoK. Such activities would include for example:

- MCS – offshore and inshore patrols
- Capacity building and training – this needs to be carefully harmonised between national and county with delegation of responsibility harmonized
- Research, stock assessments, fishery improvement-related projects
- Infrastructure development either at National or county level. Note that county infrastructure development shall be primarily the responsibility of the counties, while construction of facilities that impact national and county levels shall be National e.g. NAMARET, UVUVI house. Details are provided in Component 1.3. Specific activities are indicated in Table 3 below:

➤ County level

The activities specifically to be implemented at county level include:

- Land-based patrols
- Development of new and review of existing JCMAs
- Provision of equipment to support JCMA implementation
- Capacity development for BMUs; JCMA and BMU mentoring and follow up
- Upgrade/renovate/furnish County fisheries infrastructure and construction or upgrading of county fisheries infrastructure. (see also section 3.3)

➤ Concurrent

Concurrent activities include:

- Strengthening data and monitoring
- Inshore sea patrols
- Training and capacity development
- Management of marine debris and plastic pollution
- Support for fisheries co management technical caucus
- Consultations to finalize national CMA guidelines & BMU SOPs
- Technical support on CMA guidelines SOPs ToT and performance

Implementation of sub-component 1.1 is detailed in Table 3 below.

Table 3: Sub-Component 1.1 National, Concurrent and County Responsibilities

Result	Indicators	Activities	Responsibility
Improved governance & management of fisheries	Policies, Regulations and NPOAs for fisheries and Mariculture completed and submitted to cabinet	-Finalize National Fisheries Policy -Develop aquaculture policy and regulations -Revise BMU regulations -Develop Blue Offset policy	National. To be implemented by a contracted legal firm under SF and KeFS
A marine spatial plan developed for Kenya	Marine Spatial plan established and operational	-Prepare an Integrated Marine Spatial Plan -Contracting of consultants to support the MSP work through KMFSED and GoK partner (TNC) -Assignment of GoK officers to support the MSP work -Legal aspects to be reviewed by a single firm -Stakeholder engagement in collaboration with KeFS and GoK partner (TNC) -SEA to be undertaken by KeFS in collaboration with GoK partner (TNC)	National SDF and KeFS shall designate a person responsible for oversight and working collaboratively with GoK partner (TNC)
Fully implemented FIMS at all levels, National, county, BMU	Fisheries management and information system established and operational	-Strengthen Fisheries data and monitoring capacity through CAS, Frame survey and FIMS	Concurrent. Primarily national responsibility working closely with County fisheries managers
Increased utilisation of tuna, development of tuna fishing capacity	Increased sustainable utilisation of tuna, development of tuna fishing and processing capacity	-Strengthen Fishery Management Support for tuna fisheries	National This will also devolve to counties and BMUs
Implemented fishery improvement process with structure management procedures for each priority fishery	Priority fisheries for which bench marking and tracking tool has been developed and applied	-Assessment and management of Priority Fisheries Stocks -Activities include: FIP developed and implemented; stock assessments and management working groups providing recommendations on management of resources	National Both KeFS and KMFRI shall be the implementing agencies and shall take responsibility for the process.
Improved MCS capacity, reduced IUU impacts	Operational surveillance activities in Kenya's marine waters	-Strengthen and implement Monitoring Control and Surveillance activities including: VMS, sea, air and land patrols, MCS strategy implemented, alternative MCS strategies and technology trailed,	Concurrent. MCS primarily a National function and directed by KeFS. County level land patrols and co-

Separation of responsibilities between National and County levels is provided in Table 3. Note that supervision of infrastructure development at both county and national levels is the responsibility of National Government. This will be conducted by the infrastructure specialist based at the NPCU, whereas the counties will be responsible for the procurement and management of such infrastructure. Marine spatial planning is also a National responsibility, although stakeholder engagement will be supported by counties where needed. Fisheries Governance instruments, legislation specifically is a National function and for procurement efficiency, will be expedited / contracted by a single firm. Fisheries management and monitoring capacity will be implemented concurrently. Planning and implementation for these activities will be coordinated through the identified activity team leads at Mombasa office and counties who will link through the project implementation units at county levels.

3.2 Sub-Component 1.1 Enhanced Governance of Marine Fisheries and Blue Economy

The activities under this sub-component relate to strengthening fisheries management as follows:

3.2.1 Fishery Governance Instruments

Implementation of all activities that relate to legal aspects of fisheries will be implemented by a single firm (for efficiency) and will be implemented in a systematic way throughout the course of the project. Instruments in need of review, improvement, or new ones include the following:

- i. National Oceans and Fisheries policy
To guide on the institutional framework and align to functions towards development of the blue economy essential for coordinating and harmonizing the sector mandates, activities, and implementation of the plans of action to achieve sustainable development.
- ii. Revise BMU Regulations of 2007
To align the regulations with the provisions of the FMDA 2016 and the Constitution of Kenya 2010 and guide the defining of co-management area plans and bylaw development as well as the guide the involvement of various stakeholders
- iii. Revise Aquaculture Policy and Develop Regulations
To provide a framework for Kenya to guide and develop the aquaculture sector
- iv. Develop Blue Capital Offset Policy (compensation)
This will guide and provide conditions to counterbalance permanent or temporary impacts or loss on fisheries resources or fish habitat, among other sensitive marine ecosystem services.

Responsibility for the implementation of the above shall be with CC1 (National Level) who will ensure that the firm designated undertakes the tasks, that a clear process is followed that ensures completion of each task timeously, that stakeholder engagement is followed and that the proper legal and other procedures are followed. Terms of Reference will be developed for the selected firm as well as for the specific activities as listed above.

For stakeholder consultations the national government will collaborate with the counties to engage the relevant stakeholders during preparation of each policy or regulation document. Other activities that may relate to legal matters on fisheries, such as the incorporation of legislation related to

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Marine Spatial Planning shall also be a designated responsibility of the legal entity selected. Three other governance instruments will be implemented through consultancies, namely National Plans of Action (NPOA):

- To deter Illegal, Unreported and Unregulated (IUU) fishing
- For sharks
- For Seabirds and turtles

IUU fishing is a major concern in Kenyan waters and the region. The development of an NPOA to deter IUU fishing is a non-obligatory international requirement. Most coastal states have implemented NPOAs for IUU fishing in the region. In this regard for Kenya, an expert consultant will be engaged to develop and advise GoK on an NPOA. Implementation of this activity and procurement is the responsibility of KeFS and will be supervised by the MCS unit (TORs provided in PIM). Implementation will be in YR2-YR4. Illegal fishing of sharks and poor fishing practices is ravaging shark populations globally. Kenya is committed to the Conservation Measures (CMMs) of the IOTC, including, as a member state, the development of an NPOA for shark. As with the NPOA for IUU fishing a specialist will be contracted to undertake NPOA for sharks and this consultancy in YR2-YR3. Responsibility for this and the development of TORs is CC1 and KeFS.

For sharks, mortality on pelagic long lines and other forms of fishing is impacting seabirds and turtles and is a global concern. Similarly, in YR3-YR4 an NPOA will be developed under the responsibility of KeFS and CC1. A single Technical Assistance will be provided through project support to supervise the development, data collection and report preparation for all three NPOAs. Provision is made in the budget for National (GoK) support, including stakeholder engagement as needed. It is anticipated that fisheries specialists from the FAO will be engaged at various stages of the consultancies to help in validating the final reports.

3.2.2 Prepare an Integrated Marine Spatial Plan

MSP is a national responsibility. The MSP activities will be a collaborative program where the Project will work in close cooperation with GoK partner, The Nature Conservancy (TNC). To achieve this, GoK will designate an MSP coordinator or focal point to provide oversight, coordination and facilitation to ensure the smooth implementation of the program. There are two key objectives of the MSP program:

- To develop and implement an integrated marine spatial plan for Kenya
- To develop capacity, both human and technical, to sustain MSP as a core function of managing the Blue Economy space

To achieve the above, the project has several consultants to support the process:

- An MSP Specialist, a Stakeholder Specialist and a Communication Specialist will be hired to provide technical support to the MSP process
- A legal review and development of a legal framework for the MSP will be undertaken through a legal firm that will be supporting the legal requirements of the entire project

The specialist consultancies will therefore guide the implementation of MSP. Other short-term consultancies may also be implemented to support the development of the MSP. The process may also include separation of nearshore and offshore or as deemed appropriate. The implementation

will therefore be through a multi-agency team with membership drawn from all institutions managing blue economy activities in the near shore and offshore areas. The members will be incorporated on a need basis during the planning and implementation of project activities.

The GoK MSP Coordinator will be responsible for coordinating activities with other institutions incorporated in the project. An MSP Secretariat will be setup at the KMFRI which will house the GoK MSP team including the coordinator, spatial analysts, a finance specialist, administrative assistant, and the consultants.

The activity will be implemented within the five years of the project. The implementation of the MSP program will be carried out in a phased manner as follows:

Pre-planning Phase

Establish formal management structure for MSP implementation (establish committee, secretariat, multiagency/technical group, stakeholder engagement and capacity building, hiring of MSP consultants); Develop a National Framework for implementation of the MSP process and its implementation (identification of legal gaps, amendments required, MSP scoping, stakeholder engagements and M&E, review/finalization strategy with stakeholders; Undertake a Strategic Environmental Assessment (SEA) that includes the identification of marine activities and risk assessments.

Data Collection Phase

Identification of data needs, gaps, and priorities; identification and mapping of marine human activities, filling of critical data gaps, establishment of a national data sharing protocol and data portal; synthesis and analysis of data; develop a comprehensive data capture/procurement program (offshore - technical needs and capacity building, nearshore - technical needs and capacity building); stakeholder inputs and data validation; economic impacts of future scenarios; drafting of initial zoning proposal; stakeholder consultation on zoning proposal; and finalization of zoning proposal.

Implementation Phase

Adopt MSP: define outcomes and targets; establishment of investment framework; establishment of regulatory mechanism; establish legislative amendments; communication plan; prepare zoning plans; comprehensive stakeholder consultation.

3.2.3 Strengthen Fisheries Management Capacity, Monitoring, Data Collection & Processing

The following activities will be implemented: i) Strengthen Fisheries data and monitoring capacity; ii) Fishery Management Support; iii) Assessment of Priority Fisheries Stocks and; iv) Monitoring Control and Surveillance (MCS).

3.2.3.1 Strengthen Fisheries Data and Monitoring Capacity

To strengthen fisheries data and monitoring capacity the project will support one frame survey, development of CAS and data SOPs and manuals, development of Fisheries Information and Management system (FIMS), procure data collection equipment as well as software and hardware for FIMS connectivity and expansion. The planned activities will be implemented as follows:

i. Conduct Frame Survey

Frame surveys are an established process within the existing fisheries management structures in Kenya. Implementation of frame surveys is the responsibility of KeFS who will designate tasks and responsibilities. The intention of project support is to ensure continuity of this important activity and that remains a core function of KeFS. Because of this, the project will fund the frame survey in YR3/YR4 of the project. KeFS will be responsible for implementing the preceding frame survey (that follows on from the KCDP-supported frame surveys) and for associated costs. Project-supported frame survey in YR3 is timed to coincide with the development and implementation of the FIMS and therefore the integration of the frame survey data with that system. The implementation of the marine fisheries frame survey in YR3 and YR4 will include the following:

- planning meeting
- training of supervisors and enumerators
- data collection, data entry and storage
- data analysis
- report writing
- The key output is a consolidated report which will need to be completed within 6 months of completion of the frame survey and is the responsibility of KeFS, whose officers and KMFRI will coordinate the overall frame survey exercise
- County fisheries officers will train data enumerators and supervise the data collection and verification of the data
- Data entry, analysis and reporting writing will be coordinated by the technical team coordinated by KeFS
- The procurement of survey material and overall coordination of the frame survey will be done at national level

ii. Develop and Revise Data Collection SOPs and Training Manual

Responsibility for this activity is KeFS who will implement this task in YR1-YR4. Standard Operating Procedures (SOPs) which are already largely in place for data collection and reporting will be developed at national level. This task will be coordinated by a technical committee with members drawn from county and national fisheries officers, KMFRI and university and BMU network representation. Project funding for this activity is designated for two (2) years and any preceding preparation will be undertaken by KeFS as needed. The SOPs and manuals developed will be implemented collaboratively by KeFS, and County Fisheries departments. The timing of the implementation of these SOPs is intended to be linked to the BMU-related activities (Component 1.2), specifically, implementation of the JCMAs.

iii. Conduct Catch Assessment Surveys (CAS)

CAS is a core function of KeFS who will take responsibility for their timeous implementation. As CAS is an ongoing annual function linked to the frame surveys, project funding will support the CAS-related activities for the duration of the project.

Component lead (CC1) will be responsible for coordinating project support on the CAS with KeFS and the counties fishery departments. CC1 shall also coordinate the improvement process and shall report annually on:

- Changes in the system and progress made

- Integration with the FIMS
- Integration with county fisheries and co-management structures
- Provide an annual report including inputs to the M&E project reporting

Improvements anticipated include:

- data from fishers and boat owners will be collected in structured format to enhance voluntary artisanal fishers catch data reporting using simple log sheets and linked to licensing of artisanal fishers.
- training and capacity building of data collectors is planned as training activity under C1.1.
- Catch Assessment Surveys (CAS) and artisanal data collection will be implemented concurrently with coordination at both national and the five participating counties through technical committees and linked to the BMU data collection under C1.2.
- All the data will be integrated into the Fisheries Information and Management system (FIMS) under specific database modules.
- County fisheries department will coordinate data collection and reporting at county level while Kenya Fisheries Service will coordinate the overall data collection and reporting.

iv. Fisheries Information System

The development of a FIMS that supports GoK fishery management is a critical activity. The project will support the engagement of a fisheries database expert and an IT consulting firm to upgrade the current system and expanding connectivity to the County fisheries offices and KeFS headquarters Nairobi as well as link other relevant databases including KMFRI. The technical expert and IT firm will be engaged through TORs for a period of 3 years. The procurement of consultants will be done centrally at the national level and the participating counties will supervise during the development and operationalization at the county fisheries offices. The implementation of the activity will be linked to the training planned under capacity building activity.

The expansion and connectivity of the database to the KeFS headquarters and the county fisheries offices will require operational costs to enhance connectivity for two years. The project will fund support for operationalizing the database at both National and County levels for the term of the project as well as the purchase of equipment needed in YR3-YR4. Responsibility for this activity is KeFS working with CC1. The project will support the upgrading and expansion of the Fisheries Information Management systems (FIMS). Under this activity procurement of data collection equipment and materials, software and hardware is planned as well as two consultancies. The FIMS will be upgraded and expanded to the 5 counties and the KeFS Headquarters in Nairobi and other relevant linkages to ensure effective and timely reporting and sharing of information. The procurement will be centralised at national level for all the equipment and specifications guided by SOPs and the database consultants.

Procurement needed for the FIMS is as follows:

- IT Consultant for a period of four years starting from YR2. This is not a full-time appointment. Consultant will provide oversight and development support for the FIMS at all levels from National, County and co-management as needed.
- Technical assistance for four years from YR2. The TA will work closely with the IT consultant providing technical backstopping and familiarization with the FIMS.
- Procure CAS data collection equipment and materials and FIMS software and hardware

Training in FIMs and Data Collection

- Training/capacity for county and national staff on operation and data capture within the FIMs: Training and capacity building will be conducted during the development and upgrading of the FIMs. The training will target IT officers at national and county fisheries offices, fisheries staff at County, KeFS, and SDFA&BE officers. The training will be conducted using the training manuals that will be prepared during the development and upgrading of the FIMs. The implementation of training is concurrent and all staff to be trained will be identified at both county and national levels. Training will be part of the scope of work that will be defined in the TOR.
- Training of data collection and monitoring for frame survey and Catch Assessment Survey: Capacity building and training workshop will be conducted for county, KeFS and KMFRI data enumerators to participate in CAS and frame surveys. The purpose for the data collectors is to provide them with skills and knowledge to implement the activities with precise, unambiguous and standardized protocols fundamental for the reliability of the data obtained from surveys. The training planned under the frame survey will include supervisors training and enumerators training using a standardized training manual. This training will include development/updating of the frame and field-testing of data collection questionnaires before the actual survey. Training will include use of mobiles in data collection and geo referencing information.
- The training for data collectors to undertake CAS will be guided by the training manual and SOPs developed under the activity on strengthening data and monitoring. The training workshop will include data collection, species identification, data capture and validation and reporting. The training will be conducted by the technical team from KMFRI, KeFS, Counties and universities coordinated under the national level. All training for CAS will be conducted at the same level while training for data collectors for conducting the frame survey will be implemented at national and county level.

3.2.4 Fishery Management Support

The project will implement activities to strengthen tuna fisheries management in Kenya. The KeFS will be responsible for this activity and will coordinate with the CC1 for implementation at both National and County level. Planned activities include:

i) Support for Membership of RFMOs

The nature of this support is financial as well skills development relating to exposure to both the national and regional management of large pelagic species. Kenya is a member of regional fishery bodies (RFBs) including the Indian Ocean Tuna Commission (IOTC), the South West Indian Ocean Fisheries Commission (SWIOFC) etc. Project funds will co-finance (with GoK funds) participation in RFMO meetings, data collection and analysis and report preparation for RFMO-related activities. The activity will be implemented by the national government.

ii) Stakeholder Engagement on Tuna, Fisher Associations, 'Eat More Fish Campaigns'

To spur sustainable development and derive sustainable benefits from the tuna resources within the region, Kenya must transit from traditional artisanal-based fisheries to modern commercially oriented coastal and oceanic high sea fisheries. This activity will be the responsibility of KeFS working with CC1 and will be implemented from YR2-YR5 (four years) through:

- stakeholder engagements in the tuna industry including a) annual national tuna stakeholder meetings, and the formation of a national tuna stakeholder forum b) active engagement of artisanal tuna fisher associations and c) stakeholder awareness including eat more fish campaigns.
- The stakeholder engagement, capacity building and awareness creation will be implemented at national and county levels. County implementation will include strengthening of tuna fisher associations and identifying target tuna fishers and stakeholder groups for the different awareness activities.

iii) Study for the Inventory of Small-Scale tuna fishery (fishers, gears, boats) to guide development

An expert shall be engaged in YR2-YR3 to undertake an inventory of small-scale tuna-directed fisheries on the Kenyan coast in each of the coastal counties. This technical expert shall also advise and provide technical support for development and training of offshore line fisheries for tuna and other species.

iv) Review Tuna Management and Development Strategy

A technical specialist will be engaged in YR2-YR3 to review the Tuna Management and Development strategy 2012. The consultant will consolidate the information from (i-iii) above and revise the Tuna Management and Development Strategy. During the review the consultant will further engage stakeholders. The scope of work will be outlined in a TOR to guide the review process. Responsibility for this activity is KeFS in collaboration with KMFRI who shall develop the TORs for the study and facilitate the work plan in conjunction with County Fisheries Departments.

3.2.4.1 Assessment of Priority Fisheries Stocks

This activity will be implemented by KMFRI and KeFS under the directives of CC1. Focus is on the sustainable development of priority fisheries with the formation of research and management working groups for each priority fishery providing advice for the management of these fisheries through a formalised process. The following activities will be implemented:

- Establishment of Working Groups in YR2 to review stock status and integrate scientific advice with management and policy, and production of biannual stock status report by KMFRI and KeFS
- Updating a Benchmarking and Tracking Tool for each fishery. In YR1 of BMT for priority fisheries, development of Fishery Improvement Plans and the associated research by KeFS and KMFRI
- Conducting scientific research and training for priority fisheries stock assessment and surveys of critical habitats from YR2–YR5 by KMFRI
- Drafting / revision of Fishery Management Plans for priority fisheries by KeFS
- Preparation of a biannual *State of Stocks* report by KMFRI

➤ **Establishment of priority fishery working groups:** In line with developing a structures approach to the management of fisheries in Kenyan waters, and consistent with global best practice, the project will support the process towards formalizing this management approach. This process will start from YR2 to YR5 and shall be the responsibility of KeFS who shall direct KMFRI to implement. Working Groups shall be established for each of the priority fisheries which

shall comprise of the following:

- A scientific and management working group (SMWG) for each priority fishery convened by KMFRI which will include:
 - A designated chairman
 - A designated convener
 - Designated members comprising of specialists in each fishery including for e.g. management, co-management, biology, ecosystems, stock assessment, economics (if deemed needed)
 - Working Groups will have task teams that report to the SMWG as needed to undertake specific task and report back to the SMWG
 - The SMWG shall meet on a regular basis, but only if there is a need to address specific issues.
 - The convener shall be responsible for drafting minutes of meetings and for convening meetings under the direction of the Chairman
 - Appointments to the SMWG will be a formal process and each person will be subject to confidentiality
 - Observers are permitted on approval of the Chairman but have no role in decision making
 - The SMWG for each fishery shall provide annual recommendations on each fishery for their management to an Advisory Working Group (AWG)
- The AWG (which shall comprise of high-level managers, shall convene annually to consider recommendations and guidance on the management of priority fisheries and shall submit their recommendation (including uptake at a policy level) to the Minister or PS.
- Fishery Management Plans: The SMWG will be responsible for the development of FMPs for each priority fishery [consistent with *The Fisheries Management and Development Act (2016)*]. This task will consolidate the scientific and management activities of each WG into an agreed management procedure (refer to project indicators relating to FMP development). Each FMP implementation will be supported through the co-management approach, including operationalization of committees at county and sub-county levels for incorporation and implementation of FMPs in CMAs or JCMAs. Planned activities include drafting of management plans, stakeholder consultations, legal review/printing and submissions. The development of FMPs will be at the national level with county and national stakeholders' consultations. The counties will be responsible for implementation at county and sub-county levels. Implementation will be for the entire project period with different sub-activities implemented in phases. The aim of this process is to formalize the research management and overall transparency of fishery management in Kenya.

➤ **Annual BMT for priority fisheries, develop Fishery Improvement Plans and associated research:**

During project preparation, draft BMT was developed to identify six priority fisheries and species/ species grouping of critical importance to Kenya Marine fisheries. These six fisheries are:

- Octopus
- Small scale purse seine fishery (ring net)
- Snapper (North Kenya Banks)
- Shallow water prawn
- Inshore basket trap

- Small scale tuna

In YR1, the BMT prepared for each of these fisheries shall be reassessed and supported with external review. This will form the benchmark of each fishery. The working group for each selected fishery will be responsible for this process of benchmarking and shall, based on prioritisation, agree on the next step, which is the development of a 5-year Fishery Improvement Plan (FIP). The FIP shall include interventions needed to understand and strengthen the management of each selected fishery. The BMT will also be a key indicator for the project. Stakeholder consultation as needed to implement FIPs shall be undertaken as appropriate. While implementation of the FIP is a National function, implemented by KeFS and KMFRI, engagement through the Counties where each priority fishery is significant shall be done and shall also include harmonisation with co-management structures such as JCMAs.

➤ **Scientific research and training for priority fisheries stock assessment and surveys of critical habitats:** The activity will provide updated scientific information on priority fisheries and stocks. The research undertaken shall be focused at the selected priority fisheries and as directed by each SMWG working towards the scientific advice needed by the AWG for the management of each priority fishery. This research will be spearheaded by the Kenya Marine and Fisheries Research Institute in collaboration with the Kenya Fisheries Service and other relevant NGOs and shall be underpinned by following the FAO Code of Conduct for Responsible Fisheries (CCRF) and the *Ecosystem Approach to Fisheries* (EAF). The research shall be focused on priority fisheries and as prioritized by the SMWG through the FIP and may include collecting biological and catch data for quantitative stock assessments, habitat assessments and social economic assessments.

Stock Assessment: Provision is made for training in stock assessment in YR1 and YR3. This training through Technical Assistance will be expedited through training provided either by national, regional or international expertise and shall depend on the level of training required and on budget constraints. Specifically, the TA will provide guidance and advisory support to the responsible project teams regarding the optimum statistical design and models for undertaking quantitative fisheries stock assessment on candidate species. Further, he or she will provide technical back stopping/quality control on stock assessment outputs by conducting independent reviews of reports and facilitate consultative/validation meetings; and assist in the production of scientific publications and other relevant dissemination tools. TA will be expected to communicate regularly with the SMWGs for each priority fishery as well as project team leader.

➤ **Production of a biannual stock status report:** Consistent with international best practice, biannual *State of Stocks Reports* will be produced in YR3 and YR5. These reports shall be the responsibility of KMFRI working in collaboration with KeFS. The SOS reports shall reflect the best understanding of the priority fisheries and other marine resources in Kenya. Production of the reports shall be commissioned by KeFS through consultancies or as directed through KMFRI who will take responsibility for their finalisation, printing and dissemination.

3.2.4.2 Monitoring, Control and Surveillance (MCS)

MCS is primarily a National function – responsibility for MCS activities is therefore implemented by KeFS. Under the KCDP an MCS strategy was developed – through Project this strategy will now be implemented over a period of 4 years (YR2-YR5). Effective MCS requires integration across all related services as well as application at the co-management level. County interventions

will be required under the direction of the National Authority. This sub-activity will therefore involve a “one-government approach” through interagency collaboration, and the participation at all levels of fisheries governance (National, County and Community (BMUs) thereby integrating the MCS Strategy into the wider fisheries management and administration. It will involve relevant County fisheries departments, Kenya Maritime Authority (KMA), Kenya Wildlife Services (KWS), Kenya Coast Guard Service (KCGS), Maritime Police, Kenya Revenue Authority (KRA) and Immigration Department among others. The implementation will be throughout the entire project period. The activity is therefore linked to several other Component 1 activities that are aimed at achieving monitoring (research and data collection) and control (policies, management plans and regulations) objectives.

Note: all MCS activities to be undertaken according to agreed procedures as specified by the signed MoU between the World Bank and GoK. Implementation of MCS activities will be as follows:

➤ **Standard Operating Procedures (SOPs)**

SOPs will be developed at national and county levels SOPs for MCS will also include BMU level implementation and will require stakeholder engagement (see sub-component 1.2). Draft SOPs will therefore be completed in YR2, including stakeholder engagement, followed up with pilot testing in YR3 and full implementation in YR4. SOPs will be modified as needed pending establishment of JCMAs and FMPs for specific priority fisheries. Provisional timeline:

- YR2 – Draft SOPs completed and reviewed, and manuals developed
- YR3 – SOPs trialled at pilot sites and existing JCMAs
- YR4 – SOPs fully implemented

➤ **Enhancing PSM and inter-agency cooperation**

Implementation of Port State Measures (PSM) applies to vessels entering Kenyan waters and landing catch. The aim is to mitigate IUU fishing. PSM training has already been provided by the IOTC – however under the Project, further follow-up will be undertaken – in particular, retraining, testing procedures and on-board application in port. For all PSM trainings and deployments reports will be compiled indicating numbers of individuals trained and vessels monitored.

➤ **Integrated vessel licensing system linked to FIMS with smart vessel tracking technology**

This sub-activity will be done to implement the provisions of Section 103 as read with Section 104(a) of the FMDA 2016, to align with global and regional fisheries management requirements and standards, and to improve voluntary compliance. It will include identification, registration and licensing of all fishing vessels within a single register system and will be integrated with smart tracking technology. Implementation will be systematic as follows:

- creation of a central National Register of Fishing Vessels (NRFV) in which fishing vessel identification numbers will be automatically and sequentially generated, and then logged into the system after actual vessel registration (in compliance with the FAO standards on the identification and marking of fishing vessels, including the small-scale fishing vessels that cannot be assigned an international radio call sign (IRCS).
- Sub-registers will be created in the various county fisheries headquarters and linked with the NRFV in the FIMS database for ease of registration, information archiving and retrieval for management.
- To enable monitoring and voluntary compliance of artisanal fishing vessels, portable solar-powered devices will be installed and piloted on small fishing boats, and a

smartphone app designed to work together to track legal fishing and help create trust in the system. This will enable the easy linking of small fishing vessels to tracking devices and their identity as contained in the NRFV, substantially reducing inshore IUU (illegal, unregulated and unreported) fishing.

- This will also be linked to sub-activities focused on research, data collection and resource monitoring.
- Procurement of MCS equipment for national and counties' implementation of MCS patrols and port inspections will be started in YR2.
- Fishery Patrols: These will be undertaken from YR1-Y5 and implemented systematically as follows:
 - 5 offshore patrols from YR2-Y5
 - 10 inshore patrols (YR2-Y5)
 - 10 land patrols implemented by Counties
 - 16 air surveillance missions (a multi-pronged approach to intercept IUU fishing through sea, land and air patrol interventions)

Patrols will be implemented in accordance with SOPs as described in paragraph (i) above. Offshore patrols will be funded either in full or in part using the Kenyan patrol vessel(s). Patrols will be undertaken cognisant of any World Bank limitations imposed through the agreed MOU with GoK.

- Provision of alternative surveillance and monitoring systems, and technological advances (AIS, Drones, CCTV video cameras)

From YR2-YR5 "B" AIS transponders on small-scale fishing vessels will be piloted. Specifically, targeted fleets will be all semi-industrial fishing vessels operating in the inland waters (e.g. Malindi-Ungwana Bay) and across the territorial sea of Kenya to fight IUU fishing and associated maritime crimes. Target vessels will include the small-scale trawlers, small-purse seine fishing vessels, small tuna fishing vessels, Lamu-Malindi banks fishery vessels, etc. For implementation of this sub-activity, standard low-powered transponders (e.g. exact Trax satellite technology) and portable solar-powered devices will be trialled. These devices will be installed and piloted on the small fishing boats, and a smartphone app designed to work together to track legal fishing and help create trust in the system. The program will initially be piloted and linked up with the Themis Module of the Vessel Monitoring System (VMS) in Mombasa.

- E-logbooks and interpretation of electronic monitoring and surveillance data

Using Kenyan flagged vessels, CCTV (video) cameras on industrial fishing vessels will be tested in YR4. Specifically, videos will be used to validate target catch and by-catch on these vessels. Trials will be done by trained observers. Further, a pilot study will be undertaken using drones to monitor fishing in nearshore and offshore as alternatives to air patrols and sea-based monitoring. Further, as part of the integrated MCS strategy, compilation, analysis and interpretation of VMS/ AIS/ Radar/ satellite imagery electronic data and integration with logbooks and IFMS will be done from YR2-Y6.

- Observer Programme

Kenya currently lacks the capacity to manage its own sea-based observer program. While some training and development has been done in the past through SWIOFP, IOC and IOTC, few

Observer deployments have been undertaken. With GoK ambitions to develop their own offshore fleet capacity for tuna, Observers as independent scientific and compliance functions is critical. Under the Project, KeFS will be responsible for the development of Observer capacity at the following three levels:

- Training and deployment of observers for the collection of scientific data for priority fisheries. This shall be undertaken by KMFRI.
- Training and deployment of compliance observers on National flag and licensed foreign flag vessels. This shall be undertaken by KeFS.
- Establishment of land-based capacity to manage an observer program. This will be KeFS' responsibility of KeFS, especially setting up of an observer logistics unit KeFS' Mombasa office (the MCS centre).

Implementation will be from YR2 through to YR5 with scaling up of deployments in this period. In YR1 training manuals and SOPs will be developed, including a framework for the Observer unit, logistic needs, budgeting and in-house training. In YR2 the first deployments will be undertaken on domestic vessels for both compliance and scientific observers. Observers will be used to trail alternative monitoring tools as described in the MCS section as well as collection of scientific data as directed by KMFRI. Observer deployments will be systematically up-scaled from YR3-YR5. Key deliverables for the Observer program include:

- Fisheries: including the objectives found in both the scientific and MCS observer programmes, with observer duties including the observer duties found in both scientific and MCS observer programs
- Technical support to review and update Draft National Observer SOPs, manuals and guidelines, and link with the IOTC observer program
- Observer training (linked with "Activity E (iv)" below)
- Procurement of equipment
- Observer deployments

Note: The training will centrally be coordinated at the National level, specifically at the Mombasa office, and a suitable training facility in the Western Indian Ocean region (and where necessary beyond) will be identified to offer this training.

- Scientific: including stock assessments and predictions of future fisheries exploitation of stocks. Observer duties will include collection of catch composition and environmental/ecological information, and biological sampling of catch;
- Monitoring control and surveillance (MCS): including assessments of fishing, transshipment, transportation, landing, etc. activities to ensure fisheries management measures are followed;

3.2.4.3 Other Specialist Fishery and Aquaculture consultancies and Technical Assistants

i) Mariculture: National Mariculture Resource & Training Center (NAMARET)

Under Component 1.3 a mariculture facility is being constructed for KMFRI on the Kenyan south coast in Shimoni. It is anticipated that this facility will enhance Kenya's capacity in mariculture with the development of current and potential mariculture species. The need for fisheries and aquaculture specialists or TAs to support various activities is identified for implementation under the project. The activity involves the engagement of experts and technical assistants (TAs) to support development of strategies, action plans as well as support implementation of other

activities under Component 1 such as development of the FIMs, stock assessment and mariculture and hatchery management among others. In this regard the following will be implemented:

➤ **Development of a master plan for mariculture for NAMARET (YR1-YR2)**

A specialist will be engaged for the development of a master plan for NAMARET. The Master Plan (MMP) will enable the development of a sustainable mariculture sector based on sound environmental and economic principles as aligned to Government's economic and social vision. The MMP will describe and quantify the opportunity for mariculture under a developmental approach that respects the unique nature of the marine environment and its importance in providing livelihoods and food security to a wide spectrum of stakeholders. The consultant will work with KeFS, KMFRI, Counties, KMA and other relevant government agencies and private entities to develop the master plan. The consultant will consult with stakeholders at different levels. The national government (KeFS and KMFRI) will be responsible for the procurement and delivery of the assignment that will include:

- Describe candidate species for mariculture
- Identify domestic, regional and international target markets
- Highlight value chain opportunities
- Quantify the human resources and skills required for development of the MMP for mariculture

➤ **Hatchery Training Specialist for NAMARET (YR2-YR4)**

A hatchery training specialist will be procured to work in NAMARET for a period between 3-4 years until such a period where the production of juveniles of various candidate species has become routine. The period will be continuous but staggered on a need basis. The role of the specialist will be to:

- Provide a hands-on intensive training in the production of selected finfish and shellfish (initially rabbit fish, milkfish and shellfish prawns and crabs) and work to operationalize the marine hatchery.
- Implement protocols for species production
- Provide training for the hatchery technicians and scientists in NAMARET. This will not be limited to NAMARET but also other private marine hatcheries as necessary and in close collaboration with the designated NAMARET hatchery manager.

The procurement of the specialist will be through a TOR that will define the specific tasks and outputs. The national government (KeFS and KMFRI) will be responsible for the procurement and supervision of delivery of the assignment.

➤ **Hatchery maintenance and operations for NAMARET and Business Development for mariculture (YR3-YR6)**

A consultancy will be undertaken to develop a Hatchery Operation and Maintenance Plan as well as a Business Plan for NAMARET towards making the centre fully autonomous. The business support will be extended to small scale mariculture operators producing single products along the coast. For the hatchery operation, maintenance and business for NAMARET the role of the consultant will be to:

- Establish and operationalize the multispecies hatchery
- Develop an operations and maintenance plan (SOPs) for all related hatchery facilities, including an estimated budget

- Ensure that hatchery operations and maintenance are optimum
- Estimation of theoretical maximum production of species
- To ensure value for money, ensure the proposed design optimizes costs for installation and maintenance.
- Assess the business, training and technical mariculture needs

To assist development of business for out growers, consultant will identify existing and aspiring small scale operators producing single products such as seaweeds, Cheshale Crab Hatchery, Mtoni Prawn Hatchery, and Milkfish and Crab fattening groups technical assistance will be provided to develop a business case. These groups already exist and will be identified with assistance from Counties, KeFS and KMFRI personnel.

ii. Training of county staff in mariculture techniques (YR4-YR5)

The NAMARET mariculture facility Technical Assistance will be provided (see previous descriptions). As part of their TORs, the mariculture specialists will undertake capacity building and training workshops for county staff to provide them with skills and knowledge to carry out mariculture extension services including:

- feed preparation
- pond preparation
- stocking pond management, data collection
- harvesting techniques
- business management
- fish value addition

The training will be in YR3-YR4 by the contracted personnel to NAMARET and will also be undertaken on marine hatchery management for government personnel both at county and national level. This training will also be conducted by the contracted hatchery specialist who will be attached to NAMARET to provide hands on/ practical intensive training in the production of selected finfish and shellfish (initially rabbit fish, milkfish and shellfish prawns and crabs) and the operation of the marine hatchery. The course will target hatchery managers and their assistants that already have some experience with hatcheries and the hatchery workflow but want to optimize their hatchery's results and familiarise in the day to day running of the marine hatchery. The specialist will:

- develop and train using protocols developed for production of the species to be produced
- target a technical team from KMFRI, KeFS, Counties and other private marine hatchery personnel
- be coordinated under the national level

Training will target ecological factors involved in aquaculture, such as water quality, fish health and biosafety and hatchery operation and management. The training will be conducted by the technical team from KMFRI, KeFS, and universities coordinated under the national level.

iii. Strategy for recreational fisheries (county specific) (YR3-YR4)

Responsibility for implementing this consultancy will be KeFS. Kenya's marine recreational fishing sector currently provides substantial economic and social benefits to the counties. The ensuing recreational fishing activities in these counties provide numerous employment opportunities in the hospitality, service and retail trades. It is estimated that over 15 recreational fishing clubs operating more than 100 small and large recreational fishing vessels exist in Kenya's

marine fishery waters. Many these clubs and vessels are informally operated, and therefore non-compliant to regulations and sector guidelines. It is therefore important that the sector is developed to provide world class recreational fishery services, a sector that is sustainable and that provides diverse and high-quality experiences for current and future generations.

This sub-activity will be conducted through a consultancy, with the aim of addressing existing management gaps, and therefore to develop County specific strategies to help optimise the long-term value of and opportunities for a sustainable recreational fishery.

iv. Scoping fisheries infrastructure for counties

This sub activity is a consultancy to be implemented in YR2. A consultant will be hired to assess the needs for upgrading county fisheries infrastructure and shall be implemented in YR1 –YR2. Recommendations from the consultancy will guide development of county fisheries infrastructure. The CPIU at each county will be responsible for the procurement and overall supervision. The consultant will:

- undertake a scoping of the state of all coastal county fisheries infrastructure including, but not limited to landing sites and related infrastructure, improvement of access roads, water supply, electricity, upgrading of fish markets, upgrading and/or construction of fish processing facilities and mariculture infrastructure in the five counties among others.
- develop eligibility standards and criteria for the public infrastructure development. This will be achieved through stakeholders' consultations in the five counties. The eligibility standards developed will be applied by the counties and communities in the process of developing their infrastructure proposals during the project period. The line government departments and CPIU will assist the communities/BMUs to develop infrastructure proposals. The communities/BMU/Counties will then submit the infrastructure proposals the firm, who will evaluate the proposals and prepare architectural designs and bill of quantities (BQs) if the proposal is found to be viable.

v. Socio economic assessment of marine fisheries

This consultancy (technical expert) will be undertaken in YR2. under the responsibility of CC1 and KeFS. This project will lay the foundation for understanding the socio-economic status of marine fisheries in Kenya and will be linked to the broader understanding of marine fisheries in Kenya. Results from this study will feed into the development of FIPS and FMPs for priority fisheries.

vi. Bandari college curriculum for fisheries training

Responsibility for implementing this consultancy is KeFS and will be expedited in YR3 with TORs. Key tasks include:

- development of a joint training curriculum, timetables, and teaching approaches in the field of Marine, Technical and Operations for BMU members
- work with KeFS, Counties, KMA and Bandari College to develop the curriculum
- consult with stakeholders at different levels

vii. Develop Strategy, action plan, for management of marine debris and pollution

Responsibility for the implementation of this consultancy is KeFS with CC1. It will be expedited over two years in YR2-YR3. The implementation of this activity will include the development of strategy and mechanism to reduce plastic pollution and marine debris. The strategy will:

- guide on education and awareness at the beach management level and schools
- assess livelihood support options through innovative solutions like recycling and creation of recycling nodes and development of plastic pollution centers at the counties
- engage stakeholders at different levels during the implementation period
- capacity building and awareness including creation of waste management circular nodes will be implemented by counties in collaboration with NGOs and county stakeholders

3.2.5 Training

Trainings will be undertaken at different levels throughout the implementation of the Project. Training is also cross-cutting at National and county levels as well as between Components. Training plans will be developed for the duration of the project and updated annually. Note that trainings have been subsumed in specific areas of activity e.g. stock assessment, mariculture, observers etc. Only those trainings that are not directly linked to other project activities are described below. All training will be closely monitored and should be clearly motivated for. Records of all personnel trained will be kept and reported on the “Annual Training Plans”. The project will invest in the implementation of the following training-related activities:

➤ **Training of the fishery managers in fisheries management for twenty (20) county fisheries staff and four (4) KeFS staff (YR3-YR4)**

With devolution and creation of County fisheries authorities, there is a weakness in understanding the principles of fisheries management. This training will be undertaken at two levels:

- Senior management National Level (YR3-YR4). Targeted at management level where current capacity exists, with a need to refresh and train managers to a higher understanding in Fisheries, International law, Fisheries Principles and best practice, and fundamentals in stock assessment including use of reference points for fisheries management
- Middle and junior level management (YR3 and YR5). This training will be for the County Fisheries managers and will include understanding of fundamentals in fisheries management, including EAF and application of other tools and instruments including Code of Conduct for Responsible Fisheries, basic fishery assessments and analysis of basic fishery data amongst others.

To implement this sub-activity, trainers and training facilities in the region will be identified and engaged to offer training packages that address the above challenges.

➤ **Training for coxswain, crew and tuna fishers on fishing technology targeting twenty (20) young fishers**

Responsibility for implementing this training is KeFS and will be expedited in YR3-YR4. The training institution will be identified, and the training conducted according to a defined training plan. The identification of the fishers will be done by counties. The procurement of the training institution and facilitation will be the responsibility of the national level. The aim is as follows:

- build capacity on sustainable technologies
- build capacity for the local Kenyan artisan fishers for them to go out and fish for at least 9 months in a year unlike the limited 4-5month fishing

- targets the youth involved in fishing and especially in tuna line fishing
- to build capacity in all aspects including coxswain, and as possible, on standards for training and certification and in watch keeping (STCW), fishing gear technology towards commercialization of small-scale tuna fisheries

3.3 Sub-Component 1.2 Improve Management of Nearshore Fisheries

3.3.1 Overview of Sub-component

The implementation of Sub-component 1.2 will strengthen co-management structures in nearshore fisheries management. Activities in this sub-component target enhancing co-management of the fisher communities through the joint co-management areas, building the beach management units management structures, Improve capacity in data monitoring, MCS and sea safety. Activities will be implemented at county and CMA level with those others at both national and county level. The project will invest in the following activities:

- Support fisheries co-management technical caucus
- Consultations to finalize national Co-management Area guidelines and BMU SOPs
- Technical support on CMA guidelines, SOPs, TOT and performance
- Development new and review existing JCMA
- JCMA and BMU mentoring and follow up
- Capacity development for BMUs
- Equipment to support JCMA implementation
- Review of performance of BMUs/JCMA
- Establishment of Bad weather alert system for fishers
- Support for establishment of operationalize IOWB network and exchange visits

A: Support the two Fisheries Co-management Technical Caucus

Amongst the proposed co-management structures that will support county and national-level co-ordination of fisheries co-management and related fisheries development issues will be two caucuses:

- **a CECMs Caucus**, comprising County Executive Committee Members from the five coastal counties and Director General, KeFS which will be responsible for policy and decision-making
- **a Technical Caucus**, comprising County Directors of Fisheries and KeFS representatives from the Regional office, responsible for discussing technical aspects of co-management development, and advising the CECM caucus accordingly

Both Caucuses will include a position of a Chair that is rotational. The incumbent Chairs of the caucuses will convene meetings based on a schedule agreed at the previous meeting. Meetings will be held within the counties on a rotational basis, as per rotation of the Chairs. National government (KeFS) staff will help to coordinate the activities of the caucuses in collaboration with the county government staff. KeFS representatives and County Directors will attend CECM Caucus meetings in the capacity of observers.

To operationalize these structures, the project will support quarterly meetings of both the CECM Caucus and the Technical Caucus, for the duration of the project. Terms of Reference for both the Technical and CECM Caucuses will be finalized by the time of the 2nd meeting after project

effectiveness. The scope of the agenda for the Technical Caucus will include all issues relevant to implementation and progress of Sub-component 1.2 of the Project, as well as other broader issues relevant to marine fisheries co-management, as per existing ToRs for the Caucus that includes consideration of progress reports received from BMUs. The Technical Caucus will present reports on issues that require policy interventions at the CECM level. The CECMs will then review the reports of the technical caucus and give policy guidance. The expected results include effective participation of counties in development of a revised fisheries co-management framework for the Indian Ocean water body; efficient development and implementation of the JCMA plans; harmonized implementation of cross-cutting issues and timely backstopping of co-management issues.

B: Consultations to finalize Co-management Area (CMA) Guidelines and Standard Operating Procedures (SOPs) for the Indian Ocean water body BMUs

Fisheries co-management is a partnership arrangement that shares responsibilities between the government, BMUs and other stakeholders in the management of fisheries resources. BMU is a structured community organization comprised of fishers, fish traders, boat owners and other beach stakeholders who traditionally depend on fisheries activities for their livelihood. A BMU undertakes fisheries management activities within a designated co-management area. However, a Joint Co-Management Area (JCMA) is formed where fishing grounds are shared by more than one BMU. Establishment of CMAs and JCMAs is provided for in the Fisheries (Beach Management Unit) Regulations, 2007 (to be revised under the Project).

A zero draft of the CMA guidelines, prepared by a Co-management Technical Team⁵ in 2018, was presented and discussed at the Inter-governmental Thematic Working Group on Policy Standards and Legislation (ITWG) for their concurrence in the CMA Guidelines process before county stakeholder consultations. However, the current version has important gaps, including guidance on development of Joint CMAs, related institutional arrangements, linking JCMA management plans to national level fisheries management planning, and BMU/CMA performance monitoring. The existing draft will therefore undergo further elaboration and revision by the Co-management Technical Team, with support of consultants (Activity C below). Thereafter it will be subjected to county and community stakeholders' consultations in the coastal counties.

The co-management Technical Team will consolidate stakeholders' inputs and update the draft CMA guidelines. The updated draft will again be presented to the ITWG for validation. The validated draft at the ITWG will then be subjected to wider stakeholders' validation workshop. After the stakeholders' validation workshop, the Co-management Technical Team will update and finalize the draft for submission to the Director-General, KeFS for endorsement. The endorsed CMA guidelines will be printed and distributed to stakeholders and BMUs for implementation.

The above process is scheduled to be completed within the first 12 months of the project. It is further anticipated that the endorsed CMA guidelines will be further revised towards the end of the project, in YR4 or YR5, considering experience gained under the project of applying the guidelines in practice, and possible also to take account of issues arising from the separate revision

⁵Has 15 members including KeFS, KMFRI, County Fisheries Directors, Pwani University BMU Network and 6 NGOs.

of BMU Regulations under Component 1.1. The same KeFS Co-management Technical Team in collaboration with Technical working groups under Component 1.1 will also facilitate the preparation of Standard Operating Procedures (SOPs) for BMUs on MCS and data collection, with support from the co-management consultants hired under Activity C.

C: Technical support on CMA guidelines, BMU Standard Operating Procedures (SOPs), Training of Trainers, JCMA Planning & performance monitoring

A consultancy firm will be hired by the State Department for Fisheries, Aquaculture and Blue Economy to undertake the following activities:

- CMA guidelines: provide technical support to the KeFS Co-management Technical Team in revising and finalizing CMA guidelines, including related consultations
- BMU SOPs: provide technical support to the KeFS Co-management Technical Team in developing SOPs for BMUs, including related consultations
- Training of trainers: on the fisheries co-management governance framework in Kenya including: CMA guidelines, BMU SOPs, BMU regulations, fisheries and financial management
- JCMA planning: provide technical support to County Fisheries Directors and KeFS Co-management committees on preparation of JCMA management plans, including related consultations (see Activity 4 below for process);
- Performance monitoring: facilitate development of a BMU and CMA performance monitoring system, allied to web-based database, to be integrated with the national and county-level fisheries information system (FIS) to be developed under Sub-component 1.1. of the Project.

D: Development and review JCMA management plans

A JCMA is an area of joint management where fishing activities within a fishing ground are undertaken by members of more than one BMU. Fisheries management activities within a CMA or JCMA are guided by a co-management plan. JCMAs will be identified for establishment or review under three categories:

- JCMAs already established and having CMA plans that need support for revision and implementation include Malindi-Ungwana Bay and Shimoni-Vanga CMAs
- Areas where village CMA planning has been done in the past by NGO partners, which need upgrading to JCMAs and aligning with CMA guidelines
- New areas where no CMA planning has been done before

An estimated 40 BMUs that will be within the JCMA clusters in the five counties are targeted for project support. Identification of target areas will be discussed, proposed and approved by the Technical and CECM Caucuses. Each county will establish a County Fisheries Co-management Working Group (CFCWG) comprised of county and national level fisheries staff, NGO representatives, BMU Network representatives and other relevant organizations. Their role will be to oversee, co-ordinate and guide the steps outlined below. Development of new and revised JCMA management plans will include the following steps:

3.3.2 Conduct social and ecological surveys

A consultancy firm or consortium, with expertise in social and ecological assessments in coastal communities and nearshore marine environments, will be contracted during the first year of the

project to undertake ecological and social surveys relevant to informing fisheries management needs. The surveys will be conducted in the existing and proposed JCMAs through a participatory process. This process is expected to generate a baseline report that will be used to inform the development or review of the JCMAs, including:

- the status and distribution of marine and coastal habitats, including those of ecological importance to fisheries productivity e.g., spawning grounds, breeding aggregation sites etc.
- a profile of fisheries resources and their stock status
- a profile of fisheries and other marine resource users and their patterns of resource use, including mapping of fishing patterns and shared use of fishing grounds
- environmental and social impacts of the latter
- other issues and challenges relevant to informing fisheries management needs, including identifying fisheries and other marine resource-use conflicts

The report will form a baseline for the establishment and development of JCMA plans.

3.3.3 Develop new and revised JCMA plans, including related by-laws

Once the social and ecological survey reports are prepared, the respective County Fisheries Co-management Working Groups will undertake the process of developing JCMA management plans, with technical support from the consultants to be hired. The process will follow that outlined in a CMA Guidelines for Marine Fisheries that will be prepared and will include preparation of by-laws needed to support implementation of management measures. Consultants who are hired will provide support to all aspects of the process, including stakeholders' consultations, identification of management issues and measures, preparation JCMA management plans and by-laws, validations of plans, printing and dissemination.

A key area of support will be ensuring that fisheries management measures contained in priority fisheries management plans (either existing or new ones prepared under Component 1.1.) are downscaled in the form of clear, actionable management measures in JCMA and CMA management plans. The management measures in CMA and JCMA plans will then be incorporated in By-laws for BMUs implementation.

Printing and dissemination JCMA Plans, By-laws, etc.

Consultants hired under activity 3 above will translate endorsed JCMA plans and by-laws into Kiswahili and submit the translated draft final documents to KeFS through the County Co-management Working Groups for printing and distribution. The county and KeFS technical staff will undertake BMU and stakeholder sensitization/trainings on the implementation of the JCMA plans and by-laws.

JCMA and BMU mentoring and Follow-up

This activity will support a systematic program of BMU mentoring, to be undertaken by County fisheries staff. Such system will be developed by the County Fisheries Co-management Working Groups and endorsed by the County Technical Caucus. Such mentoring will be closely aligned to the system of BMU and CMA performance monitoring that will need to be developed. County fisheries staff and BMUs will be trained on BMU mentoring and performance monitoring. Endorsed JCMA plans will be implemented by BMUs through respective BMUs annual workplans

and enforcement of by-laws. Co-management committees prescribed in the JCMA plans will oversee the implementation of JCMAs by BMUs.

Co-management committees will include representatives of government agencies, BMUs NGOs and other resource users. BMUs will develop and approve annual work plans and budgets under the supervision of County Directors of fisheries. The project will support the implementation of some activities outlined in work plans particularly those that are core to fisheries management such as patrols and data collection and entry, whilst also supporting development of sustainable revenue generation to support such activities in the longer-term, where such revenue does not already exist. This activity will be undertaken after completion of JCMA plans and that is scheduled from year 3 of the project.

3.3.4 Capacity Development for BMUs

3.3.4.1 Training of county staff on BMU management

This activity has two stages. The consultants who are hired will first conduct a centralized training of trainers to selected national and county staff to generate a pool of trainers that will roll down trainings and sensitizations at counties. This will be done after CMA guidelines and BMU SOPs have been finalised, expected during YR2.

Secondly, the trainers trained above, with further support of the consultants, will conduct a second round of formal trainings to other fisheries extension staff within their respective counties. This training will be conducted in YR2, with refresher training in YR4 or YR5.

The content of the training, and training materials, will be prepared by the consultants who are hired and will be reviewed and approved by the Fisheries Co-management Technical Caucus. The content will broadly cover the fisheries co-management governance framework in Kenya, including: relevant provisions in the National Oceans and Fisheries Policy, FMD Act, 2016, BMU Regulations, CMA Guidelines including CMA planning; linking co-management plans to national priority fisheries management plans; Standard Operating Procedures (SOPs) for BMUs; BMU and CMA performance monitoring.

3.3.4.2 Training of BMUs in fisheries governance and management

The County staff trained under 6.1 above will conduct similar trainings to BMUs members at their respective beaches, using training program and training materials developed by the hired consultants. All BMUs within the five coastal counties will be targeted for training in various BMU training modules, provisionally including:

- Fisheries governance and management as per content of training under D.1. above;
- BMU organizational development (OD), governance and leadership;
- BMU Financial management and sustainable financing;
- BMU performance monitoring;
- Data collection and management;
- Fish handling and importance of fish quality.

The activity will commence with Training of Trainers (ToTs) drawn from national and county staff and representatives of NGOs with potential partnership under the Project on co-management. The ToTs will conduct trainings in their respective counties on the various thematic areas mentioned.

The trainings will target County staff and BMU members. During training on financial management and sustainable financing, BMUs will be expected to agree on means and ways for sustainability, for example for patrol and rescue vessels to remain operational when the project comes to an end.

3.3.4.3 Training in data collection

Training of BMUs will be conducted by county trainers in their respective counties at their respective landing sites. The trainings will be done by the trained county staff under who will have undergone trainings on FIMs manual and data collection SoPs developed under Component 1.1. BMU trainings will target the entire BMU assemblies and selected members who will have responsibility on data collection. The assemblies will be taken through broadly on the importance of data collection and their legal obligation of data submission at landing sites. Selected members of the BMUs responsible for data collection in their respective BMUs, will undergo detailed data collection and management training that includes FIMs and data collection SoPs as well as information generation and reporting. Trainings will be done from YR2 to YR3.

3.3.4.4 Training BMU patrol committees on MCS

Selected BMU members in the patrol (and fisher's safety-at-sea) committee will be trained on pre-patrol, patrol and post-patrol activities. Further training will be offered on the use of newly developed MCS SOPs, coastal fisheries intelligence gathering, incident sightings, recording, briefings, enforcement procedures and reporting. Trainings will be conducted by county trainers and staff. The activity will commence from YR2.

Members of BMU patrol committee will also be trained on coast and reef watch programmes that will follow the same general principles as an observer program to observe, record and report, but to take no direct enforcement action. The involvement of BMUs in MCS system design and other decision-making on MCS operations will form an integral part of this sub-activity. This will encourage voluntary compliance as a "preventive" approach, as opposed to a punitive approach that focuses on deterrence through traditional law enforcement.

3.3.4.5 Training BMUs and County officers on Safety-at-Sea (SAS)

A consultancy firm or institution with specialist expertise in safety-at-sea training will be engaged to provide training to BMU members and County staff on safety-at-sea (SAS). This activity is expected to be undertaken during YR3 and YR4.

3.3.4.6 Training BMUs on Coxswain's skills, equipment operations and maintenance

A consultancy firm or institution with specialist expertise in boat navigation and handling, boat and, engine and accessories maintenance, will be hired to provide training in those areas to selected BMU members. Skippers or identified members of BMUs from each BMU selected to receive surveillance-cum-rescue boats under activity listed below. At the end of the training, the trained skippers or selected members of BMUs are expected to receive a certificate of coxswain issued by the training institution. The trainees will also be trained on equipment operations and maintenance specifically on the patrol boats and accessories. This activity is expected to be carried out from YR3.

3.3.5 Equipment to support JCMA implementation

The project will support procurement of equipment and tools that will enable BMUs and County staff during implementation of JCMA plans. The proposed equipment to be purchased will include procurement of:

- Up to 10 surveillance-cum-rescue vessels with outboard engines and accessories
- MCS and surveillance equipment (e.g. binoculars, cameras, life jackets, uniform etc.)
- Data collection and monitoring equipment (desktops, printers, mobile phones with app for transmitting data to the database, weighing scales, measuring boards etc.)
- CMA demarcation equipment (buoys, anchoring materials etc.)

Trainings on maintenance, servicing and management of equipment procured by the project will be provided by the hired training institutions or suppliers and the cost included in the procurement agreement. Funding support to the servicing, maintenance and operation of some of the equipment procured that includes the surveillance-cum-rescue vessels, engines, Laptops, printers and any other data collection equipment that may require servicing will be done during the implementation of the project. This activity is scheduled to commence in YR3 of the project at the earliest.

3.3.6 Review performance of BMUs/JCMAs

A consultancy will be hired to undertake evaluation of implementation of JCMAs. Mid-term evaluation will be conducted by the consultant to assess the progress and impacts of implementations of the JCMAs. This activity is expected to be done in YR3 and YR4 during the implementation of JCMAs plans.

3.3.7 Establishment of bad weather SMS alert system for fishers

A consultancy firm with expertise in communications technology and data management, and with experience working with corporate social responsibility initiatives, will be engaged to facilitate development of an alert and early warning systems for fishers, focused on improving access to information on extreme bad weather and sea conditions.

The system should be technology-appropriate for artisanal fishers, so is likely to be based on SMS alerts. As such, the consultancy firm will be expected to engage, on behalf of SDFA&BE, with mobile network service providers, the Kenya Meteorological Department and any other relevant institutions, to design a simple, workable system that will increase the safety of artisanal fishers by providing better access to bad weather forecasts. The key challenge will be to develop a system that is sustainable beyond the life of the project, for example through corporate sponsorship by a mobile network service provider. Once the system is developed and in place, the consultants will train relevant stakeholders including county and KeFS staff, BMUs, fishers, and others toward its effective use. This activity will commence in YR2 of the project.

3.3.8 Support for establishment and operations of IOWB BMU networks & exchange visits

The operations of Indian Ocean Water Body (IOWB) and County networks of the various coastal BMUs will be a mandatory structure in the implementation of JCMA plans. The process of establishment of the IOWBN network involves BMUs assemblies' election at County level. County and IOWB networks will be supported in their operations that include mandatory quarterly

meetings, sensitization and awareness meetings/seminars, and joint patrols within JCMAs. The project will also support exchange visits to members of the networks within the JCMAs or in areas where learning and exposures has been identified as a gap. KeFS will facilitate and coordinate meetings and activities including exchange visits that involve members of the IOWB network. County BMU network meetings and activities will be facilitated by respective counties. The establishment and operations of the IOWB network is expected to commence in the YR1 of the project.

3.4 Sub-Component 1.3 Infrastructure Development for Fisheries Management

3.4.1 Overview of Sub-Component 1.3

Implementation of sub-component 1.3 will focus on development of fisheries infrastructure specifically aimed at supporting the management of fisheries at both the national, county and community levels. This will include developing fisheries infrastructure such as offices, landing sites, fish markets and access roads with related utilities like water and electricity. In addition, the sub-component will support capacity building in mariculture by construction and operationalization of a mariculture hatchery and training resource centre (NAMARET).

The sub-component will also support construction of an office building in Nairobi to house key fisheries-related entities, and the NAMARET in Shimoni, Kwale County. The five County Fisheries Offices and related infrastructure will be constructed or renovated/ upgraded in Kwale, Mombasa, Kilifi, Tana River and Lamu. In addition, demand driven county infrastructure will be implemented based on the approved proposals.

The sub component activities will include:

- Establishment of office building in Nairobi for key fisheries-related entities
- Upgrade/renovate/furnish selected county fisheries infrastructure
- National Mariculture Resource & Training (NAMARET) Center
- Construction or upgrading of selected county fisheries infrastructure

3.4.2. Establishment of KeFS building at Nairobi (UVUVI House)

The proposed UVUVI HOUSE will house SDFA&BE, KeFS, Kenya Fish Marketing Authority, Kenya Fish Levy Trust fund, among others. The establishment of the Uvuvi House will involve architectural and design consultancies, actual construction work including plumbing, electrical works, installation of drainage systems, landscaping of the grounds and furnishing of the offices with equipment and related facilities such as internet installation to make the offices fully operational. A Civil works consultant will be hired to work closely with an engineer from the State Department for Public Service. The construction of the building will be undertaken in two phases:

Phase I: Design and procurement support: This will involve both desk and field work. Undertake an environmental and social impact assessment of the proposed civil works in accordance with NEMA and World Bank requirements; seek approval from NEMA and civil aviation; review and update master plan prepared by Public Works only if deemed necessary and obtain necessary approvals; preparing clarifications to bidders; Preparation of the relevant contract

documents; review, revise and update detailed designs and drawings prepared by Public Works (Architectural, Structural, Electrical, Mechanical, Civil Engineering, and include Furniture requirements with costs and specifications/drawings breakdown) and the Bills of Quantities with detailed cost estimates in hard and soft format to be used for tender purposes to implement the proposed works; Prepare Landscaping Design Drawings and include elements of Landscaping Cost in BOQ; obtain approval for building from the relevant regulatory bodies and the SDFA&BE.

Phase II to commence in year 1 will involve construction Supervision and Reporting: The consultant shall be fully responsible for supervision of the construction and maintenance of works till the end of the contract and will assume responsibility for the complete contract design and implementation. Ensure the construction site is isolated from existing activities on site and from the public. In this regard, the Consultant shall carry out all the Services necessary focusing on best practices, timeliness, workmanship, cost-effectiveness inter alia, including but not limited to:

- Supervise works to ensure that the works are implemented as per technical specifications with high standards of workmanship, within the agreed timelines and within the approved budget in accordance with the drawings and specifications; prepare interim valuations for the works in progress and final bills, certifying the bills for payments and submitting them to the Client for processing and payments to contractors.
- Review and approve drawings showing the construction layouts, concrete formwork placement details, bar bending schedules, etc. which may be submitted by the contractor; carry out tests on soils, materials and operations required to ascertain that the works are in compliance with the specifications; ensure that utilization of materials by the Contractor is in conformity with specifications; ensure the adherence to specifications by the Contractor
- Prepare variation orders whenever required and shall issue them to the Contractor with written approval from the Client; give the necessary instructions to the Contractor and assist the Client in dealing with disputes, which may arise between the Client and the Contractor; maintain a daily Site Diary, showing working hours, all activities in progress, the equipment and manpower available, equipment down time, weather, stoppages etc.;
- Produce Quarterly Reports (Inclusive of reports from all the professionals/team members and experts) for circulation to the client. Produce quarterly project appraisal reports.

3.4.3. Construct and/or rehabilitate and furnish County fisheries infrastructure

This sub activity will target infrastructure development by identifying needs and gaps inhibiting growth of investment in marine fisheries and aquaculture in the counties. The project will support development of infrastructure that includes; construction and/or rehabilitation of County Fisheries' offices. The project will invest in the following:

- Site survey and Environmental and Social Impact Assessment (ESIA)
- Architectural and design consultancy
- Construction of infrastructure

Specific county office infrastructure proposals will be evaluated by the consultancy firm who will prepare architectural designs and Bill of Quantities. The architectural designs and BoQs will be approved at the CPIUs and NPCU for approval and funding. Each approved proposed county infrastructure will be subject to environmental screening and preparation of Environmental and Social Management Plans (ESMPs) or Environmental and Social Impact Assessment (ESIAs)

where necessary. The firm will also supervise the approved civil works. The CPIU at each county will have the overall supervision of the construction including periodic monitoring and reporting.

3.4.4 National Mariculture Resource & Training Centre (NAMARET)

NAMARET will be a facility that disseminates results of successfully conducted research through training and dissemination of information archived in the resource centre to stakeholders. The resource centre will not only transfer technologies, but it will also be an avenue where challenges facing the mariculture sector such as fish diseases, are tackled as well as a source of information on new technologies in the sector like breeding and nutrition innovations.

The activity will involve a consultancy for an Environmental and Social Impact Assessment (ESIA) for NAMARET. A consultancy will be undertaken to review existing designs and architectural plans for the centre. Actual construction work of the infrastructure will be undertaken for facilities such as; lecture hall for training, a resource material hall complete with displays and archived information, a mariculture fish and shellfish hatchery, a laboratory, fish culture facilities, an administration office, plumbing works, electrical works, landscaping of grounds, installation of specialised equipment and equipping the facilities to make them ready for utilization. A Technical Assistant (TA) from a reputable institution who is specialised in mariculture hatchery management will be engaged for a period of 3-4 years to assist in operationalization of the hatchery and training of a country team to uptake the hatchery production. A joint team of personnel to offer services at the centre will be deployed from KeFS and KMFRI. In the short term, the State Department for Fisheries, Aquaculture and the Blue Economy will provide an allocation of government funds to NAMARET for operations and sustainability. A consultancy will be undertaken to develop a NAMARET business plan for future operations and towards making the centre fully autonomous.

3.4.5. Construction or upgrading of county fisheries infrastructure

This sub activity will target infrastructure development based on identified needs and gaps towards enhancing investment in marine fisheries and aquaculture in the Project counties. Example of infrastructure to be supported could include improvement of landing sites and related infrastructure such as access roads, small jetties, pontoon, water supply, electricity etc.; upgrading of fish markets; upgrading and/or construction of fish processing facilities; and mariculture infrastructure. The infrastructure will be approved by the eligibility standards and criteria developed during scoping and stakeholder needs. The line government departments and CPIU will assist the communities/BMUs develop infrastructure proposals, which will then submit the infrastructure proposals to the Firm. The Firm will evaluate the proposals and prepare architectural designs and bill of quantities (BQs) if the proposal is found to be viable. The Firm will then submit the architectural designs and BQs plus the proposal to the respective CPIUs for approval and funding.

The county infrastructure will be subject to environmental screening and preparation of EMPs or ESIA's based on the level of potential impacts. The projects will need site surveys and designs. A firm will be hired at county level to supervise the construction of public infrastructure works, and the firm will work closely with the public works engineers from the State Department for Public Works and County Public Works. County infrastructure will be implemented by the CPIU upon receiving the necessary approvals. The CPIU at each county will have the overall supervision of the construction including periodic monitoring and regular reporting submitted to the NPCU.

3.5 Training and capacity building

3.5.1. Capacity Needs Assessment

The implementation of component 1 activity will ensure the necessary institutional capacity is in place to manage Kenya's fisheries efficiently different capacity needs among fisheries staff, the fishers and members of the BMU was identified during the PPA.

3.5.2 Implementation of capacity building plans

The implementation approach of the capacity building strategy will target both the coastal communities and staff from government institutions responsible for implementing the Project. Annual capacity training plan will be prepared during the AWPB, linked to the Project training plan. Capacity building will be implemented at the component level either as part of other project activities or as a special need towards implementation of the project activities at county and national levels. Training will be undertaken at local and international institutions targeting but not limited to the following areas.

- Fisheries management
- Data collection and database operations
- Scientific and compliance observers
- Training for MCS
- Fisheries stock assessments
- Capacity Development for BMUs on MCS/SOPs/EAF
- Data capture and monitoring for BMUs
- Training on sea safety measures
- Marine hatchery management
- Mariculture techniques

4 Component 2: Coastal Community Empowerment and Livelihoods Component

4.1 Component Overview

Coastal Community Empowerment and Livelihoods Component will focus on strengthening the livelihoods of poor households in coastal communities, both as an end in itself, and to facilitate fishers to comply with fisheries management measures. It will also facilitate alternative and complementary livelihoods that will safeguard coastal and marine fisheries resources. The component will contribute to the PDO by strengthening livelihoods in coastal communities through a combination of technical and financial support for the implementation of sub-projects, complementary capacity-building and mentoring of beneficiaries. A holistic approach, targeting complementary livelihood development, will be pursued, in part through the development of strategic partnerships with new or existing commercial enterprises applying aquaculture or agriculture contract farming schemes benefiting smallholder producers. More broadly, small-scale livelihood sub-projects, implemented jointly or individually by small groups [Common Interest Groups (CIGs) and Community Based Organizations (CBOs)], will be supported through a combination of grant provision, technical assistance and enterprise and skills training. The component comprises two sub-components: (i) Enhanced Coastal Community Livelihoods (ECCL) and (ii) Support Services for Livelihood Enhancement and Capacity Development. The component is budgeted to cost US\$38.01 million with subcomponent 3.1 costing US\$26.95 million and subcomponent 3.2 costing US\$11.06 million.

4.1.1 Link with Project Grants Manual

The PIM is the guideline for project implementation detailing all aspects of project implementation. Whereas it mentions the PGM that stipulates how the Project grants will be administered, the detailed implementation arrangements for component 2, Sub-component 2.1 and 2.2 are contained in the PGM.

4.1.2 National, Devolved and Concurrent Functions

In addressing the specific distribution of roles and responsibilities for the fisheries sector, project design has incorporated the Bank's valuable experience in implementing ongoing projects in devolved sectors (KCSAP, NARIGP, WSDP, etc.), as well as specific implementation arrangements and the institutional strengthening support needed to effectively fulfil national, county, and concurrent (shared) functions associated with the fisheries sector and the objectives of the project, as follows:

4.1.3 National, County and Concurrent Functions

➤ National Functions

The national functions under this component will include: procurement and Insurance of motor vehicles (this will be done centrally by the NPCU); procurement of consultancy firms for Participatory Integrated Community Development (PICD) training and for Sub-project technical audits, consolidated M&E and reporting and funds flow from the World Bank through to the implementing counties.

➤ **County Functions**

Functions that will be carried out at the county level will include: Grant Provision for Sub projects through ‘Closed Voucher System’ (CVS) or Cash Voucher Payment System (CVPS) or a Voucher System (VS) that has been successfully used in any of the target Counties to limit cash movement; Technical Assistant (TA) support to communities; Training of Trainers (ToTs) for county officers on community mobilization, awareness creation, sensitization and capacity building tools; implementation of entire subproject cycle including CIG formation, proposal preparation, screening, and approval; application & selection process for the scholarships; Existing groups/ Subproject Management Committees (these are existing group leadership that offers voluntary service to the groups/ communities), county participation in training and mentoring; exchange visits for community and/or Technical staff; IEC (for visibility, asset branding and production of community materials); maintenance and operation of motor vehicles and annual exhibitions.

➤ **Concurrent Functions**

During Project implementation, some functions will be concurrent in nature including: Support Services for Livelihood Enhancement, Technical Audit of Sub-Projects; County Technical Assistance (CTA) for mapping of project sites and updates; PICD Training to target communities; Induction for County Technical and KEMFSED staff in various community training tools; Participatory M&E and Capacity Building (Professional Training for component 2 implementers).

4.1.4 Component Strategy

The Coastal Community Empowerment and Livelihoods strategy will focus on the planning and implementation of community-based sub-projects. The key actors in facilitating this process will be the Component Coordinator (CC2), CPC, CPIU staff, CTAs, county-based project officers from relevant county line departments and strategic partners (SPs). The selection of sub-projects and the work of the Project TAs will be overseen by the CC2 and the CPIU (ToR for CTA is in annex 2.27).

The component aims to empower communities in the project area to implement complementary livelihoods through Participatory Integrated Community Development (PICD). This methodology will be used to identify priority interventions which will be developed into proposals that will be implemented in the counties. The Common Interest Groups (CIGs) from the community and BMUs, and Community Based Organizations (CBOs) will be supported to implement three (3) categories of sub-projects including; livelihoods/ economic enhancement (Other beneficiaries will be identified through development of strategic partnerships with commercial enterprises implementing aquaculture and/ or agricultural contract farming schemes for smallholder producers), social welfare and environmental/ natural capital. The group approach-individual management style will be adopted in the implementation of livelihoods/ economic enhancement grants. Social welfare subprojects will benefit the whole community and will be implemented by following procedures as outlined in the PGM (if relevant, through the normal procurement process to identify contractors, depending on the procurement threshold) and the procurement manual. Environmental/ natural capital sub-projects will be implemented through group approach-group management style. Other beneficiaries will be identified through development of strategic partnerships with commercial enterprises implementing aquaculture and/ or agricultural contract farming schemes for smallholder producers.

4.1.5 Linkage to Component 1

The activities that will be carried out under this component that will aim to link with component 1 include;

- Implementation of results from research on experimental fishing gears so as to benefit from new technologies for sustainable fisheries
- Mariculture infrastructure development to reduce effort on capture fisheries especially near shore, through provision of alternative livelihood subprojects
- Capacity building under NAMARET for skills transfer and investment in Mariculture sub-projects
- Direct benefit from legal frameworks developed under component 1 to create an enabling environment for operations
- Enable community groups in the 5 counties to improve their socioeconomic status through increased interventions with collaborative networks of participating counties and strategic partners
- Enable community groups and individuals to address their development priorities in an environmentally sustainable, socially sound and culturally acceptable manner
- Strengthen the county-level systems and governance to support development of the communities within the project area
- Enhance cooperation and coordination of efforts by national and participating counties and non-governmental support agencies, including community groups
- Capacity build communities to enable them to manage and sustain investments
- Implement appropriate demand –driven community-led development interventions, enabling communities address complex problems of vulnerability, to move beyond survival and subsistence
- Adopt a market-to-production approach to productive interventions to address the problem of price fluctuation through strategic partnership engagement

The strategy is elaborated in the description of the two sub-components below. The pertinent project design feature is the household unit. This will determine which CIG or CBO members will be targeted by the project for community-led demand-driven investments within a coastal sub-county. In the communities, CIGs and CBOs, households (within CIGs) will be identified during the PICD process. This will be based on the location of the household in the sub-county, complimentary livelihood options and other relevant socio-economic and aquaculture or agro-ecological indicators. All the eligible groups or individuals in each community will have an equal chance of being selected for community sub-projects. An estimate of twenty thousand (20,000) households will receive support through group approach as either CIG or CBO members. The demand-driven process will give rise to three categories of sub-projects as follows:

- Grants for production-based livelihoods and economic enhancement
- Grants for social welfare
- Grants for environment/ natural capital

The selected communities to receive the Enhanced Coastal Communities Livelihoods (ECCL) investments will be staggered over a period of five years. Each year, a specified number of households will be selected for training and capacity building.

4.1.6 Sensitization, Awareness Creation and Orientation of stakeholders to ECCL

The CPCs and CC2 will organize a one-day orientation workshop in the five counties for CPIU, departmental heads, technical staff, county commissioners, opinion leaders and strategic partners to:

- Help identify and build on successful development initiatives focusing on communities within the project area in each county
- Introduce the operational procedures and processes of the Project in the counties, with emphasis on the PGM
- Establish a participatory working climate for the project in each county, as well as setting guidelines for the approaches to be used
- Explain the structure, content and requirements for the ECCL program and refine the criteria for the selection of participants and the selection of target communities
- Familiarize the stakeholders with the purpose and strategy of the community-led demand-driven development approaches of the Project

4.1.7 Participatory Integrated Community Development

PICD is a process and training that will be conducted for the first four years of the project implementation period in the five counties. Communities will undergo PICD training that targets all eligible target communities and households that will be identified for intervention as stipulated in the Project Grants Manual (PGM).

4.1.8 Creating entry points and applying PICD methodologies

The Project will create entry points to communities in several ways and identify priority areas through county officers and strategic partners using the criteria developed and captured in the Project Grants Manual (PGM). In both instances, communities will be mobilized, their capacities assessed, and screening done by the CC2, CPIU and county technical staff on their qualification for funding. The Project will utilize the PICD methodology as a tool for participatory project prioritization, planning, implementation management, monitoring and evaluation. PICD process will be conducted for fourteen (14) days in each community that will draw up Community Development Plans (CDPs). This will adopt a community-led demand-driven approach where the communities will identify, prioritize and develop proposals on complementary livelihoods, social welfare and environment/ natural capital subprojects in which they require intervention, a methodology that will foster ownership and sustainability. The sub-projects will be implemented through CIGs and CBOs formed within the communities. Social inclusion and gender will be mainstreamed in the groups.

Training programs will be developed to improve the ability of extension staff to enhance the capacities of community groups to identify their needs, to prioritize and implement development initiatives, and to operate and maintain whatever assets that are created in a sustainable manner. The PGM will be periodically revised and used as a basis for including other necessary tools during

the community trainings, which will be carried out in each project county.

4.2 Sub-Component 2.1 Enhance Coastal Community Livelihoods

Enhance Coastal Community Livelihoods (ECCL) sub-component will be implemented through three categories of subprojects.

4.2.1 Categories of sub-projects

➤ Livelihood/ Productive Sub-Projects

This category of grants will provide financial support to eligible beneficiaries to implement livelihood/ economic enhancement projects. The grant will benefit eligible small-scale coastal producers through CIGs, CBOs and out-grower schemes. Grants will be provided to sub-projects for complementary livelihoods to benefit a larger number of people. An estimated twenty thousand (20,000) households spread across 98 wards found in 19 coastal Project sub-counties will be targeted. Community groups that deserve support for crop and livestock-based production, contract farming, small scale businesses, handicraft, “mama karanga”, aquaculture including seaweed farming, crab fattening and any other complimentary livelihoods option will be considered for this category of grants. The value of one house-hold support will include project grants to individuals in CIGs or CBOs. Groups that perform exceptionally well and require additional funding to either expand or upscale their projects may be re-financed based on a performance assessment scale as captured in the monitoring and evaluation tools. Support to out-grower farmers under strategic partnership with identified commercial enterprise firms will be provided under the terms and conditions of a MoU signed by each partner with the national government, and county government. The identified sub-projects will be screened, approved and supported for implementation, where payments will be through a process that is detailed in the PGM.

➤ Social Welfare Sub-projects

Grants for social welfare will cater for social facilities. Eligible investments will include activities or facilities that are identified and prioritized by communities to address their social welfare needs including but not limited to educational facilities (tuition and boarding blocks, ECD blocks, etc.), medical facilities (maternity wings, dispensary extension etc.), youth development/ resource centers (ICT centers etc.), social halls, water facilities (installation, extension, reticulation, waterpan construction, shallow wells etc.), sanitation facilities and any other social area that may be identified by the community. The value of one sub-project under this category will cater for the infrastructure and equipment required to make the facility functional including connectivity for water and electricity, where need may arise. The component 2 coordinator, CPIU, technical staff and the communities will be responsible for the screening, prioritizing and implementation of such projects as identified by the communities during the PICD process. Guidelines for selection of projects will be as described in the PGM.

➤ **Environmental/ Natural Capital Grants** will cater for environmental management projects including; waste management, recycling, environmental conservation, afforestation, tree and fruit tree nursery production, reforestation, wood lot establishment, marine debris management and any other environment related intervention identified by the community during the PICD process. CIGs and CBOs will submit proposals developed and prioritized from the CDPs after attending the PICD training.

Initiatives supporting vulnerable groups such as women, youth and differently abled persons will also be eligible for funding. Each sub-project will incorporate a social accountability and integrity mechanism to ensure transparency and accountability. The procedure to be adopted for selecting communities will ensure reasonable representation of the social categories within the sub-counties. The VMGs will be incorporated by social inclusion through affirmative action in all sub-projects where applicable. Refer to the PGM for the community project application form and Project appraisal form.

4.2.2 Youth sub-projects

Youth in the project area face challenges including: unemployment, insecure livelihoods, drug abuse and poor health. ECCL will have special focus on youth inclusion with grants to support youth-driven sub-projects that improve their livelihoods and enhance their wellbeing through income generation, employment creation, and social initiatives. The Project will also implement community-identified youth sub-projects.

4.2.3 Community Contribution

Livelihoods/ Economic enhancement projects will attract a community contribution of 10% of the project cost in cash or in kind. Social infrastructure subprojects will be implemented with the operation and maintenance (O&M) cost in consideration where applicable. For sustainability of such projects requiring O&M, communities will have to show ability to generate funds (Communities will innovate ways of generating funds for O&M) from within the operation of the projects. This will be part of the criteria to be considered in funding such interventions. Activities that will directly enhance natural resource and environmental management projects will not require community contribution.

4.2.4 Investment sustainability

To increase the sustainability of investments, each sub-project proposal should include:

- A maintenance plan, including; charging for services or through regular contributions, which will ensure enough funds for maintenance and operation/ replacement of the investment addressing social welfare issues
- An environmental screening and mitigation plan where needed, to accommodate any negative environmental impacts created by the project (e.g. micro-catchment protection and management plans for dams, pans, wetlands, riverine regimes, beaches, etc.). Award of such projects will be to reliable entities such as relevant CBOs and registered CIGs

The results, indicators, related activities and the related government functions are captured in table 4 below.

Table 4: Sub-Component 2.1 Result, Indicators, Related Activities and Functions

Result	Indicators	Activities	Function
Grants delivered to members of CBOs and CIGs (disaggregated by gender)	<ul style="list-style-type: none"> Number of ToTs trained in PICD disaggregated by sex Number of County officers trained disaggregated by sex Number of subprojects funded from the CDPs Number of ESIA reports submitted Number of strategic partners who have signed MoUs Number of community PMCs trained disaggregated by sex Number of CIGs and CBOs funded Number of PGM handbooks distributed to communities Number of M&E visits made Number of exhibitions done Number of exchange visits made. 	Grant Provision for Sub Projects <ul style="list-style-type: none"> PICD training for Training of Trainers (ToTs) (Consultancy) County officers training by county ToTs Sub-county and ward extensionist trained by ToTs Number of communities reached through PICD Number of community subprojects identified and funded (identified by category – livelihoods/ economic enhancement, social welfare and environment/ natural capital) Number of students that benefited from scholarships (disaggregated by gender) Carrying out studies for sub-projects ESIA reports Signing MoU with strategic partners Capacity building of community-driven development committees Strategic Partnership Processes/ engagement Grants disbursement to communities and implementation of sub-projects Developing a simple PGM handbook for communities (as needed) Carrying out participatory M&E Conduct annual exhibitions Carrying out exchange visits/ experiential learning 	Concurrent

4. 3 Sub–Component 2.2 Support services for Livelihood Enhancement and Capacity Development

4.3.1 Support Services for Livelihood Enhancement and Capacity Development

The sub-component will be implemented by the individual counties and will provide a package of support services and capacity-building to beneficiary groups (CIGs and CBOs) needed to deliver and complement the activities under ECCL including: Service and Technical Assistance (TA) provision to identify grant recipients, support preparation, management and oversight of sub-projects; provision of skills training to grant recipients.

4.3.2 Sub–Component 2.2 Activities

➤ **County Technical Assistance (CTAs)** – Ten CTAs will be employed to support component 2 activities (two in each county), the ToR is in annex 2.27. They will support the CPIU to ensure timely implementation of planned component 2 community-led demand-driven interventions. The CTAs and the key county department officers will participate in all county

training activities and in turn train sub-county and ward extension staff. They will participate in the management and implementation of the community interventions while carrying out community activities including; community mobilization, sensitization and awareness creation, training, follow-ups, supervisions, handholding, monitoring and evaluation and any other community facilitation needs that may arise during implementation. Each target community will be assisted through the PICD methodology to identify specific priorities leading to sub-projects for implementation. Service provision and procurement of works, goods, equipment, capacity building and training needs/ services will be county based for items and supplies up to a threshold level stipulated in the PGM. The CPIU and the county technical staff will offer services to beneficiary CIGs and CBOs, support preparation, management and oversight of sub-projects and provide enterprise & skills training to grant recipients.

➤ **PICD - Training of Trainers & mentoring consultancy:** A firm will be procured to train national and county project staff on community mobilization and capacity building tools. This training will be conducted twice during the project implementation period (year 1 and 3). This will be a Training of Trainers (ToT) process that will produce a team of officers who will train other relevant county staff.

➤ **PICD Training - County Technical staff:** The county staff inducted by the PICD consultant as ToTs will conduct the same trainings to the larger county technical officers and key staff from line departments that will support the outreach process.

➤ **PICD Training - County Extension staff:** The county officers trained at the county level will conduct the same trainings to the sub-county and ward level extension officers.

➤ **PICD Training - Community level:** This training will be provided by CTAs, the county technical officers, the sub-county and ward extension officers. They will take the targeted communities through the PICD training concurrently in the five counties 19 sub-counties and 93 wards in a staggered manner to deliver the estimated 20,000 households in CIGs and CBOs over the five-year project period. The trainings will be conducted for 14 days during which time, they will identify their priority intervention areas (sub-projects) for funding as stipulated in the PGM. This will foster ownership and sustainability. The expected output includes: i) livelihoods/ economic enhancement proposals, ii) identification of CIGs and CBOs for the out-grower schemes, iii) social welfare infrastructure proposals and iv) environment/ natural capital investment proposals.

➤ **Community Livelihoods Skills Training for Grant Recipients:** The CIGs and CBOs that participate in the PICD trainings will develop and submit proposals for identified and prioritized sub-projects to the CPIU for review. They will be trained on the skills related to the interventions proposed. The trainings will be provided by the relevant county technical line departments. During sub-project implementation the CIGs or CBOs will be mentored and trained on basic skills of production on need basis. Where special training needs are required, the CC2 together with the CPC and CPIU will source for a facilitator to provide such trainings.

➤ **CIG and CBO Training and Mentoring by county staff** will be provided by county ToTs and technical officers. The training will involve all relevant departmental officers engaged

in component 2 implementation including county, sub-county and ward fisheries, agriculture, livestock, trade, community and social development, gender, environment, cooperatives, forestry, health, and youth officers. They will in turn train and mentor the grant recipients. The mentoring and training will capture areas including; management of grants for livelihoods/ economic enhancement, social welfare and environment/ natural capital grants. The training will be community-led and demand-driven and address areas including those scheduled in the training programs as stipulated in the PGM and captured in the Project County Training Plan (CTP).

- **Group Management Committees Capacity Building** will be conducted for the Project Management Committees (PMCs) at the community levels (each group will have a PMC). The PMCs will need to understand aspects of group management including: group dynamics and networking, subproject financial and procurement management, fund rising, volunteering, monitoring and evaluation, cross-cutting issues and report-writing. This training will be provided to the qualified groups before grants are disbursed to mitigate against inherent risks in grants management. PMCs are mandatory by law in Kenya as that meets the requirements for existence of groups including registration by social services department for CIGs and Office of the Attorney General for CBOs.
- **Training and Mentoring Consultancy Service Support** maybe procured to conduct training and mentoring on provision of enterprise and skills to county/national staff as ToTs if such a need arises need arises, otherwise such support will be sourced from the relevant county departments.

➤ **CPIU Support for community proposal screening:** The CC2, CPIU together with the relevant line departments will from time to time (monthly) convene meetings to screen and prioritize proposals from communities for funding. The approved proposals will be funded and those not meeting the criteria for funding will be sent back for improvement and resubmission.

➤ **Exchange visits community /technical staff** will be conducted annually for 3 project years commencing in year two (2). This will be conducted for identified community groups as experiential learning, exchange visits or peer-to-peer learning visits to similar, successful, completed or on-going projects on a competitive basis. There will be external and internal exchange visits for best performing groups based on the results of the annual exhibitions where beneficiary community groups will show case their achievements. An estimated 5 CIGs per county per year will benefit from this activity. The county and national project staff will benefit from internal, external and south-to-south visits on identified project thematic areas on need basis.

➤ **Professional training for county technical staff:** Capacity gaps identified among county and national project staff by the NPCU, CC2 and CPIU will be addressed by relevant staff members being recommended for professional training and/or capacity building through short courses or long courses as will be deemed appropriate. This will include professional trainings related to the implementation of the project that may impede efficient delivery of the PDO.

➤ **Information Education Communication Material and Printing:** The IEC material for project publicity, information, education, project documents related to component 2 implementation will be procured which will be used for training, publicity, sensitization and awareness creation, community capacity building, visibility and branding. Procurement will be

done at the county level and could include; shirts, blouses, T-shirts, umbrellas, raincoats, caps, *lessos*, *kikois*, bags, radio announcement, banners, posters, flyers, brochures, newsletters, and bulletins. This will be done annually as different areas are targeted and reached. Production of IEC materials for implementing communities will include a summary of the PGM into a handbook, grants application forms and any other documents such as MoUs, Commitment Agreement forms, etc. Depending on the level of use whether project-wide or countywide, materials will be produced and/or procured at national and county levels based on the threshold as stipulated in the PGM and Procurement Manual.

➤ **Visibility and Asset Branding:** to avoid double dipping by beneficiary groups and to justify the use of funds sourced from other agencies, the sub-projects will be branded by the CPIUs. Information on the signboards, billboards and wall paintings will be comprehensive including the name of the CIG or CBO, funding levels, intervention being implemented (sub-project), community contribution if any and any other relevant information or data that will be specific to the sub-project.

➤ **Annual Exhibitions:** Counties will conduct annual exhibitions where CIGs and CBOs will showcase their achievements. This will be the forum used to identify model groups to be visited during field visits and missions. High achievers will benefit from the experiential learning, exchange visits, peer-to-peer learning and field tours organized by the CPIUs. This will encourage knowledge sharing and provide a platform for advertisement of produced wares to create markets for the products of beneficiary groups.

➤ **Backstopping support to beneficiary groups** will be towards the capacity building to beneficiary groups in form of backstopping, follow-ups, supervisions, and handholding. This will be carried out to ensure that project beneficiaries get support from county project teams. The activities will be generated during the M&E visits where gaps identified in implementation will generate an agenda from which the teams will justify the subsequent field visits guide by a checklist capturing the areas of concern.

➤ **Participatory M&E verification by CPIU:** There will be quarterly M&E visits by the county project officers to monitor and evaluate project implementation and progress, and ensure that they are aligned with the PDO and agreed indicators as captured in the Results Framework (RF), in line with the component objectives and that community implementation, procurement, and financial management are well documented. The M&E visits will also be following up on milestones as set out in the annual work plans and budgets (AWP&B) and CIG or CBO proposals.

➤ **Technical Audit for subprojects** will be conducted annually by a firm hired by the NPCU. This will be geared towards undertaking a technical assessment of sub-projects at community level. This will provide management recommendations for improvement of the sub-project cycle.

➤ **Purchase of motorbikes and vehicles:** Twenty (20) Motorcycles (4 each for Lamu and Mombasa, 5 each for Kilifi and Kwale and 2 for Tana River County) and six (6) vehicles [1 per county and 1 for component 2 coordinator (CC2)] will be procured centrally at the NPCU. These vehicles will be specifically procured for component 2 use due to the extensive field work involved in grant administration to communities. The motorcycles will be used by county technical and

extension staff at sub-county and ward level who will be in direct contact with the beneficiary groups. For this component to effectively deliver its mandate, mobility aspect must be separated from the other project activities due to long distances travelled and multiple communities that will be attended to concurrently.

➤ **Motorcycle Riding Course** will be required for effective use of the motorcycles. A motorcycle riding course will be conducted for 30 project staff across the five counties. This will be necessary to make the project county extension officers who will be implementing the component use the motorcycles during field work as one vehicle per county for component 2 activities will not be enough. The motorcycles will be mainly used at sub-county and ward levels.

➤ **Demand Driven Capacity Building:** During implementation, communities may encounter situations where they will be lacking in skills, training or capacity to implement an intervention; this will call for capacity building and training on the identified need. The demand-driven capacity building will, therefore, depend on the CIG/ CBO/community/ individual and will be specific to the intervention being implemented. Such demands will call for technical interventions provided by the relevant technical department. The County Project Coordinator (CPC) will liaise with the relevant departments and plan for the logistics to facilitate them to deliver the capacity building demanded by the beneficiary.

➤ **ICT Support** for office equipment, IT Support and airtime will include procurement of laptops, i-pads, tablets, desktops, printers, photocopiers, scanners, smartphones [for data collection and transmission (videos, photos, and geo-referencing)], LCDs, airtime and installation of broadband internet connection in each CPIU.

➤ **Procurement of office materials** will include stationery and other small office equipment that will support implementation of component 2.

➤ **Purchase of Smartphones and Handheld GPS for Project Site Mapping and Geo-referencing** capacity of county extension staff will be built and will be provided with hand-held GPS for data, photo and video capture and uploading, mapping and geo-referencing. KMFRI staff will train county extension staff on the use of the GPS. The information capture will be progressively uploaded to form part of social accountability measure as all information on sub-projects implemented will be available on the Project geo-map.

➤ **Vehicle Operation and Maintenance and Insurance** will include normal routine services, major services, incidental costs including, fuel costs, maintenance and insurance cost.

➤ **Strategic Partnership Processes and Engagement** is a process to facilitate the development and support towards logistical costs associated with strategic partnership engagement for Project staff.

As stated in the Results Framework, the sub-components key indicators are:

- Grants delivered to members of CIGs and CBOs (disaggregated by gender)
- Beneficiaries with access to livelihood-related training and/or technical assistance supported by the project (disaggregated by gender)

The results, indicators, related activities and the related government functions are captured below.

Table 5: Sub-Component 2.2 Result, Indicators, Related Activities and Function

Result	Indicators	Activities	Function
Grants delivered to members of CIGs and CBOs (disaggregated by gender) Beneficiaries with access to livelihood-related training and/or technical assistance supported by the project (disaggregated by gender)	<ul style="list-style-type: none"> • Number of TAs engaged • Number of technical officers trained disaggregated by gender • Number of support visits undertaken • Number of communities taken through PICD training • Number of training and mentoring skills done • Number of participants trained disaggregated by sex • Number of beneficiaries reached per sub-project category disaggregated by sex • Number of exchange visits done • Number and types of IEC materials shared with communities • Number of projects branded • Number of PMCs trained disaggregated by sex • Number of audits conducted • Number of exhibitions held 	Support Services for Livelihood <ul style="list-style-type: none"> • Technical Assistants for management of Grant programs • PICD: Training of Trainers & mentoring consultancy • PICD Training: County Technical staff • PICD Training: County Extension staff • PICD Training: Community level • Community Livelihoods skills training for grant recipients • CIG Training and Mentoring by county staff • CPIU Support for community proposal screening • Exchange visits community /technical staff • Professional training for county technical staff • IEC Materials and Printing • Annual Exhibitions • Backstopping support to beneficiary groups • Participatory M&E verification by CPIU • Technical Audit by subprojects • Purchase of motorbikes and vehicles • Motorcycle riding course • Demand-driven capacity building • Office equipment and IT support and air time • Office materials • Purchase of Handheld GPS and Smartphones • Vehicle O&M • Strategic partnership processes and engagement 	National, County, and Concurrent
	<ul style="list-style-type: none"> • Number of students reached disaggregated by gender • Number of scholarships issued disaggregated by category 	Scholarship Program (Application & selection process) Formal (High school) Vocational Certificate Diploma	County

4.4 Training and Capacity Building

4.4.1 Capacity Needs Assessments and Capacity Building Plans

The implementation approach of the capacity building strategy will target both the coastal communities and staff from government (County and National) institutions responsible for implementing the Project. Scholarship programs for different academic and professional levels will be administered. The main outcomes of the component will include i) grants delivered to members of CIGs and CBOs and ii) beneficiaries with access to livelihood-related training and/ or technical assistance supported by the project disaggregated by gender iii) Education Scholarships will cater for formal skills, vocational training (TVET - Technical and Vocational Education Training), and academic education (high school level, certificate and diploma courses).

4.5 Scholarships Implementation Guidelines

The implementation approach of the capacity building strategy will target both the coastal communities and staff from government institutions responsible for implementing the Project.

4.5.1 Building the Capacity of the Coastal Communities

Community capacity building will be undertaken through the following targeted approaches:

- Activity prompted training (Demand-driven training)
- Internship program
- Scholarships for students in secondary/ High schools
- Scholarships for students for Technical and Vocational Education Training (TVET)
- Scholarships for students for certificate and diploma training
- Long and/or Short courses for staff members

4.5.2 Targeted Training

In this approach, the implementing agencies, County and the SDFA&BE, identify community training needs through engagement and participation in various stakeholder fora. These training needs are collated, assessed for their relevance to the project objectives and there after incorporated in a training plan which is submitted to the NPCU for approval. This plan should highlight at least the following:

- Topic to be covered and objective
- Location of training
- Number of people to be trained with a disaggregation on gender
- Facilitator (s) responsible
- The full budget and timeframe for delivery

Once the approval is given and training conducted, a report will need to be filed indicating the rationale and number of community members trained. Trainings will be offered by the project staff and where such skills and competence are lacking, and short-term consultants will be engaged. TORs for such consultancy services will be developed in advance and approved by the PMU/World Bank prior to engagement of consultants. Capacity building and training for beneficiary community groups and individuals will be structured following the implementation structures and approaches adopted by the Project, details of which are captured in the PGM.

4.5.3 Activity Prompted Training

This category refers to training that is outside the approved training plan but arises during the implementation of planned project activities with the communities. A typical example would be providing technical support on setting up a tree nursery for wood lot establishment. Such training provides the communities an opportunity for hands-on skills development hence support the success in their projects. In such cases the communities make a request directly to the implementing agency, through the CPIU. Once the support is provided, the agency should file a report of the training at the CPIU.

4.5.4 Internship Program

Internship opportunities will be provided to coastal students⁶ who have completed a Masters, First Degree or Diploma from a recognized university and are interested in pursuing a career in fisheries, natural resource management, agriculture, livestock production or community development. This opportunity is critical as there may be a need to bridge the capacity needs at the County and Institutional level and can be used to provide students with hands on experience in the different fields. These interns could be potential employees for the county due to the experience gained.

The objectives of the internship program are:

- To promote learning and enrichment of knowledge by providing opportunities for talented and promising students to carry on their academic and professional pursuits;
- To prepare young scholars for their definite role in the management of coastal and marine resources;
- Provide mentorship for students to understand and undertake tasks that are relevant to the Project results framework and objectives.

4.5.4.1 Internship Period

The internship program will be run for two consecutive years starting the financial year 2020/21. In the first year, (2020/21), 10 internship opportunities will be available. This is to provide for two interns per county. The internship period will be for a maximum period of six months after which a previously successful intern does not qualify to re-apply.

4.5.4.2 Internship Support

The internship program provides financial support to cater for transport, lunch and airtime costs all valued at approximately KShs 20,000 per month. However, support during field visits will be provided in terms of daily subsistence allowance based on the agreed allowance structure for the project.

4.5.4.3 Internship Areas

The main areas of internship opportunities are:

(a) Fisheries

Under this category students and fellows interested in working in the various disciplines of fisheries are selected. The specific areas include, but not limited to: aquaculture, mariculture,

⁶ Coastal students refers to student who were born and educated at either Primary or Secondary school level within the coastal region.

stock assessment, value addition, Geographical Information System (GIS) and fisheries related technologies.

(b) Natural Resource Management

The purpose of this internship category is to develop talents in the field of natural resource management where students and fellows can work in the following areas: bio-diversity assessment, environmental management plans, ecotourism, community-based management of natural resources, solid waste management and value addition.

(c) Complementary Livelihood

This category of internship is meant for students and fellows interested in environmental governance and planning, GIS, development of small and medium entrepreneurs including facilitating access to credit and development of value chains.

(d) Project Management and Community Development

The category targets to develop talents in the field of project management and community development. The beneficiaries will specifically work in communication, planning, monitoring and evaluation, supporting the implementation of community-based projects under the Community-Led Demand-Driven approach of the project.

4.5.4.4 Implementation modality

Potential candidates will be identified through a call for application placed in the local dailies, the Project website and information workshops organised at the local institutions and universities. The internship implementation road map will be as follows:

- Announcement of awards (TBD)
- Deadline for submission of applications (TBD)
- Selection of beneficiaries, feedback and commencement (TBD) (*preferably within 2 weeks after submission of applications*)

4.5.4.5 Selection Criteria

The beneficiaries are selected on merit cum need basis. The interest and commitment of the aspirants are basic requirements for selection. Consideration is also given to candidates from Vulnerable and Marginalized Communities.

4.5.4.6 Other selection criteria include:

- Must have completed a Masters, first degree or diploma in a recognized university
- Recipients are expected to be well-versed with sector applied
- Must be below 35 years of age

4.5.5 Scholarships for Students for High School Education

High school education, also known as secondary school education, provides post-primary students with an opportunity to grow their education towards college education. These programs generally focus on providing students with specific qualification that determine the next level of education. The achievement of the students at the Kenya Certificate of Secondary Education (KCSE) leads to the students joining tertiary institutions to study for a certificate, diploma or degree course. Within the Project, basic secondary school education will provide opportunities to poor deserving students from the coastal counties who do not have the means to proceed to/ or continue with secondary school education after qualifying for or in line with the 100% government transition

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policy. The PMU will establish criteria for targeting the deserving students to benefit from this category of scholarships. Objectives of the high school scholarship program are:

- To increase the transition level of students from primary to secondary schools
- To promote learning and enrichment of knowledge by providing opportunities for poor and marginalized students to carry on their education with full funding.

4.5.5.1 Scholarship Period

The scholarship program will run for the duration of the secondary education for continuing students starting in 2020. In the first year, 10 scholarships will be awarded per county thus making a total of 50 scholarships offered in the first year. As these are short courses, this program can be continued during the duration of the project.

4.5.5.2 Scholarship Support

The Project scholarship program provides for financial assistance to students in the form of tuition and statutory fee and costs for undertaking the final KCSE examination all valued at approximately KShs 100,000.

4.5.5.3 Implementation Modality

Calls for application will be made through the sub-county and Ward offices as well as workshops held within communities in the coastal counties to create awareness of the opportunities. Successful candidates will be identified based on the set selection criteria.

- Prospective applicants will be required to fill the Project application form (to be developed during project implementation)
- The scholarship award will follow the below procedure:
 - Announcement of scholarships awards - TBD
 - Deadline for submission of applications - TBD
 - Selection of beneficiaries and feedback – TBD within 2 weeks of the submissions
 - Commencement of scholarship - To be aligned with the calendar year for the school academic year

4.5.5.4 Selection Criteria

The beneficiaries are selected on merit cum need basis. The interest and commitment of the aspirants are basic requirements for selection. Consideration is also given to candidates from Vulnerable and Marginalize Communities.

4.5.5.5 Additional selection criteria

- Students must have completed primary school
- Have above average academic performance⁷
- Registered as full-time students
- Must be below 18 years of age
- Special consideration to be given to students from VMG communities and the orphaned.

⁷ Possibility of having 250 marks on average and 200 marks for students from VMG

4.5.6 Scholarships for Students for Technical and Vocational Education Training

Vocational training, also known as Technical and Vocational Education Training (TVET), provides job-specific technical training for work in the areas of trade. These programs generally focus on providing students with hands-on instruction, and can lead to certification, a diploma or certificate. Within the Project, vocational training will provide opportunities to students from the coastal counties who do not qualify to attend universities to pursue various careers in technical fields such as boat making, development of fishing gears, tailoring, carpentry, motor vehicle mechanics, plumbing, electrical wiring and others. There are various institutions within the coastal counties that offer trade courses and the PMU must establish a list of recommended institutions for the various trade courses applicable to the project goals of creating sustainable livelihoods. The objectives of the vocational training scholarship program are:

- To motivate talented students and provide them an opportunity to gain skills that will make them self-reliant and useful members of their communities
- To promote learning and enrichment of knowledge by providing opportunities for talented and promising students to carry on their training with full funding

4.5.6.1 Scholarship Period

The scholarship program will run for the duration of the courses starting in 2020. In the first year, 10 scholarships will be awarded per county thus making a total of 50 scholarships. As these are short courses, this program can be continued during the duration of the project.

4.5.6.2 Scholarship Support

The Project scholarship program provides for financial assistance to students in the form of tuition and statutory fee and costs for undertaking the final trade examination all valued at approximately KShs 100,000. An allowance to support accommodation and other costs of KShs. 20,000.00 will be provided to the student. Upon graduation, the students will benefit from tools of trade such as sewing machines which will be procured by the Project.

4.5.6.3 Implementation Modality

Calls for vocational training will be made through the Technical and Vocational Institutions as well as workshops held within communities in the coastal counties to create awareness of the opportunities. In the second phase call will be made in the local dailies and local radio to increase publicity. Successful candidates will be identified based on the set selection criteria.

Prospective applicants will be required to fill the Project application form to (to be developed). The scholarship award will follow the below procedure:

- Announcement of scholarships awards (TBD)
- Deadline for submission of applications (TBD)
- Selection of beneficiaries and feedback (TBD within 2 weeks of the submissions)
- Commencement of scholarship (To be aligned with the calendar year for the various courses offered at the different Technical and Vocational Institutions).

4.5.6.4 Selection Criteria

The beneficiaries are selected on merit cum need basis. The interest and commitment of the aspirants are basic requirements for selection. Consideration is also given to candidates from VMG and communities.

4.5.6.5 Additional selection criteria include:

- Students must have completed high school
- Have above average academic performance (40% and above)
- Registered as full-time students

4.5.7 Scholarships for Certificate and Diploma Training

The Project certificate and diploma scholarships provide opportunities to students from the coastal counties who are undertaking their professional courses in a university or middle level colleges located within the region. Potential applicants should be students pursuing a career in fisheries, natural resource management, community development or other areas relevant to the coastal region.

4.5.7.1 The objectives of the certificate and diploma scholarship program

- To motivate talented students and provide an opportunity to pursue studies with undivided attention
- To promote learning and enrichment of knowledge by providing opportunities for talented and promising students to carry on their academic pursuits
- To expose students to local issues on fisheries, aquaculture, natural resource management, community development or other areas which enhance their understanding of their role in development of coast region

4.5.7.2 Scholarship Period

The scholarship program will run for two years starting the financial year 2020/2021. In the first year, 10 scholarships will be awarded per county thus making a total of 50 scholarships offered in the first year.

4.5.7.3 Scholarship Support

The Project scholarship program provides for financial assistance to students in the form of tuition and statutory fee and costs for undertaking the final project all valued at approximately KShs 300,000 to cover two years of study.

4.5.7.4 Implementation Modality

Calls for certificate and diploma scholarships will initially be made through workshops held in local public universities, middle level colleges and communities during the PISD trainings in the region to create awareness of opportunities. Calls will be made in the local dailies and local radio stations to increase publicity. Successful candidates will be identified based on the set selection criteria. Local universities and middle level colleges will be engaged in selection of candidates and supervision of the students. Prospective applicants will be required to fill the Project application form (to be developed). The scholarship award will follow the below procedure:

- Announcement of scholarships awards – TBD
- Deadline for submission of applications - TBD
- Selection of beneficiaries and feedback - TBD
- Commencement of scholarship - TBD (To be aligned with the calendar year for the various courses offered University and middle level colleges)

4.5.7.5 Selection Criteria

The beneficiaries are selected on merit cum need basis. The interest and commitment of the aspirants are basic requirements for selection. Consideration is also given to candidates from Vulnerable and Marginalize Communities.

4.5.7.6 Additional selection criteria include:

- Students must have obtained college admission in a national university or mid-level college
- Be registered as a fulltime student
- Must be below 30 years of age

4.5.8 Institutional Capacity Building

Capacity building of the Project implementing agencies is developed through:

- Support to the responsible agencies in the form of purchasing appropriate infrastructure, vehicles, equipment and other tools necessary for implementing the Project activities
- Engagement of staff and hiring of consultants for specific tasks directly linked to project objectives
- Short term and long-term training of the Project staff is organized through two strategies:
- Respective agencies identify short- and long-term training needs for their staff
- The Project Coordination Unit (PCU) identify cross cutting training needs for all the implementing agency staff that are necessary to effectively implement the Project, including training on financial, procurement and environmental safeguards

4.5.8.1 Short term training for KEMFSED Project staff

The application procedure for short term training follows the steps below:

- Identification of applicable skill gaps in the implementing agencies
- Identification of staff that will best benefit from the training and who will then contribute directly to the Project
- Identification of suitable training institutions and the cost
- Submit a training plan and for review and approval
- Submit training prescribed request forms to activate and facilitate the training proposed
- Participate in training
- Develop a six months action plan to implement training learning
- Evaluation of the action plan by senior officer
- Report on quarterly basis on the training plan for the Project staff to the PCU

To monitor the impact of short-term training, the beneficiary will submit to the Component Coordinators (CCs) a training evaluation form indicating the skills learnt and an action plan of how to apply it in the Project context. After six months, the beneficiary will again submit a brief progress report regarding the earlier action plan. In addition to this, the National Project Coordinator will periodically engage the CCs in the respective agencies to verify and confirm the impact of the training as reported.

4.5.8.2 Management of Internships and Scholarships

Both the internship and scholarship programmes require to be managed by an authentic educational body working in collaboration with the Project CPIUs. The functions of the educational body will be reviewing the capacity building strategy, selection of beneficiaries, implementation and

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monitoring of the program. The members of the educational body shall be proposed by the CPSC and approved by the CECM in charge of fisheries. The body will comprise a total of 6 members drawn from relevant county departments.

Based on the outputs from the capacity needs assessment, a capacity building and/or training plan will be developed by the project training coordinator to guide the planned trainings to be undertaken at local and national institutions targeting but not limited to the following areas.

- Targeted Community Training
- Activity prompted training
- Demand Driven Community Training
- Internship program
- Scholarships for students in secondary/ High schools
- Scholarships for students for Technical and Vocational Education Training (TVET)
- Scholarships for certificate courses
- Scholarships for Diploma courses
- Short and/ or long courses for staff members implementing component 2 activities

4.6 Capacity building for communities

Training in PICD processes and practices underlie the implementation of the ECCL sub-component. The following are some of the training to be conducted for the implementing community groups:

- Community members and PMCs will benefit from a substantial training program designed to increase their capacity to identify appropriate community priority projects
- Training on the identification and targeting of benefits, especially to the vulnerable and marginalized groups
- Training on accounting procedures for the funding received for the sub-project
- The training program includes extensive PICD for all communities, which will be updated throughout project implementation
- The PMCs will be trained on group dynamics, volunteerism, networking, leadership skills, report writing, procurement and financial management, resource mobilization and fund raising, participatory monitoring, and evaluation and any other area demanded for or found to be relevant during sub-project implementation
- Exchange visits, experiential learning or peer-to-peer learning will be organized to other communities undertaking similar projects
- Technical training will be provided for sub-groups of communities who are implementing specific ECCL projects that require upgraded technical skills, as well as awareness raising of important cross-cutting development themes, including the environment, gender and drug abuse.

4.7 Capacity building for backstopping services

Representatives of KEMFSED Project stakeholders will be trained in PICD processes. These stakeholders include county officers implementing the Project activities at all levels, as well as county-level departmental staff, sub-county officers and ward level officers, together with some key SPs extension staff and local community leaders. PICD will be specially designed and adapted

for use with local communities to capture socially-excluded groups. The communities will receive support and backstopping from the county-level Project officers. The training will include the following:

- Project officers including CTAs will be trained in supporting community development processes and advising on technically, financially, environmentally and socially sound project design
- The CTAs will receive additional training to improve the inclusiveness of the PICD process and highlight needs and aspirations of specific groups especially the VMGs within the communities including the youth, the elderly, women, disabled, marginalized, indigenous peoples, etc.
- Updating training sessions will be run to facilitate the exchange of experiences amongst project officers and to adapt processes to the needs highlighted by PICD
- Component coordinators (CC1 and CC2) will also be trained in cross-cutting issues and technical skills to assist communities in improving project design, as well as in the implementation of the Environmental and Social Management Framework (ESMF) as it relates to the screening and assessment of ECCL sub-projects and the associated social safeguard instruments
- Additional training will include participatory M&E, as well as procurement and financial management to provide support to the community procurement process – and methods of participatory impact monitoring for the safeguards instruments implementation
- Report writing skills training will be conducted where communities will be provided with reporting tools to enable them capture data that will be consolidated, analyzed and fed into the Projects' Integrated Management Information System (IMIS) and results framework (RF) (table capturing PDO and intermediate level indicators)
- Basic financial analysis tools will be developed to allow county officers to work with communities in identifying and selecting appropriate Income Generating Activities (IGAs)
- Annual Exhibitions - Counties will conduct annual exhibition where CIGs and individual project beneficiaries will showcase their achievements. This forum will be used to identify model groups to be visited and high achievers to benefit from the planned exchange visits and sub-project re-financing
- Exchange visits for community groups (CIGs and CBOS) and Technical officers: The Project will also support study tours for experiential learning, exchange visit or peer-to-peer learning to similar, successful, completed or on-going local projects on a competitive basis. The county and national project staff will be taken for a south-to-south visit on identified project thematic areas within or outside the country
- PMCs will be capacity built at the community levels (each sub-project will have a PMC). This capacity building will cover areas including those defined programs capturing all areas relevant to sub-project implementation as will be stipulated in the PGM
- The effort to strengthen institutions and organizations will extend to all levels of county and community institutions. To increase coverage, the project will provide institutional and human resource capacity building for identified community organisations and their management committees including key line department officers, CIGs, CBOs, traditional institutions, user associations, self-help groups, cooperatives, local authorities, marketing associations, strategic partners, technical backstopping service providers – and others that might evolve

- Enhancing existing county delivery capacity - The Project will strengthen county service provision in sectors that are essential to the sustainable development of communities in the target areas. The aim of the interventions is to complement the county officer's capacities. They will address the challenges posed by the diversity and social-economic disparities in the target area
- There will be one channel of funding through the county project account through commercial bank accounts

4.8 Gender mainstreaming in County-level project activities

There will be a need to mainstream gender concerns in ECCL activities. Some of the proposed areas of intervention are listed below. There will, however, be a need for flexibility to allow various counties to address some of their unique gender and related issues. In such cases, the CPIU will need to exercise their judgment. Activities could include the following:

- Supporting the identification of needed data (gender disaggregated data)
- Supporting gender mainstreaming exercises from project administration to project implementation
- Identifying, modifying and supporting appropriate technologies – and making them user-friendly for both men and women
- Exploring alternative forms of learning for men and women

Gender mainstreaming is important for the successful implementation of ECCL. The main vehicle for transforming women's disadvantaged status is to ensure that they are not excluded from decision-making. Women's full participation in the project cycle, from planning to management, is a core objective of the ECCL gender strategy. The component will aim to invest in activities that support women to have access to and control of resources. A key area of concern will be to ensure that there is enough gender-disaggregated data and analysis of the situation of both men and women in the project area that can inform the implementation of various interventions. At the community level, gender representation and gender sensitivity will be the focus for screening sub-project proposals. They should address gender concerns in design, implementation strategies and the relationship between proposed activities and the empowerment of both men and women.

Engagement with SPs in the Project area will be encouraged, particularly in addressing the issue of women, youth and differently enabled persons' inclusion. The CPIUs will guide implementation and approve sub-projects coming from the communities. When submitting proposals to the CPIUs, communities will be required to specify the methods used to involve women in the planning process. As a guideline, the Project recommends that communities follow five basic steps:

- Involve women in the planning process by allowing separate women's and men's groups to analyse community problems. Key questions the agencies should ask are: Were women's needs and priorities considered as distinct from men's? Did women have an input in the selection and carrying out of activities that concern them?
- If women's labour is required as part of the community's contribution, link this directly to an output benefiting women. Key questions to ask are: Have both men and women been consulted about expected community contributions? If women are expected to contribute labour, do they have the time to do so? Will it lead to a direct benefit for them?

- Build opportunities for women through training programs and skills transfer. The key questions to ask: What training will be provided in the project? Are these initiatives fairly distributed among men and women?
- Involve women in the long-term management of new resources. Key questions to ask: Is the input of new resources heightening or reinforcing current inequalities, or are they helping to reduce them? In cases where new resources concern women's work, do women have fair access to these resources? Will they be involved in the long-term management of these resources? Are they members of Users Committees? Have they been trained as supervisors or technicians?
- Allow women to give their separate views about the implementation of the subprojects and their impact on their welfare. Key questions to ask: What methods were used to involve women in an evaluation of the subproject? Are they part of the coordinating bodies that link the project with the community? Has the project led to concrete benefits that have enhanced women's position in society?

4.9 Technical Assistance for Social Welfare Infrastructure Support

Technical Assistance for infrastructure support will be provided by the project engineer based at the NPCU. The Infrastructure specialist will support social welfare grants for infrastructure development in design, bill of quantities (BoQ), supervision, public works engagement, ESIA, licensing, staffing and NCA requirements. Public works supervision to civil works will be mandatory for the social welfare infrastructure to be certified for use. The cost of this service will be captured within the infrastructure cost. The social welfare infrastructures will be identified by communities during the 14 days PICD process at the community level. The CC2, CPIU together with the relevant technical officers will screen these proposals and approve them for funding.

4.10 Proposal Screening Prioritization and Approval

During the PICD process communities will identify, rank and prioritize their projects. They will develop proposals to be funded by the KEMFSED Project based on a screening criterion detailed in the PGM. The proposals will be submitted to the CPIU which will convene a meeting with the relevant technical departments to evaluate the technical viability of the proposals based on criteria detailed in the PGM (proposal template is in PGM). They will screen, evaluate and approve proposals for livelihoods and economic enhancement, social welfare infrastructure investments and environmental/ natural capital grants. The approved proposals will then be funded for implementation. The proposals will be funded by the CPIU in one, two, or three tranches depending on the subproject type. Proposals that fall short of the minimum points required will be sent back to the communities with recommendations for revision and/or improvement based on the CPIU, and technical officers' comments. These will be re-submitted to the CPIU for consideration in subsequent sittings.

4.11 Approving sub-projects

The CPIU together with the technical officers, and the CC2 on a sampling basis, will evaluate sub-projects according to the following criteria and conditions:

- The sub-projects should address a socio-economic need that has been clearly identified by the community groups (CIGs or CBOs) and captured in the CDP;

- The benefits of the sub-projects should be broadly targeted to the communities, especially to economically disadvantaged members and women;
- Sub-projects should demonstrate a high degree of community initiative and ownership:
 - Willingness to contribute not less than 10% of project investment in livelihoods and economic enhancement sub-projects in cash or in kind
 - Agreement to guarantee operation and maintenance for all sub-projects.
 - Sub-projects will be demand-driven and will require in-kind contribution from the beneficiary groups where needed. For environment sub-projects (public good) requiring community participation in the form of labour (e.g., mangrove replanting), beneficiaries will be remunerated.
- The sub-projects must be technically feasible
- They should be socially and environmentally sustainable (this will be evaluated with the help of a screening mechanism, which also includes measures to avoid and reduce extremely negative social impacts such as economic and physical displacements);
- Sub-projects in areas with VMG populations will need to be cleared by a VMG screening structure to avoid adverse impacts on VMGs and to include them as much as possible in the group of beneficiaries;
- The sub-projects should recognize the traditional ways of meeting the needs that are being addressed and, where possible, build upon existing institutions or techniques;
- Proposals must have come from community groups via appropriate participatory approaches, and those that emanate from strategic partners should show proof of such participatory planning and involvement of the target group;
- Sub-projects support should be channelled through community groups;
- Small-scale activities that can be managed by local communities themselves will be given priority;
- Women should have been encouraged to participate appropriately in the planning of the proposed activity;
- Where the intervention has to do with construction of infrastructure, e.g. tanks, or dams, locally available materials should be used as much as possible;
- Activities will be supported over a specific period and suitable arrangements for the long-term sustainability of project outputs should have been included in the proposal;
- Before any infrastructure under social welfare project proposal starts being processed, a field appraisal of the proposed project by CPIU will be necessary. The objective of the field appraisal will be to review and apply a checklist developed for purposes of ensuring the process of infrastructure development is correctly and transparently followed:
 - Whose idea it was to formulate the proposal
 - The process the proposal has gone through at community level
 - Degree of gender participation
 - Environmental considerations
 - Community contribution and how this will be made
 - Land availability and ownership for infrastructure that require land for implementation
 - Level of community participation in project identification and formulation
- The appraisal of community sub-projects will be carried out at two levels: desk and field; the desk appraisal involves a basic review of the community application to ensure that it is in line with the scope and objectives of the project and that it will meet the guidelines and

criteria that will be set out by the PGM whereas the field review, when required, will be done by the CPIU or County staff

- The field appraisal involves assessing the technical, social, and environmental aspects of the proposed sub-project, as well as the ‘readiness’ of the community to implement it – and this will also include assessing the community’s ability to procure, account for and report on, the sub-project funds.

Further detailed criteria for sub-project approval is outlined in the Project Grants Manual (PGM).

4.12 Monitoring and Evaluation of Component 2 Sub-Projects

Continuous monitoring will be carried out by the county project officers and NPCU to collect data on key indicators to track project progress. Periodic evaluation visits will be conducted to assess the project progress, ensure efficiency, effectiveness, impact and sustainability with results addressing the PDO and intermediate indicators. The M&E visits will follow up on milestones as set in the Annual Work Plan and Budget (AWP&B). The M&E activities will ensure that project activities are carried out as stipulated in the AWP&B, financial and procurement management at county and community levels and address challenges that may hamper the realization of the PDO. Reporting tools on sub-project implementation will be examined to ensure that the requisite data that will assist in reporting on milestones or the indicator targets in the results framework are captured correctly. The M&E visits will also be conducted to follow up on procured consultancies to ensure that the terms of reference of the consultancies and tasks are achieved.

The County project officers and SPs will hold short (half-day) monitoring meetings with the communities during implementation and a one-day evaluation after completion of the sub-project. This latter will assess the impact of the project and the strengths and weaknesses of the processes used. Over time, the county project officers or SPs will help build capacity within communities to fully implement all project activities. As communities gain capacity in implementation, the function of the county officers or SPs will shift away from implementation towards monitoring.

4.12.1 Evaluation and Audit of Sub-Projects

At the end of every sub-project, a participatory evaluation must be carried out by all stakeholders: the communities, the county officers, CPIU, CPSC, and the SPs. The evaluation will establish whether the intended objectives of the project were achieved and whether there is need for corrective actions and measures for sustainability and maintenance to be put in place. The CPSC will also assess the capacities of the communities, using the criteria below, to see whether they qualify to be upgraded to the next level, depending on their performance in implementing the just concluded sub-project:

- Whether community training have been carried out
- The communities’ ability to identify and prioritize their development needs
- Their ability to design CDPs and write proposals
- Ability to undertake both self-procurement and financial management
- Ability to work through SPs
- Ability to undertake environmental monitoring and participatory M&E
- Ability to access increased funding levels
- Ability to successfully complete programs effectively and within an agreed time frame

4.13 Establishing New Strategic Partner⁸ arrangements, procedures and criteria

The KEMFSED implementation strategy will be strengthened by developing a working arrangement with Strategic Partner (SP) collaboration by signing Memoranda of Understanding (MoU) with eligible commercial enterprise firms. The objective of such partnerships will be to support the preparation and implementation of subprojects by eligible smallholder out-growers contracted by the enterprise for market provision on a market-to-production approach. Eligible organizations with out-growers located in the project area that have the necessary implementation capacity and wish to work through the KEMFSED project could potentially become SPs of the project. The following are the potential SP categories:

- Development partner organizations
- Cooperatives
- Private sector institutions

The following procedures will be applicable to foster a smooth working relationship with SP:

- There will be periodic reporting of findings of project visits by the Project staff
- SPs and CPIUs will have periodic scheduled meetings to update information, data and attend to emerging issues
- Reporting schedules will vary from one intervention to another, but this will be agreed between the CIGs/ SPs and the CPIU and will be reflected in the implementation agreement between the Project and the SP
- The SPs will be responsible for effective and efficient participatory project planning and implementation as well as reporting
- The SPs will incorporate sustainability factors in all aspects of a project
- There will always be an MOU and agreement between the Project and the SPs; no Project funding will be available without the signing of such an agreement by both parties
- The M&EO will share the monitoring tools with the SPs that will be used to capture information required for M&E purposes and information relevant to the results framework
- The Project will have the right to request evidence of community participation, correct allocation of funds, and efficient and effective implementation of interventions in writing.

Under the implementation arrangements agreed in ECCL, SPs will be actively involved in planning and implementation of projects and programs in the Project area. The participation of the SPs in Project activities will take three forms: (a) Participating in PICD training and capacity building for the contract farmers in their CIGs within their setup; (b) being responsible for supporting implementation of specific sub-projects under the ECCL; (c) participating in the trainings undertaken by the Project.

The Project's main contribution to SPs will be confined to testing and establishment of productive or operational innovations benefitting project beneficiaries, and capacity building majorly through training in those areas seen to be important in the implementation of interventions and supporting CIGs or CBOs who have signed contracts with them as out-growers. Material or financial support towards logistical aspects and payment of staff salaries or purchase of office equipment such as

⁸Four partnerships are already established following due diligence procedures described in the PGM

computers or major vehicle repairs should not be expected. CPIUs in conjunction with the SPs will arrange for the programming of activities. This will entail the formation of CIGs, preparation, and implementation of subprojects, field supervision, training, follow-up schedules, participation in missions and submission of reports capturing the requisite data that will advise the progress of the project implementation towards the achievement of the PDO and intermediate indicators.

4.13.1 Assessment of Strategic Partners

For implementation at the county level, the CPIU will carry out a county-wide survey of potential SPs for (a) availing an opportunity of a market-to-production approach to sub-project implementation; (b) being nominated to the CPIUs. A brief organizational profile of each SP will be compiled. The NPCU, CC2 and CPIU staff, according to standard criteria, will evaluate all SPs. The short-listed SPs will be cleared through the NPCU and World Bank and the approved list forwarded to the CPIUs after they have signed MoUs with the CS. Final approval of SPs will rest with the NPCU. The CC2 and CPC will oversee the contractual arrangement of SP. During the first year of the Project, when training and team-building activities will be most critical, the NPC will take a lead in overseeing the approval and MoU signing of SPs.

4.13.2 Eligibility Criteria for Strategic Partners

The SP will carry out activities under a MoU to be signed between the agency and the CS for MoALFC and between the agency and the Participating Counties. The following criteria will be applied to assess the suitability of new SPs. They should:

- Operate an established contract farming scheme involving smallholder out-growers located in the project area
- Have a positive track record of working in the area and delivering community-based services
- Possess the necessary technical skills, or can upgrade its skills
- Be committed to, and have experience of, participatory methods of community-led demand-driven development, including the development of local community institutions
- Be respected by the local communities with whom they have worked
- Be willing to share information concerning their plans, past experiences, and resources used
- Be able and willing to share some of the costs of implementation
- Be willing to work within the framework of the Project policy environment
- Agree to provide periodic reports on project progress and such other information as may be agreed upon mutually to the CPIU
- Have an implementation capacity that matches the scale of the proposed intervention
- Sign a tripartite agreement between the firm, the National Government, and the County Government
- Have formal representation in the respective county where the intervention is to be implemented
- Have worked successfully with the respective communities and show proof of reliability for new partners for existing firms or sign MoU for contractual farming with the CIGs
- Show clearly how it plans to integrate the target group in the implementation of the activity
- Be registered with the GoK and is a legal entity with a well-known background

4.13.3 Monitoring Performance of Strategic Partners

The performance of SPs in executing the tasks agreed under the MoU will be monitored and evaluated according to the following criteria. The extent of the SP's active collaboration with the County Government in addressing the Project objectives including:

At the county level:

- Ability to work with county staff in the field
- Sharing information on activities
- Ability to share resources
- Ability to work with the Project procedures
- Active participation in phased training for key Project and Strategic Partner staff
- Flexibility, willingness to contribute towards on-going development of the Project activities within the county
- Satisfactory completion of the work plan specified, e.g. number of CIGs established; number of subprojects prepared and implemented, number of individuals trained, etc.
- Satisfactory reporting on activities (this will be important as RF targets are captured and recorded)

At group/community level:

- Physical delivery of sub-projects (percentage of sub-project targets met)
- The extent to which the SP has been able to promote sustainable CIGs
- Appropriate technical support services they have been able to deliver to such groups
- Effectiveness in mobilizing the groups to plan and to carry out concrete actions or implement a subproject
- Effectiveness of building capacity for participatory group work within CIGs
- Effectiveness of appropriate technical skill training for CIGs
- Capacity to capture the most vulnerable and marginalized groups

4.13.4 Backstopping for strategic partners

The Project will provide the following support to SPs:

- Training on all aspects of the Project's subproject cycle, participatory methodologies, including PICD, community procurement, and financial management, environmental screening of sub-projects, participatory monitoring and evaluation, natural resource management, cross-cutting issues such as gender, conflict management, and social safeguards;
- Development and provision of criteria, guidelines for sub-project implementation and the PGM;
- Joint implementation of demonstration plots or similar instruments to promote innovation and improved technologies among project beneficiaries

Detailed guidelines for the involvement of SPs will be outlined in the PGM. Table 6 below breaks down component 2 activities and the timeframe within which each activity will be implemented.

Table 6: 2019/20 to 24/25 Work Plan for Component 2

Investment costs	19/20	20/21	21/22	22/23	23/24	24/25
A. Grants						
Grants for Livelihoods/Economic Enhancement						
Grants for Social Welfare						
Grants for Environment/ Natural Capital						
Scholarship Program						
B. Support services						
Technical Assistants for management of Grant programs						
PICD: Training of Trainers & mentoring consultancy						
PICD Training: County Technical staff						
PICD Training: County Extension staff						
PICD Training: Community level						
Community Livelihoods skills training for grant recipients						
CIG Training and Mentoring by county staff						
CPIU Support for community proposal screening						
Exchange visits community /technical staff						
Professional training for county technical staff						
IEC Materials and Printing						
Annual Exhibitions						
Backstopping support to beneficiary groups						
Participatory M&E verification by CPIU						
Technical Audit by sub projects						
Purchase of motorbikes and vehicles						
Motorcycle riding course						
Demand driven capacity building						
Office equipment and IT support and air time						
Office materials						
Purchase of smart phones						
Vehicle O&M						
Strategic partnership processes and engagement						

5 Component 3 – Project Management

5.1 Project Coordination procedures

The component will finance supplemental support for project management at both national and county levels to ensure coordinated and timely execution of project activities. Project coordination activities will be implemented over the entire life of the project and will specifically support project oversight and coordination provided by NPSC, PTAC and CPSC, establishment and operation of a National Project Coordination Unit (NPCU) at the national level, and County Project Implementation Units (CPIUs) in each of the five participating counties. Component 3 will finance training of the CPUs and relevant Line Ministry Staff at National and County level, salaries of the contracted staff, operation and maintenance costs such as vehicle fuel and spare parts, including the provision of equipment; procurement and fiduciary management, including external/ internal audits and accounting; quality control and assurance systems; environmental and social safeguards management; technical audits as needed, monitoring and evaluation and other project administration expenses. Project Coordination and Management will implement activities supporting national and county-level project coordination and management, including development of communication technology (ICT)-based platforms, monitoring and evaluation (M&E) system.

5.2 Decision making procedures for national, devolved and concurrent activities

The proposed arrangements would ensure that MoALFC through SDFA&BE, implements all national (non-devolved) functions and undertakes the essential coordination and oversight functions for the overall implementation of the project. For this to be realized, a National Project Steering Committee (NPSC) would be established with the participation of relevant national institutions and representatives of Council of Governors (COG) and participating counties. Operational and coordination functions would be performed by a National Project Coordination Unit (NPCU), assisted technically by a Project Technical Advisory Committee (PTAC). Within each County, a County Policy Steering Committee will be established with participation of the relevant county institutions to guide and oversee specific devolved functions and associated fiduciary responsibilities, including Monitoring and Evaluation (M&E), while five County Project Implementation Units (CPIU) will be established to undertake all incremental operational functions related to the project in each participating county. The NPCU will also be assigned the responsibility of facilitating inter-county coordination and communication on project-related matters through government bodies such as the Council of Governors (CoG).

National Level

- A project governance entity, the NPSC will be established with the participation of relevant national institutions and representatives of CoG and Participating Counties. It sits biannually.
- Operational and coordination functions will be performed by a NPCU, assisted technically by a PTAC which sits quarterly,

- The NPCU will also be responsible for facilitating inter-county coordination and communication on project-related matters.

County Level

At the County level the project governance entity the County Project Steering Committee (CPSC) will be established and will be sitting quarterly.

- Five County Project Implementation Units (CPIUs) will be established to undertake all incremental operational functions related to the project in each participating county.
- Specific county-level governance structures would be established on an ad-hoc basis in each county to guide on project matters

Activity 1: Establishment of national project coordination and management structures

Step 1: Appointment of the members of the NPSC

Step 2: Appointment of members of PTAC

Step 3: Appoint of the staff of the NPCU.

Activity 2: Establishment of county project coordination and management structures

Step 1: Appointment of the members of the CPSC

Step 2: Appointment of staff of the CPIU.

5.3 Procurement

5.3.1 General arrangements, conditions and Procurement Provisions

The general arrangements and conditions is that all procurements will be done from both the national office and county office where the project is being implimented. The grant agreement and Project Procurement Strategy for Development - PPSD will elaborate further how the procurement will be done and the applicable threshold between the national office and county office.

The applicable procedures will be The World Bank Procurement in Investment Project Financing (IPF) Goods, Works, Non-Consulting and Consulting Services of July 2016, Revised on November 2017 and August 2018. This will support the stakeholders in seamless project implementation and achievement of Value for Money (VfM) with integrity in delivering sustainable development.

The Bank is required by its Articles of Agreement to “make arrangements to ensure that the proceeds of any loan are used only for the purposes for which the loan was granted, with due attention to considerations of economy and efficiency and without regard to political or other non-economic influences or considerations.” In accordance with this requirement, and other applicable Bank rules, the Bank has adopted the World Bank Procurement Regulations for IPF Borrowers (Procurement Regulations) governing the procurement of Goods, Works, Non-consulting Services, and Consulting Services for IPF operations to be financed in whole, or in part, by the Bank.

While in practice the specific procurement rules and procedures to be followed in the implementation of a project depend on the circumstances of the particular case, the following Bank’s Core Procurement Principles generally guide Bank decisions under these Procurement

Regulations: value for money, economy, integrity, fit for purpose, efficiency, transparency and fairness.

The provisions are derived and outlined in the World Bank Investment for Project Financing Regulations and the book is available on the website and can be downloaded freely from www.worldbank.org/procurement. Below is part of the necessary provisions from *World Bank IPF for Borrowers July 2016 Revised November 2017, Revised August 2018; Section V, Procurement Provisions*

5.3.2 Purchasing of Equipment

To enable smooth implementation of the project activities, the following goods will be procured central: motor vehicles, computers/laptops and accessories, office equipment and furniture, boats, among others. The Project Procurement Plan for financial year 2019/20 to 2024/25 is in Annex 11.

5.4 Financial Management and Disbursement Arrangements

5.4.1 Introduction

Outlined in this section are the financial management procedures and financial management arrangements to be applied in the Project. This will facilitate the achievement of the World Bank fiduciary objective that stipulates that Project funds should be used for the intended purposes in an efficient and economical manner, for achieving the Project Development Objectives (PDO).

5.4.2 General Arrangements and Conditions

This Financial Management Procedures Manual (FMPM) forms part of PIM. For the FMPM to be valid, it must receive prior approval through no-objection from the World Bank. The FMPM is a living document and will be subject to review and revision. However, any revisions must receive the concurrence of the World Bank and will only come into effect after being cleared by the World Bank no-objection.

5.4.3 Budgeting

The Project budget will be included as part of the SDFA&BE budget and be reflected in the printed estimates under a separate IDA budget code in IFMIS (one-line budget code) as part of the State Department development budget. The budget code will be generated using the GOK SCOA. The Project annual budget will be classified as revenue for payments to be made in-country through funds deposited to the DA and Appropriation in Aid (A-in-A) for direct payment made by the Bank to vendors based on instructions received from the Borrower. The project planning and budgetary process shall be implemented in accordance with the standard government fiscal year which begins on 1st July of each financial year as provided for by the Public Financial Management Act 2012 and the Public Financial Management (National/County Government) Regulations, 2015. The NPCU will be required to prepare annual work plans, procurement plans, training plan and cash flow projection which will form the basis of the budget estimates.

The annual work plans, procurement plans, training plan and cash flow projection should be prepared and submitted to the World Bank for review and no-objection by the Bank's Task Team Leader (TTL) on or before December 31 of the preceding financial year. The NPCU should ensure

that the annual approved budget as per the printed estimates is in line with the work plan, procurement plan and cash flow projection cleared by the TTL.

The NPCU should also ensure that IDA funds are used to finance only those activities contained in the approved work plan, procurement plan and training plan cleared by the TTL. Expenditures relating to activities not contained in the approved work plan, training procurement plan shall be deemed to be ineligible for financing from IDA funds.

5.4.4 Funds Flow Mechanism

The project will adopt the Statement of Expenditure (SoE) method of disbursement. The flow of funds will consist of: (i) One (1) Designated Accounts (DA) opened by the NT in the Central Bank of Kenya (CBK) as a segregated account and denominated in US dollars; (ii) A Project Account (PA) in Kenyan Shillings opened by SDFA&BE in the CBK or financial institution acceptable to Bank/IDA, from which the project's payments will be made; (iii) For counties, SDFA&BE will trigger transfer of funds from Project Account in Kenyan Shillings to the County Sub Project Account (SPA). The SPAs will be opened by each participating county in a Commercial Bank acceptable to the Bank/IDA; (iv) beneficiary/community bank accounts will be opened in commercial banks acceptable to the World Bank. Funds will be disbursed from the SPA at Commercial Bank or in financial institutions acceptable to IDA, or directly from the PA to the community accounts at commercial banks, once they have met the eligibility criteria. The eligibility criteria for counties to access Bank funds is defined in the CDD project grant manual (PGM) and includes counties designating core CPIU staff including county project accountant, opening and operationalizing the SPA and counties providing acceptable annual work-plan and budget. The County Treasury will open a County Sub-project bank account (SPA) in a commercial bank acceptable to IDA. The sub-project bank account shall be managed by the County Project Implementation Unit (CPIU) in accordance with the Financial Covenants with the World Bank, the PIM which incorporates this FM Procedures Manual, and the PGM.

5.4.5 Disbursement of funds

The Project will adopt the SOE method of disbursement in which an initial advance as per the Disbursement and Financial Information Letter (DFIL) will be made to the DA up to the approved ceiling. Subsequently, the Project will be required to submit Withdrawal Applications at least once every month for documentation of expenditures and replenishment of the DA. Other disbursement methods include direct payments, special commitment, and reimbursement.

The State Department of Fisheries Aquaculture & the Blue Economy may use their GOK funds to finance eligible Project activities included in the work-plan/ procurement plan approved by the TTL. This could be necessitated for instance, by delays in transfer of funds from the DA to the PA. However, expenditures made from GOK State Department funds on behalf should not be reimbursed directly from the PA (except as may be approved by the Bank through No-Objection). The PIU must submit application for withdrawal of funds on direct payment basis to the World Bank for replenishment of the GOK bank account from which the payments were initially made. The application should be supported by statement of expenditures (SOE) detailing the nature of expenditures, amounts and reasons for making them from the State Department bank account, a copy of the State Department bank account from which payments were made, BRF request in Client Connection in favour of the State Department bank account. Under no circumstances shall

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IDA Project funds be used to finance GOK expenditures unrelated to the Project as these this will constitute diversion of Project funds contrary to the Financing Agreement. These include DA funds being transferred to the PA account through the State Department development bank account. No reimbursement would be done for GOK counterpart funds provided to finance project activities and budgeted for as such. Any reimbursement of expenditures financed under GOK Project counterpart funds will be deemed to be double-dipping.

5.4.6 Flow of World Bank Funds

The flow of the World Bank funds to KEMFSED will be done in accordance with the Financing Agreement and the World Bank FM and Disbursement Guidelines. KEMFSED expenditure qualifying for funding shall include only expenditure in the approved work-plan, Procurement Plan and Budget. All the qualifying project expenditure would be reflected in the Government's annual printed estimates under SDFA&BE to facilitate the flow of funds to the project.

To facilitate payments, the PS of the SDFA&BE will issue Authority to incur Expenditures (AIEs) to NPCU Coordinator. The process for submission of requests to World Bank will follow the standard operating procedures as provided for by the SDFA&BE issues initial 6 six) months Authority to Incur Expenditure (AIE) on the funds based on Annual Work plan and Budget. The Resources Mobilization Department (RMD) requests for transfer of funds from the Development Exchequer account to Pay Master General (PMG) who then transfers funds to the State Department's Development account. The SDFA&BE then transfers funds through EFT to the Project Account as per the approved work plan and budget.

5.4.7 County Level Funds Flow Arrangements and Reporting

Once funds are transferred to the Project Account, AIEs shall be prepared and issued to the County Project Coordinators. The AIEs will have an attachment of work plans approved itemized in line with chart of accounts. Concurrently, cash shall be released to the Special Purpose Account matching the amount authorized in the AIE. AIEs will be sent to the County Project Implementing Unit in two (2) copies; both copies shall be presented to the National Sub County Treasury for capture in the Vote book management system. One copy will be retained by the National Sub County Treasury and the remaining copy to County Project Accountant for filing. The County Project Implementation Unit shall prepare copies of all payment vouchers including support documents to the National Sub County Treasury for data capture upon which expenditure status will be uploaded to the National Treasury by the National Sub County Treasury for subsequent uploading in IFMIS.

5.4.8 Staffing

The PIU will be headed by the Project Coordinator while the financial management (FM) unit will be headed by a full-time Project Accountant with the requisite skills and experience to execute all the finance and accounting functions under the project. This core team of financial management experts will ensure adequate segregation of functions within the accounting unit and efficiency in transaction processing. The SDFA&BE will put in place for an annual capacity building of the NPCU and CPIU staff as well as the implementing agencies.

5.4.9 Payment Processing

Payment processing under the project at both SDFA&BE and the agent will follow the general guidelines and procedures laid down in the GoK Financial Regulations and Procedures, with the NPCU as the responsible unit for national government payments. The payment processing must be in line with the Public Finance Management Act, Government Financial Regulations and Procedures, and the National Treasury Circular and Instructions. These regulations provide guidance in payment processing and financial reporting under the Project. Funds from the DA will be transferred to the PA and all in-country Project payments would be made from the PA. Some of the funds in the PA would be transferred to the SPA for financing CPIU payments.

5.4.10 Internal Controls

Internal controls are processes that are designed to provide reasonable assurance to the project management regarding the achievement of objectives in the following areas:

- Compliance with applicable laws and regulations
- Ensure the accuracy and reliability of accounting data
- Reliability of financial reporting
- Promote effectiveness and efficiency of overall Project
- Safeguarding assets of the project
- Adherence to established institutional and government policies and procedures

5.4.11 Audits

The Office of the Auditor General (OAG) is the principal auditor of the Project. The Auditor-General may also appoint an independent firm of accountants to carry out the statutory audit of the Project on its behalf. The Financial statements of the Project shall be prepared, signed by the Principal Secretary and the National Project coordinator and submitted to the Auditor General within 3 months of the financial year-end on (i.e. by 30th September). Prior to commencement of the audit, the project accountant shall liaise with the person responsible for the audit at the Office of the Auditor General (OAG) to determine the information that the auditors will require to ensure that the audit is conducted in an efficient manner and avoid any undue delays. Such information may include documents to support the recorded transactions, audit schedules, etc. The project accountant shall ensure that the auditors are provided with all the information and explanations necessary for them to perform the audit. The PCU will, either directly or through National Treasury (ERD), furnish IDA as soon as available, but in any case, not later than 31st December of each year, the audited project financial statements and an audit report of the Special Account for the financial year under audit.

5.4.12 Training in FM of Project Staff and Community

Capacity building will be done centrally for all the county financial management staffs; the purpose of this is goal congruence in training. The training tools to be used will include available legal reference documents, i.e. PFM and PFM regulations together with the Financial Management Procedures Manual.

5.4.13 Risk Management

Every entity faces a variety of risks from external to internal sources. Risk assessment involves a dynamic and interactive process for identifying and assessing risks to the achievement of objectives. Risks to the achievement of these objectives from across the entity are considered relative to established risk tolerance levels. Therefore, risk assessment forms the basis for determining how risks will be managed.

For further details on the Project financial management refer to the Financial Management Procedures Manual (FMPM).

5.5 Environmental and Social Safeguards⁹

The Project is expected to have several positive environmental and social impacts and socioeconomic benefits at both the country level and coastal counties. The scale of project interventions is not expected to result in significant adverse environmental, health or social impacts. However, some activities could result in negative impacts, which are expected to be site-specific, temporary, and reversible in nature. Potential project interventions that could cause adverse environmental impacts include: construction of a building (Uvuvi House) in Nairobi as headquarters to house the newly established fisheries entities as per the 2016 Fisheries Management and Development Act, under the MoALF (including Kenya Fisheries Advisory Council, Kenya Fisheries Service, Kenya Fish Marketing Authority, Kenya Fish Levy Trust Fund); National Mariculture Resource and Training Center (NAMARET) in Kwale county; rehabilitation/minor extension of county fisheries offices where needed; rehabilitation of landing sites where justified; upgrading of select BMU offices; and complementary livelihood related environmental and social sub-projects at the community level.

In view of the Project's potential impacts on the environment and overall environmental and social risk associated with proposed project activities, the project is classified as environmental Category B (as per World Bank classification) based on findings during project preparation. The Bank's environmental safeguard policies triggered by the project include Environmental Assessment (OP 4.01), Natural Habitats (OP 4.04), Forests (OP 4.36), Physical Cultural Resources (OP 4.11), Involuntary Resettlement (OP4.12) and Indigenous Peoples (OP 4.10). Several reports including an Environmental and Social Management Framework (ESMF), Resettlement Policy Framework (RPF), Process Framework (PF), Social Assessment (SA) and Vulnerable and Marginalized Group Framework (VMGF) were prepared and publicly disclosed in-country on the MoALF and on the World Bank's website on 27 June 2019.

The **ESMF** provides detailed guidelines and processes for:

- identification and screening of activities for critical environment and social risks
- procedures for evaluating environmental risks and impacts
- guidance for developing site-specific environmental and social impact assessments (ESIAs) and environmental and social management plans (ESMPs) that will include mitigation measures to address the potential environmental and social impacts of sub-

⁹ All Project environmental and social safeguards reports and management plans to be complied with during project implementation

projects, once the activities, location and scope are identified Institutional arrangements for safeguards implementation and capacity building measures for community, county and national levels are proposed. By following the procedures outlined in the ESMF:

- Site specific ESIA and/or ESMP will be prepared for all sub-projects based on the results of screening.
- These reports will be publicly disclosed prior to finalization of the design and commencement of any construction.
- During sub-project preparation, the project implementing teams will apply findings from the ESIA/ESMP to further improve project designs and minimize adverse impacts, while maximizing positive impact on people and the environment.

The principle of subsidiarity which retains decisions at the lowest appropriate level will underpin the institutional arrangements for the practice of the social safeguards and implementation of the safeguards instruments where applicable. The Project will establish systems and mechanisms for evolving consensus and ensuring coordination for achieving the objectives of ESMF.

Findings of the **SA and the VMGF** established the need to design appropriate mechanisms to establish a transparent and accountable project implementation committee with affirmative action being applied to ensure that there is gender and age differentiated representation in the project implementation committees. An affirmative action will be taken to make sure that the Vulnerable and Marginalized Groups (VMG) communities elect their own representatives to the Project implementation committees at different stages of the project. All the representations in the project implementation committees will need to be sensitized on the need to ensure that the interests and milestones of the project achievements of the VMGs are properly documented and proper mechanisms put in place to ensure that the broader VMG communities are continuously consulted at the various stages of project implementation.

The RPF outlines the types of compensation required for the project activities and guide the preparation of Resettlement Action Plans (RAP) as needed during project implementation. If a RAP is to be prepared for a project activity, it must follow the OP 4.12 guidance and must be fully implemented prior to commencement of works on the relevant sub-project.

The PF was prepared for the activities which may cause restrictions in access to natural resources in legally designated parks and protected areas. The PF serves the purpose of establishing a process by which members of potentially affected communities participate in design of project components, determination of measures necessary to achieve resettlement policy objectives, and implementation and monitoring of relevant project activities.

5.5.1 Capacity Building and Training

The NPCU will capacity build the identified county safeguards officer on the social safeguards to ensure the ESMF, RPF, SA, VMGF and PF concerns are addressed during implementation of the identified interventions that may trigger the relevant policies. The training will be conducted centrally for all the county safeguards officers, monitoring and evaluation officers and the county project coordinators.

Table 7: Support to Safeguards Compliance

Step	Activity	Period	Responsibility
1	Develop safeguards training modules	Yr. 1	National-NPCU
2	Train Comp 1 & 2 implementers on Environmental and Social safeguards	Yr. 1	National-NPCU
3	ToT training of County Environmental and Social Safeguards Officers on safeguards	Yr. 1	National-NPCU
4	Sensitization on Environmental and Social Safeguards by ToTs	Yr. 1	County -CPIU
5	Train County Technical Departments on safeguards compliance	Yr. 1	County –CPIU
6	Undertake site selection/assessment	Yr. 1	County –CPIU
7	Screen sub-projects. This sub activity entails the following steps: – Administer the environmental and social screening checklist on the proposed projects – Analyze, verify and decide on the level of impact and risk of the project – Share the report with County Environment Committee (CEC) through County Director of Environment (CDE) – If the impact is insignificant the CPCU will sanction the implementation – If the impact is significant the CPCU will advise for an ESIA project study or a full ESIA study and forward a report to the NPCU through NEMA. As required, identify the need for a VMGP or a RAP and develop and implement these plans in consultation with NPCU. – CPCU in consultation with the county director of environment (CDE) will sanction ESIA full study where necessary – Publicly disclose all environmental and social due diligence reports in a manner accessible to all project stakeholders (ESIA/ESMP/RAP/VMGP).	Yr. 1-4	County –CPIU
8	Monitor and evaluate compliance with ESS (National & County)	Life of project	National- NPCU & County-CPIU

5.6 Grievance Redress Mechanism (GRM)

A sound Grievance Redress Guidelines for the Project is imperative to effective project implementation at all levels. The guidelines will be designed to provide: (a) standard operating procedure, tools and instruments to support implementation of a GRM through establishing structures and process and (b) an opportunity to address project implementation concerns and grievances in a timely and effective way through stakeholder engagement that brings about assurance, trust and transparency. This will ensure effective implementation of the project and achievement of Project PDO. The overall objective of GRM will be to collect, analyse and provide feedback to different levels of the project management on grievances raised by various stakeholders. The Project GRM will be designed and will meet the following specific objectives:

- Generate public awareness about the project and its objectives (to provide an opportunity for the project implementers to be accountable to beneficiary communities and the public at large concerning the implementation of the project)
- Increase stakeholder involvement in the project

- Provide feedback to different levels of the project management on project performance
- Act as an early warning mechanism to resolve grievances before they become more serious and/or widespread, thereby preserving project integrity and its reputation at the initial stages
- Reduce risk for fraud and corruption practices
- Provide project staff with practical suggestions/feedback
- Allow staff to be more accountable, transparent and responsive to beneficiaries
- Assess the effectiveness of internal organizational processes
- Provide VMGs and other stakeholders with a channel for making their concerns known among others

Grievance redress and public complaints are governed by certain principles, some of these principles are global in nature and are provided in key conventions of which Kenya is a signatory. The core principles that guide the GRM's procedures and by which their performance will be evaluated are: Accessibility, predictability, fairness, right to compatibility, transparency and accountability, capability, feedback, and legitimacy. For the purposes of this project, the guiding principles will be further screened and evaluated against the country circumstances and strategic actions will be recommended to help the project meet the threshold of these core principles of the GRM.

For the project staff more specifically, an effective GRM will help identify grievances/ concerns before they become more serious and/or widespread, thereby preserving the project's funds and its reputation. The Project will be committed to the successful operationalization of a GRM as it is a fundamental tool for effective project implementation and achievement of the PDO. The GRM guideline will create a culture, of positive and open attitude towards grievances throughout the project. The project will be committed to deal with grievances as they arise in a manner commensurate with the seriousness of the allegations. The Project management team will be committed to publicize a grievance redress guideline that clearly states that management embraces grievance reports and views them as opportunities for improvement. The guideline will define the scope and types of grievances to be addressed; set out a user-friendly procedure for lodging grievances; outline a grievance redress structure; describe performance standards; and spell out internal and external grievance review mechanisms.

The Project will adopt a three level GRM structure to address all reported grievances: First level: Beneficiary Groups level where Grievance Redress Committees (GRCs). Second Level: County Level GRC to handle county level grievance. Third Level: Made up of representatives PTAC, CPIUs, NPCU and NPSC. The Project Grievance Redress Mechanisms (GRM) will provide a variety of benefits such as reduced corruption, improved service delivery and enhanced overall project effectiveness. The GRM will help catch problems before they become more serious and/or widespread.

The Project will support the creation of a Grievance Redress Mechanism (GRM) in YR 1 of the project and ensure citizens engagement throughout the life of the project. As the World Bank's governance and anti-corruption (GAC) agenda moves forward, grievance redress mechanisms are likely to play an increasingly prominent role in Bank-supported projects. Well-designed and implemented GRMs will help project management significantly enhance operational efficiency in

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a variety of ways, such as generating public awareness about the project and its objectives; deterring fraud and corruption; mitigating risk; providing project staff with practical suggestions/feedback that allows them to be more accountable, transparent, and responsive to beneficiaries; assessing the effectiveness of internal organizational processes; and increasing stakeholder involvement in the project. For task teams more specifically, an effective GRM can help identify problems before they become more serious and/or widespread, thereby preserving the project's funds and its reputation.

For task teams more specifically, an effective GRM can help identify problems before they become more serious and/or widespread, thereby preserving the project's funds and its reputation. Some practical steps in designing an effective GRM include the following:

- Survey existing formal and informal GRMs
- Estimate users and assess available resources for GRM
- Develop standard operating procedures/flowcharts
- Develop and publicize GR policies
- Assign GR tasks and train staff
- Stimulate external demand

Strategic Framework for Mainstreaming Citizen Engagement in World Bank Group Operations was developed to more systematically mainstream citizen engagement through including beneficiary feedback in World Bank supported operations. The Strategic Framework defines citizen engagement as the two-way interaction between citizens and governments or the private sector within the scope of WBG interventions. This approach gives citizens a stake in decision-making to improve the intermediate and final development outcomes. The approach to mainstreaming citizen engagement in WBG-supported operations is guided by five principles: It is results-focused; it involves engaging throughout the operational cycle; it seeks to strengthen country systems; it is context-specific; it is gradual.

Activity 1: Constitute and operationalize GRM

Step 1: Develop GRM training modules and standard operating procedures/flowcharts / GRM guidelines (Survey existing formal and informal GRMs) (National)

Step 2: Establish GRM committees at community level, ward level, county level and national level (National & County)

Step 3: Assign GR tasks and train staff

Step 4: Train the committees on operational modalities

Step 5: Publicize GR policies

Step 6: Support meetings to manage/handle grievances

Step 7: Support reporting and feedback

Step 8: Monitor and evaluate operation of GRM

➤ Sensitization and awareness creation for the project and associated issues

The objective of this sub-component is to build Technical and Institutional Capacity of the participating institutions to enable them to achieve the project objectives. Support will be provided for short-term training courses (including workshops, classroom trainings, demonstrations and backstopping sessions) in the various disciplines.

Activity 2: Undertake a Capacity Needs Assessment and training plan

Step 1: Develop Terms of reference for Capacity Needs Assessment (CNA)

Step 2: Collect data on institutional and Marine Fisheries Management knowledge gaps

Step 3: Prepare a capacity needs assessment report and training plan

Step 4: Validation workshop for validation of CNA.

Activity 3: Develop a project training plan

Step 1: Develop Terms of reference for Training Plan

Step 2: Through a write shop, develop a training plan

Step 3: Validation workshop to validate the Training Plan

Activity 4: Conduct short term capacity building

Step 1: Train staff in the areas identified in the CNA including:

- Sea safety
- ICT operations
- ICT tools and methodologies for data collection

Step 2: Identify and undertake a study visit to Agricultural (preferably fisheries socio-economic) Project sites

Step 3: Attend relevant regional/international conferences/exhibitions/workshops/meetings related to socio-economic/food security issues in marine fisheries and mariculture amongst others.

At the World Bank, the GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project-affected communities and individuals may also submit their complaints to the World Bank's independent Inspection Panel, which determines whether harm occurred, or could occur, as a result of World Bank non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate GRS, please visit <http://www.worldbank.org/GRS>. For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org.

5.7 Role of Partners and Citizen Engagement

County government's responsibility is to provide the primary role of delivering sectorial services, which includes technical support through human and capacity resources which will be delivered through various disciplines such as agricultural, livestock, fisheries, social development, trade, etc. The national government will retain and provide leadership in policy making and research roles. To perform the responsibilities, the county and national government need to be strengthened to support engagement with citizens within the scope of the World Bank Group (WBG) strategic framework.

Private sector has both additional human and financial resources to support citizen engagement in community-based development will provide additional technical skills and experience. Their role may include strategic partnerships and/ or service providers thereby bridging the gap where both governments, county and national, may be lacking. The human resource will bring on board

relevant skills and knowledge to complement both county and national government staff in mobilizing the communities through sensitization and awareness creation to bring about social change and improve the quality of life in their local areas. Private sector engagement will be involved in productive alliance as strategic partners engaging with farmers in contract farming programs.

Citizen Engagement (CE) is the two-way interaction between citizens and governments or the private sector that gives citizens a stake in decision-making with the objective of improving the intermediate and final development outcomes of the intervention. The implicit theory of change in promoting CE in mariculture is that communities with a participatory stake in the functioning of the fisheries sector are more likely to use and support the project and take greater care of their own livelihood needs. CE also helps hold service providers accountable for results. For this reason, CE mechanisms are designed to make communities more aware of the services provided, more involved in the management of the facilities, better able to communicate with service providers and, in turn, feel more responsible for the successful functioning of the facilities.

The Project will leverage on these guidelines to integrate CE in service delivery as a means of ensuring that citizens have a greater voice; that the fisheries system is accountable to its citizens in improving utilization and quality of mariculture services; and that it responds to their needs in its quest to improve access to and demand for quality BMU services. As a means of strengthening the fisheries system's institutional capacity, a critical component to improved CE will be to strengthen the communities BMU by reviewing and reinforcing their livelihood needs. Amongst the indicators that support and enhance CE include:

- CE will contribute to achievement of the PDO through: (a) improved demand for efficient coastal fisheries and mariculture as a result of enhanced community participation in decision-making and management processes; (b) improved governance as a result of strengthened BMU facilities' governance structures; (c) empowered communities as a result of functional community units and increased community participation in mariculture service delivery; and (d) improved quality of fisheries services as a result of feedback systems and GRM.
- Activities will be centered on the three components of CE that include:
 - Information sharing - The extent to which fisheries and mariculture and operational information is made publicly and interactively available.
 - Community participation -The improved functionality of community units as well as establishing community-based monitoring (CBM) mechanisms while also strengthening existing mechanisms such as inclusion of community representatives on the boards and management committees of fisheries and mariculture facilities.
 - GRM -The extent to which feedback and GRM are available at the community level and whether and how the feedback loop is closed.

The citizen engagement activities will be undertaken by two key actors: (a) The NPCU and CPIU's social safeguards specialist will need to guide the process; and (b) fisheries facilities at various levels will need to designate one of their BMUs representatives as the CE focal person at the local community level.

5.8 Communication Strategy

A sound communication strategy for KEMFSED Project will be paramount to effective project implementation at all levels. The strategy will provide guidance for a more efficient management of Governance and Management of Marine Fisheries and Coastal Communities Empowerment and Livelihoods with the sole objective of achieving the Project PDO. A broad outreach framework targeting different stakeholder categories is necessary for timely information sharing, enhanced project visibility, and sustained dissemination of information and the reliability of results, experiences and lessons learnt.

The Strategy will respond to all three components of the Project. The Project will endeavour to generate useful products that will inform the implementation of the components, integrate gender and social inclusion in project activities, environment and social issues to include a grievance redress mechanism and public disclosure of resources to beneficiary communities. The Strategy will be implemented at both the national and county levels. Communication channels will include annual exhibitions, exchange visits, stakeholder meetings, use of print and electronic media (TV, radio, websites, internet, and social media), face to face communication, conferences and workshops. The strategy will inform on the creation of a repository for all documents generated from project activities both at the national and county levels. In this regard, a comprehensive communication strategy will be developed through a write shop within the first quarter of the project. The strategy will be used to generate awareness and discourse around the project objectives. The following activities in table 8 will be undertaken:

Table 8: Communication Strategy Activities

Activity	Period	Responsibility
i. Development of a communication plan and communication materials for purposes of creating awareness to the stakeholders and partners on the project activities, implementation status and progress	Annually	National & County
ii. Development of a Website for the project	YR 1	National
iii. Development of other communication tools, such as newsletters, media outreach, translation services	Life of project	National & County
iv. Development of other communication tools, such as newsletters, media outreach, translation services through the life of the project	Life of project	National & County
v. Knowledge management through the life of the project	Life of project	National
vi. Participation in county events to showcase successes	Annually from YR 3-5	County
vii. Branding of the Project including sign posts	Life of project	National
viii. Development of a Stakeholder engagement strategy/plan for the project	YR 1	National
ix. Establishing a citizen's engagement forum to run through the life of the project	From YR 1-5	County
x. Supporting traditional/cultural governance structures based on the Council of Elders system (cultural "courts") for VMGs	Life of project	County

xi. Promoting use of grievance log and any other means of disseminating information including the use of an assortment of Information, Education and Communication (IEC) materials to the public.	Life of project	National & County
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5.8.1 Implementation of Communication Strategy

The implementation will include:

- i) **Action Planning:** the communication strategy being a living document will be reviewed accordingly; a technical working group will meet annually to develop and review a detailed and integrated work plan that will provide a framework for implementation, coordination, monitoring and evaluation of Project activities.
- ii) **Advocacy and Mobilization:** at national and county levels, officials are expected to advocate for resources, provide political will and support by key stakeholders such as political leaders, donors and policy makers. IEC materials will be prepared to enable them to undertake this task effectively in addition to briefings, workshops and seminars. Activities for advocacy will include negotiation, lobbying, joint planning and process review, special events, public debates, briefings, seminars and printed materials. At these levels, mobilization is needed to increase awareness, participation, build partnership and to generate support for sustainable and market oriented agricultural production, food security and household income.
- iii) **Attitudinal Change Communication (ACC):** focus will be mainly on providing information on changing attitudes and behavior that will lead to increased support for improved management of marine fisheries, enhanced livelihoods, and household income. At the service delivery level, communication initiatives will target and involve county officials, fishers, farmers and community resource persons who are envisaged to carry out community mobilization and education activities.

Communication activities will include interpersonal communication training, recognition of high-quality delivery, feedback and supervision. At household level, activities shall focus on information acquisition and attitudinal change as regards to improving the management of marine fisheries, strengthening livelihoods, and food security.

5.8.2 Roles and Responsibilities of the Communication Partners at All Levels

- **National Level:**

Parliament and cabinet, MoALF, other MDAs, NGOs, Mass Media, Faith Based Organizations (FBOs)

- a) Create an enabling environment for planning and coordination.
- b) Mobilize resources for the implementation of the strategy
- c) Develop guidelines for Project information and communication.
- d) Inform the public in general about the project.
- e) Allocate adequate resources for project activities.
- f) Disseminate current and accurate information on project activities especially on success stories.
- g) Develop and disseminate policies, standards and guidelines for project implementation.

- h) Provide technical support for project implementation.
- i) Conduct routine support supervision and monitoring for project progress.

- **County level:**

County leaders, Ministry responsible for Fisheries, NGOs/CBOs/FBOs

- a) Inform the constituents about the project.
- b) Serve as a communication link between the County and the project.
- c) Undertake timely reporting and dissemination of information.
- d) Advocate and mobilize resources for communications at county level.
- e) Coordinate partnerships at county level
- f) Support planning and guide implementation
- g) Monitor and supervise communication activities.
- h) Adapt, translate and disseminate central IEC messages and information in the counties.
- i) Integrate community project activities into their on-going programs.

- **Sub-County level:**

Agriculture Sector Officers, Sub/County Chiefs, Social/Community Development Officers:

- a) Mobilize communities
- b) Coordinate partnerships at s/county level
- c) Train community workers fishers/farmers
- d) Provide timely information and feedback to farmers and County
- e) Conduct outreach and farm visits
- f) Monitor the impacts of the communication

- **Fisher/Farmer Institutions**

- a) Articulate and advocate for fisher/farmers' needs.
- b) Conduct farm visits and educate people on the Project
- c) Identify information needs
- d) Mobilize fishers/farmers to adopt technologies
- e) Provide feedback

5.8.3 Institutional Communication and Knowledge Management Framework

The Institutional Communication and Knowledge Management Framework, defines:

- The relationships between the project and the different stakeholders and streamlining the flow of information to create better synergies between the project and the different stakeholders,
- Communication needs within the project without redefining the internal reporting structure. The strategy states clearly the Offices/persons who can communicate for the project: PS, NPC, Project team, CECMs and County CPCs; and the Institutional Communication Framework within the Project:
 - The NPC and the PS will handle Policy issues, while the component heads and technical personnel will handle technical issues.
 - The project will also be the clearing house for information being disseminated to the end users.

- The NPCU will link up with the Counties through the CPIU which will be the one-stop centre for all project Information at the County level.

5.9 Project Monitoring and Evaluation

5.9.1 Introduction

Monitoring and Evaluation (M&E) are important aspects in the implementation of the Project. The purpose for monitoring is to ensure that the Project is implemented as scheduled and if there are any deviations appropriate and timely actions are taken. Monitoring will be carried out on a continuous basis while evaluation will be done periodically. Monitoring will involve regular data collection and analysis on the progress of implementation of the project. Results from the analysis will then be used to inform decision-making. Monitoring of KEMFSED will comprise:

- Physical and financial monitoring:** This entails measuring the project activities and production of outputs against established schedules and indicators of progress. This includes recording of expenditures and checking that expenditures are incurred according to allocated budgets.
- Process monitoring:** Identifying factors affecting the progress of project activities and production of output.
- Impact monitoring:** Involves measuring the initial response and reaction to project activities and the immediate short-term effects.
- Follow-up:** Based on monitoring data (a to c), identify actions and diagnostic studies required, discuss critical issues and define decision makers deadlines for actions with the aim to remove or minimize problems relating to implementation of the project.

An M&E System will be established that will ensure accountability in the utilization of project resources vis-à-vis envisaged results, provide lessons that will allow correction and/ or modification of plans. The M&E System will ensure tracking of progress, timely implementation of project activities and reporting (quarterly, semi-annually and annually), learning and knowledge management (use of lessons learnt, case studies, success stories and innovations) for effective implementation of the project. It will be based on a theory of change and developed on a Management Information System (MIS). Baseline values will be established for the project to provide conditions before project interventions, so that change can be monitored through regular data collection, analysis, and interpretation and reporting. Some of the main activities in the M&E will include; consultancies for Mid Term Review (MTR), hire an M&E specialist, and use of lessons learnt to inform project decision making and sharing of M&E information with stakeholders. The M&E system will focus on results and will provide an opportunity for the Project to develop appropriate activities to achieve the set targets under each outcome indicator.

Project Development Objective and Indicators

The Project Development Objective (PDO) is to improve management of priority fisheries and mariculture and increase access to complimentary livelihood activities in coastal communities.

The PDO level indicators are:

- Fisheries management plans implemented

- Additional proportions of nearshore waters under improved management
- Annual production of mariculture by small-scale producers supported by the project (mt) (disaggregated by seaweed and other)
- Beneficiaries in targeted coastal communities with access to complimentary livelihoods activities (disaggregated by gender)
- Share of target beneficiaries with a rating ‘Satisfied’ or above on project interventions (disaggregated by gender)

Intermediate Level Indicators

- *Component 1: Governance and Management of Marine Fisheries*
 - Policies, regulations and NPOAs for fisheries and mariculture completed and submitted to Cabinet
 - Scores of Fishery Information and Monitoring System
 - BMUs achieving a minimum of 4 performance targets
 - Operational surveillance activities in Kenyan marine fisheries
 - NAMARET established and operational
 - Scores on Marine Spatial Planning
 - Priority fisheries for which Bench Marking Tool (BMT) exercise has been undertaken.
- *Coastal Community Empowerment and Livelihoods*
 - Grants delivered to members of Common Interest Groups (CIGs) and Community Based Organization (CBOs) (disaggregated by gender)
 - Beneficiaries with access to livelihood-related training and/ or technical assistance supported by the project, (disaggregated by gender).

The project Results Framework contains details of the indicators (PDO and intermediate levels), outcome indicators and use of project outcome information captured in Table 11. Several intermediate (input, activity, process and output) and final (outcome and impact) indicators will be monitored to assess progress towards attaining the PDO. Each project component has specific outcome indicators under which specific activities have been developed.

5.9.2 M&E (progress, quarterly and annual reporting, learning and knowledge management)

A networked M&E System will be established to facilitate tracking of progress, reporting to stakeholders, review performance and impact, learning and knowledge management. In order to realize this, the following activities will be undertaken:

- Consultancies for Mid Term Review and End of Project Report
- Engage a M & E Coordinator
- Sharing of M&E information and lessons learnt
 - Required preparations will be undertaken prior to M&E trips, including assigning responsibilities and preparing templates for data collection
 - Within one week after the field visit, a report will be prepared detailing the findings. The report will be shared with the National Project Coordinator, and also made available to the PTAC.

- Based on all M&E reports, the M&E Specialist will prepare a report to the PS and NPSC highlighting key findings and interim results
- Any recommendations of the NPSC will be implemented

5.9.2.1 Stakeholder involvement in M&E

Annual national and county workshops will be organized to inform key stakeholders on the progress made and get feedback. The workshops will provide opportunities for understanding the project planned results, achievements and challenges. The workshops will also provide a platform for reviewing the activities and work plans for the following year.

5.9.2.2 Social Accountability

The NPCU will support social accountability to promote efficient and effective utilization of resources through implementing the following:

- Sensitize project beneficiaries on roles and report back to them all field visit findings
- Involve communities and beneficiaries in M&E activities as well as planning and programming of activities
- Empower communities to monitor the quality and quantities of the interventions
- Set up a complaint - handling mechanism as part of the communication strategy

5.9.2.3 M&E reporting

The community level activities will be reported monthly. The sub-county officers will compile the reports and forward them to the County Project Coordinator who will in turn submit them to the NPC. This County and community level reporting will use templates developed by the NPCU. Preparation of these reports will take into consideration the Results Framework and the overall M&E system. The NPC will submit monthly reports to the DG, PS, and CS. Reporting to the PTAC and the NPSC will be done quarterly and biannually respectively. The NPCU will ensure that annual and other reports are submitted regularly and timely. Each progress report will include at least the following:

- Overall implementation progress
- Key issues and actions taken
- Key issues on which higher authorities' guidance is sought
- Results against work plans
- Progress with agreed action plan
- Financial management status
- Procurement status
- Progress on key performance indicators
- Planned activities plan for the next two quarters

The NPCU will design a reporting system to track the project physical, financial performance and emerging impact for which the M&E Specialist will be responsible.

- A consolidated Physical and Financial **Monthly Progress Report (MPR)** will be prepared by the PMU which will consolidate physical progress made on each project component. This report will also report on overall expenditures on the Project under each component.
- **Quarterly Progress Reports (QPR)** will be prepared every quarter which consolidate the monthly reports of the past three months adding any additional financial, procurement,

training and TA and physical progress on all three project components. This will be presented to the PTAC and NPSC.

- An **Annual Project Progress Report (APPR)** will be prepared within one month of the end of the Project Year to cover the entire financial year. These reports will be presented to NPSC and WB.
- The NPCU will develop specific reporting formats for each component of the project and train project staff in their use and consolidation.
- The CPIUs will regularly identify success stories or failures and report these for inclusion in the reports.
- Any TAs, Consultants hired during the project period will need to submit monthly, quarterly and Annual Progress Reports on agreed reporting formats during contract period.

Table 9: Summary of Reports

Item	Report	Due Date	Responsible Agency	Remarks
1	Disbursement Plan	Initial Plan prior to project disbursement	Finance Officer (FO) /Project Accountant (PA)/NPC	Cover life of project and Updated periodically
2	Interim unaudited financial reports	Not later than 45 days after the end of each calendar Quarter	FO/ PA/NPC	Cover per Quarter
3	Annual financial Statements	End of each financial year	FO/Auditor/NPC	Annual report
4	Audited Financial Statements	Not later than four months after the end of period	FO/Auditor/NPC	Cover one financial year
5	Monthly Project Progress Report	Not later than 15 days after end of period	CPIU	Cover per Month
6	Quarterly Project Progress Report	Not later than 30 days after end of period	NPCU/CPIU	Cover per Quarter
7	Annual Project Progress Report	Not later than 45days after the end of period	NPC/NPCU	Cover per year
8	Project Completion Report	Not later than 6 months after the closing date	Project Coordinator/NPCU	Cover the entire life of project

5.9.2.4 Learning and Knowledge sharing

The NPCU, will prepare and implement a knowledge management and communication strategy. The lessons learnt, and the knowledge generated from the implementation of this project will be shared to all stakeholders including: policy makers, financiers, development partners, implementing agencies, and communities.

5.9.3 The M&E Framework

Table 11 shows the M&E plan for all the output and outcome indicators of the project. This includes the baselines, targets, data collection methods and responsibility and frequency of data collection. The activities that will be implemented under each component and sub-component have been elaborated in earlier chapters. It is important to note that it is through the implementation of activities that the Project will ultimately achieve its PDO. As such, each activity must link to a result outcome indicator in the results framework of the project. The M&E Coordinator will develop reporting tools for each component and sub-component to enable the project team to maintain a systematic link between activities and the components outcome indicators. This will ensure that at the end of the project implementation period, all requisite data will be available for tracking performance and impact of the project.

The Project-PPA consultancies will be used as the main methodology for collecting baseline data and the interventions performance tracking will provide data on most of the outcome indicators as specified in Table 11. Participatory M&E will also be embraced through approaches that include

use of reports, score cards and expenditure tracking, together with statistical surveys of economic and social indicators.

As needed, the Project will develop MoUs for purposes of data sharing, etc. with relevant agencies and partners that will support execution of specific project activities. This focus on harmonization of approaches and activities will lead to the development of dependable data in component 1 where governance and management-related activities will be the responsibility of all relevant agencies including the project. The Kenya Coast Guard Authority working in collaboration with KeFS, Kenya Wildlife Service (KWS), Kenya Ports Authority (KPA), Immigration Department, National Environment Management Authority (NEMA), Kenya Maritime Authority (KMA), Kenya Revenue Authority (KRA), Port Health, National Police and the Kenya Navy. The Project will use the data gathered to generate information that will measure and determine how beneficiaries' socio-economic status evolve from project interventions. In addition to linking with PPA consultancy findings to project baseline information and activities, a geo-referenced database will be established to integrate key information on project areas, including agro-climatic conditions, access to service delivery points and networks, as well as specific Project interventions. The GIS data will classify the information based on intervention types, gender of beneficiary groups/ individuals, component addressed and infrastructure and/or intervention types.

The Project will give special attention to, and strengthen, the role of M&E to aid management and to permit systematic assessment of performance and impacts. The M&E system will draw on several information sources. Administrative data collected through the completion of data gathering tools/ instruments:

- Specially designed qualitative and quantitative data gathering tools/ instruments to be administered to beneficiaries, partner agencies and strategic partners
- Use of existing and newly collected geo-referenced data
- Specially-collected data based on socio-economic indicators

5.9.4 M&E System Objectives

The M&E system for KEMFSED Project is intended to help stakeholders at all levels to routinely track the progress and performance of project components, sub-components and activities, including quantity, quality, timeliness, and cost effectiveness of the outputs. It will also provide a systematic means for periodic assessment of the relevance, adequacy, equity and sustainability of resultant outcomes and impacts. Accountability for decisions and actions taken, and results achieved in relation to resources used (social accountability), from the standpoints of the World Bank, the GoK, is accordingly provided for. Below is a summary of the Project M&E system:

- Meeting management information needs, decision making, lessons learned, and where gaps are identified training at various levels, including community, county and national levels, over the Project implementation phase
- Assessing project progress, performance, and impacts – and feedback to Project management and other stakeholders at critical points of the planning cycle
- Developing capacity in monitoring and evaluation to complement improved governance and management of marine fisheries and coastal community empowerment and livelihoods through demand-driven community-led development planning processes and project management

The M&E Specialist will develop a computerized M&E management information system that will be used to collect and manage project data. The system will be used together with the MIS

developed under the Project for collecting all the data for the components. Data analysis will be incorporated in the M&E MIS spreadsheets. The M&E Specialist will organize training for project staff including those in national agencies and county levels, and deliver the following:

- Develop, publish and disseminate training and operating manuals for data collection, compilation, and confirmation at every level
- Specify standards for quality assurance and supervision
- Specify the processes by which implementing entities will monitor and report

Table 10: Component 3 Detailed activity implementation and timelines

	19/20	20/21	21/22	22/23	23/24	24/25
1. National Project Steering Committee						
Semi-annual meetings						
2. Project Technical Advisory Committee						
Quarterly meetings						
3. National Coordination Unit						
Preparation of annual work plans						
Development of MIS / ERP (incl. website)						
Hardware for MIS/ERP						
Office rehabilitation and furnishing						
Backstopping of project implementation at County level						
Purchase of vehicles						
Purchase of IT equipment						
Training and Workshops						
Project launch						
Project Orientation						
Preparation of Training Plan						
Project Management and Fiduciary trainings						
4. Monitoring and Evaluation						
5. IEC and communication strategy						
Prepare a communication strategy						
Developing IEC material						
Participation in county events to showcase successes						
Project branding						
6. Citizen's engagement						
Citizen's /stakeholder engagement plan						
Citizen's engagement forums						
7. Grievance Redress Mechanism						
Plan to address GBV and SEA related issues and risks						
Implementation of GRM						
8. County Project Implementation Unit (CPIU)						
Semi-annual County level Steering Committee Meetings						
9. Project Coordination and Support						
Preparation of budgeting guidelines, annual work plans etc.						
Backstopping of project implementation						
Purchase of vehicles						
Purchase of motorbikes						
Purchase of IT equipment						
Purchase of boats						
10. Trainings						
Training on project management, fiduciary & safeguards						
Training on GEMS M&E App						
Training on guidelines & preparation of annual training plans						

5.9.5 Training for M&E

An essential part of the M&E program will be developing capacity. Besides improving KEMFSED operations, a key objective is enhancing skills in development planning and review, and improved systems/ modalities to be sustained and institutionalised at various levels within the project area. Whilst based on participatory approaches, capacity development will also emphasise the important link with information technology and ‘scientific’ methods of information gathering and management, such as computer databases, satellite imagery and GIS. Central to these is a program of training and sustained facilitation in M&E systems, tools and procedures. This will include training courses as well as ‘hands-on’ consultancy support at county and community/ field levels.

Specifically, KEMFSED will provide M&E training and facilitation support to communities/ CDDCs, county field staff and strategic partners field staff, CPSCs, and CPIUs as well as NPCU staff. Communities will be assisted in participatory M&E approaches through component 2, as an integral part of PICD and CDP processes. In addition, PMCs/ sub-project committees and other community members will be given training in improving recording and reporting procedures and in monitoring community-specific development activities. This will include the use of visualisation techniques and the application of traditional knowledge systems. This should also include use of ‘grassroots’ indicators for assessing development outcomes and impacts. All CPSCs and CPIUs will be sensitised in relation to participatory approaches, including information gathering and mutual learning at the community level.

County staff will also be trained in participatory M&E tools and techniques. They will be, in turn, expected to undertake training and facilitation of the CIGs and CBOs in participatory M&E, and maintain regular interaction with communities. This will include holding annual participatory community review meetings with each community they are working with. Staff of CPIUs, as well as NPCU, will also be trained in participatory M&E through workshops and courses. CPIU teams will be introduced to, and encouraged in the use of, diagnostic and trouble-shooting studies as formative evaluation tools to assist implementation within the counties.

In YR1 of the project, the M&E coordinator, in collaboration with the county M&E officers and project training coordinator, will develop an itemized M&E training plan for the Project.

5.10 Project Closure

At the end of the project implementation, several obligations arising from the Project, the community and the national legislation still apply. After finalization of the project the SDFA&BE must submit a Borrower Completion Report to the WB ***not later than six (6) months from the end date of the project***, giving a qualitative summary of the project.

The Borrower Completion Report must contain:

- Report detailing all project activities’ achievement of outputs and results; deliverables produced
- Financial reporting on project certified expenditures, including those related to activities of the last reporting period

- Relevant attachments as communication and publicity documents

Table 11: Results Framework of the KEMFSED Project

Results Framework							
Kenya Marine Fisheries and Socio-Economic Development Project (KEMFSED)							
Project Development Objectives(s)							
The Project Development Objective is to improve management of priority fisheries and mariculture and increase access to complementary livelihood activities in coastal communities.							

Project Development Objective Indicators

Indicator Name	DLI	Baseline	Intermediate Targets				End Target
			1	2	3	4	
Improve management of priority fisheries							
Fisheries management plans implemented (CRI, Number)		0.00	0.00	0.00	0.00	1.00	2.00
Proportion of nearshore waters under improved management (Percentage)		0.00	0.00	0.00	8.00	37.00	45.00
Improve management of mariculture							
Annual production in mariculture by small-scale producers supported by the project (Metric ton)		37.00	37.00	50.00	90.00	170.00	300.00
Seaweed (Metric ton)		30.00	30.00	30.00	50.00	100.00	200.00
Non-seaweed (Metric ton)		7.00	7.00	20.00	40.00	70.00	100.00

Indicator Name	DLI	Baseline	Intermediate Targets				End Target
			1	2	3	4	
Strengthen access to complementary livelihood activities in coastal communities							
Beneficiaries in targeted coastal communities with access to complementary livelihood activities (Number)		0.00	0.00	12,000.00	50,000.00	150,000.00	217,000.00
Beneficiaries in targeted coastal communities with access to complementary livelihood activities/women (Number)		0.00	0.00	6,000.00	25,000.00	75,000.00	108,500.00
Share of target beneficiaries with rating 'Satisfied' or above on project interventions (Percentage)		0.00	0.00	0.00	30.00	0.00	65.00
Share of target beneficiaries with rating 'Satisfied' or above on project interventions/women (Percentage)		0.00	0.00	0.00	30.00	0.00	65.00

Intermediate Results Indicators by Components

Indicator Name	DLI	Baseline	Intermediate Targets				End Target
			1	2	3	4	
Component 1: Governance and Management of Marine Fisheries							
Policies, regulations and national plans of action (NPOAs) for fisheries and mariculture completed and submitted to Cabinet (Number)		0.00	0.00	2.00	4.00	6.00	7.00

Indicator Name	DLI	Baseline	Intermediate Targets				End Target
			1	2	3	4	
Score on Fishery Information and Monitoring System (Number)		0.00	0.00	1.00	2.00	3.00	3.00
BMUs achieving a minimum of 4 performance targets (Number)		0.00	0.00	10.00	20.00	30.00	42.00
Operational surveillance activities in Kenyan marine fisheries (Number)		0.00	4.00	8.00	12.00	16.00	20.00
Score on Marine Spatial Planning (Number)		0.00	1.00	2.00	6.00	8.00	9.00
Priority fisheries for which Bench Marking Tool (BMT) exercise has been undertaken (Number)		0.00	6.00	6.00	6.00	6.00	6.00
Component 2: Coastal Community Empowerment and Livelihoods							
Grants delivered to members of Common Interest Group (CIG) (Number)		0.00	0.00	2,000.00	8,000.00	15,000.00	22,000.00
Grants delivered to members of Common Interest Group (CIG)/women (Number)		0.00	0.00	1,000.00	4,000.00	7,500.00	11,000.00
Improvement in basic social infrastructure to benefit coastal households (Number)		0.00	0.00	10.00	35.00	110.00	160.00
Beneficiaries with access to livelihood-related training and/or technical assistance		0.00	20,000.00	45,000.00	70,000.00	90,000.00	90,000.00

Indicator Name	DLI	Baseline	Intermediate Targets				End Target
			1	2	3	4	
supported by the project (Number)							
Beneficiaries with access to livelihood-related training and/or technical assistance supported by the project/women (Number)		0.00	5,000.00	11,000.00	17,000.00	22,000.00	22,000.00

Monitoring & Evaluation Plan: PDO Indicators					
Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Fisheries management plans implemented	This indicator measures the number of fisheries management plans that have been implemented through operations supported by the World Bank. This indicator relates to the actual application and enforcement of measures to control fishing in a determined geographic area. Fishing units accessing the fisheries are identifiable (registered, marked, possibly licensed), and management measures (such as gear and spatial or period restrictions) are applied and enforced (as demonstrated by a minimum rate of control of the target fleet each year, and prosecution of identified delinquents).	Annual	Annual reports from SDFA&BE	Review of annual reports from SDFA&BE	NPCU M&E function
Proportion of nearshore waters under improved management	The indicator is measured as the area (km2) within the (JCMAs developed and supported by the project, as a % of all nearshore waters. Total area under nearshore waters is (including territorial seas to 12nm) is 10,860 Km2. 'Improved management' to be assessed against three criteria where all three must be met: a) JCMA plan prepared and approved by national and county	Annual	New and revised JCMA management plans and BMU surveillance reports	Review of new and revised JCMA management plans and BMU surveillance reports	NPCU and CPIU M&E function

	authorities; b) JCMA plan includes, at a minimum: (i) defined boundaries agreed by communities; (ii) at least one no-take area agreed by communities; and (iii) management measures for at least two priority fisheries that explicitly control fishing effort (spatial or seasonal closure; gear restrictions, gear or fisher numbers etc.); and c) BMU surveillance reports indicate a stable or improving trend in non-compliance per patrol effort. [Annual targets]				
Annual production in mariculture by small-scale producers supported by the project	The indicator measures the total annual mariculture production that is attributable to project interventions, particularly the development of the NAMARET. Production of seaweed will be measured in dry weight while the other species will be measured in fresh weight. Baseline is 2018 mass as per GoK estimates of 37 metric tons: of which seaweed (30 metric tons) and non-seaweed: milkfish (2.6 metric tons); prawn (1.2 metric tons); mud crabs (2 metric tons); marine tilapia (1 metric ton). [Annual targets]	Annual	Tracking survey	Tracking survey	NPCU M&E function
Seaweed	The indicator measures the total annual mariculture production that is attributable to project interventions, particularly the development of the NAMARET. Production of seaweed will be measured in dry weight while the other species will be measured in fresh weight. Baseline is 2018 mass as per GoK estimates of 37 metric tons: of which seaweed (30 metric tons) and non-seaweed: milkfish (2.6 metric tons); prawn (1.2 metric tons); mud crabs (2 metric tons); marine tilapia (1 metric ton). [Annual targets]	Annual	Tracking survey	Tracking survey	NPCU M&E function
Non-seaweed	The indicator measures the total annual mariculture production that is attributable to project interventions, particularly the development of the NAMARET. Production of seaweed will be measured in dry weight while the other species will be measured in fresh weight. Baseline is 2018 mass as per GoK estimates of 37 metric tons: of which seaweed (30 metric tons) and non-seaweed: milkfish (2.6 metric tons); prawn (1.2	Annual	Tracking survey	Tracking survey	NPCU M&E function

	metric tons); mud crabs (2 metric tons); marine tilapia (1 metric ton). [Annual targets.]				
Beneficiaries in targeted coastal communities with access to complementary livelihood activities	<p>This indicator measures the number of persons who have benefitted from any of the following activities under Component 2: a) productive grants; b) social and environmental grants; and c) educational scholarship.</p> <p>These activities are expected to reduce the beneficiaries' and their households' current socio-economic vulnerability by diversifying livelihood activities and increasing the productivity of natural resources.</p> <p>Beneficiaries of this activity are defined as members of individual households engaged in project activities. According to the most recent census, there is on average six members in a household in coastal communities. [Cumulative Targets]</p>	Annual	Grants application and approvals; and training providers' reports.	Review of grants application and approvals; training providers' reports.	NPCU M&E function reports.
Beneficiaries in targeted coastal communities with access to complementary livelihood activities/women	<p>This indicator measures the number of persons who have benefitted from any of the following activities under Component 2: a) productive grants; b) social and environmental grants; and c) educational scholarship.</p> <p>These activities are expected to reduce the beneficiaries' and their households' current socio-economic vulnerability by diversifying livelihood activities and increasing the productivity of natural resources.</p> <p>Beneficiaries of this activity are defined as members of individual households engaged in project activities. According to the most recent census, there is on average six members in a household in coastal communities. [Cumulative Targets]</p>	Annual	Grants application and approvals; training providers' reports	Review of grants application and approvals; training providers' reports	NPCU M&E function reports
Share of target beneficiaries with rating 'Satisfied' or above on project interventions	This indicator estimates demand-side social accountability through engagement with project beneficiaries and extent to which project activities and outcomes are meeting beneficiaries' demands. This is based on perception survey administered on a representative sample to representative beneficiaries	Biennial	Field survey	Field survey	NPCU M&E function

	including VMG and focus on fisheries and aquaculture management and livelihoods diversification. Survey results will be disaggregated by sex. Citizen engagement indicator. [Annual targets]				
Share of target beneficiaries with rating 'Satisfied' or above on project interventions/women	This indicator estimates demand-side social accountability through engagement with project beneficiaries and extent to which project activities and outcomes are meeting beneficiaries' demands. This is based on perception survey administered on a representative sample to representative beneficiaries including VMG and focus on fisheries and aquaculture management and livelihoods diversification. Survey results will be disaggregated by sex. Citizen engagement indicator. [Annual targets]	Biennial	Field survey	Review of field survey	NPCU M&E function

Monitoring & Evaluation Plan: Intermediate Results Indicators					
Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Policies, regulations and national plans of action (NPOAs) for fisheries and mariculture completed and submitted to Cabinet	Policies, regulations and national plans of action (NPOAs) for fisheries and mariculture include: a) National fisheries policy; b) BMU regulations; c) aquaculture policy; d) Blue Capital Offset policy; e) NPOA for sharks; f) NPOA for IUU; and g) NPOA for seabirds and turtles [Cumulative targets]	Annual	Policies, regulation and NPOAs	Review of policies, regulation and NPOAs	NPCU M&E function
Score on Fishery Information and Monitoring System	The indicator measures whether the FIMS is established and operational based on a scoring system: a) at least 80% of the monthly target number of catch records per year, and verified to have been entered into the database; b) the most recent frame survey or BMU effort data is verified to have been entered into the database; and c) extrapolated catch estimates and other dashboard analyses are generated automatically and can be accessed on monitors nationally at	Annual	Number of catch entries and entry dates	Review of number of catch entries and entry dates	NPCU M&E function

	KeFS and in all five County fisheries depts. project completion. [Cumulative targets]				
BMUs achieving a minimum of 4 performance targets	The indicator measures the number of BMUs, out of approx. 84 along the KE coast, achieving at least 4 annual performance targets: a) at least 6 out of 12 monthly meetings of BMU Executive Committee are conducted and minutes submitted to, and available at, county fisheries department; b) at least 2 BMU members' assembly meetings conducted and minutes submitted to, and available at, county fisheries department; c) BMU has an annually updated register of fishers and vessels, with at least 75% of fishers having licenses; d) members of BMU monitoring, control and surveillance (MCS) sub-committee participate in at least one patrol, in at least 6 out of 12 months; e) at least 65% of annual required budget is received in revenue for the previous calendar year; and f) BMU has collected and submitted at least 80% of the target number of catch records for catch monitoring in at least 10 out of 12 months. [Cumulative targets]	Annual	Field survey	Field survey	NPCU M&E function
Operational surveillance activities in Kenyan marine fisheries	Number of fisheries surveillance activities undertaken per annum as a measure of the functionality of the MCS strategy including: a) air patrols; b) offshore sea patrols; c) nearshore sea patrols; d) VMS system reporting; e) joint MCS operations with navy/county/regional; and, f) no. of vessels inspected under port state measures (PSM). An increase in the number of MCS activities per annum reflects the cohesion of the MCS system and integration of the MCS strategy elements [Annual targets.]	Annual	Log books, MCS reports on patrols, vessels on VMS system	Review of log books, MCS reports on patrols, vessels on VMS system	NPCU M&E function
Score on Marine Spatial Planning	The indicator measures the state of MSP using a scoring system based on number of key interventions completed: 1) Multi agency	Annual	MSPs, minutes of steering committee	Review of MSPs, minutes of steering committee meetings	NPCU M&E function

	steering committee formed; 2) Framework for MSP implementation prepared; 3) SEA completed; 4) comprehensive data capture/procurement program developed; 5) data needs assessment completed; 6) national level marine spatial clearing mechanism established; 7) data collection gaps filled 8) MSP at EEZ level completed and submitted; and 9) MSP at nearshore level developed with zoning maps and JCMAs integrated. [Cumulative targets]		meetings and national clearing mechanism	and national clearing mechanism	
Priority fisheries for which Bench Marking Tool (BMT) exercise has been undertaken	The indicator captures the annual implementation of the identified priority fisheries through the BMT. Aggregate performance for all priority fishery increases by 10% per year from baseline and is at least 50% for all fisheries by end-project. [Annual targets]	Annual	Annual BMT exercise report (excel file)	Review of annual BMT exercise report (excel file)	NPCU M&E function
Grants delivered to members of Common Interest Group (CIG)	This indicator captures the access to improved overall livelihood conditions of eligible poor fisher and smallholder farmer households through implementation of subprojects aimed at supporting productive, and environmental and social interventions. [Cumulative targets]	Annual	Project and activity records	Review project and activity records	NPCU and CPIUs M&E function
Grants delivered to members of Common Interest Group (CIG)/women	This indicator captures the access to improved overall livelihood conditions of eligible poor fisher and smallholder farmer households through implementation of subprojects aimed at supporting productive, and environmental and social interventions. [Cumulative targets]	Annual	Project and activity records	Review of project and activity records	NPCU and CPIUs M&E function
Improvement in basic social infrastructure to benefit coastal households	This indicator measures the number of basic social infrastructure supported under the project in coastal sub-counties, to benefit coastal households. Social basic infrastructure is defined as improved schools, health posts, boardwalks, public toilets, community halls, etc. [Cumulative targets].	Annual	Project and activity records	Review of project and activity records	NPCU and CPIU M&E function

Beneficiaries with access to livelihood-related training and/or technical assistance supported by the project	<p>This indicator will quantify the number of eligible beneficiaries participating in training events and/or receiving technical assistance provided in the context of the different phases of the subproject cycle, as well as to ensure adequate utilization of investments received from the project.</p> <p>Gender Indicator [Cumulative targets]</p>	Annual	Project and activity records	Review project and activity records	NPCU and CPIUs M&E function
Beneficiaries with access to livelihood-related training and/or technical assistance supported by the project/women	<p>This indicator will quantify the number of eligible beneficiaries participating in training events and/or receiving technical assistance provided in the context of the different phases of the subproject cycle, as well as to ensure adequate utilization of investments received from the project</p> <p>Gender Indicator [Cumulative targets]</p>	Annual	Project and activity records	Review project and activity records	NPCU and CPIUs M&E function