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**MINISTRY OF MINING, BLUE ECONOMY  
AND  
MARITIME AFFAIRS**

STATE DEPARTMENT FOR THE BLUE ECONOMY AND FISHERIES

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



**PROJECT IMPLEMENTATION  
MANUAL**

REVISED SEPTEMBER 2023









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## Abbreviations and Acronyms

<b>AWPB</b>	Annual Work-plan and Budget
<b>BMU</b>	Beach Management Unit
<b>BMT</b>	Bench Marking Tool
<b>CADP</b>	County Annual Development Plan
<b>CAS</b>	Catch Assessment Survey
<b>CBK</b>	Central Bank of Kenya
<b>CBO</b>	Community Based Organization
<b>CDD</b>	Community Driven Development
<b>CDP</b>	Community Development Plan
<b>CECM</b>	County Executive Committee Member
<b>CIDP</b>	County Integrated Development Plan
<b>CIG</b>	Common Interest Group
<b>CMA</b>	Co-Management Areas
<b>CoG</b>	Council of Governors
<b>CPA</b>	County Participation Agreement
<b>CPC</b>	County Project Coordinator
<b>CPIU</b>	County Project Implementation Unit
<b>CPSC</b>	County Project Steering Committee
<b>CSO</b>	Civil Society Organization
<b>CVPS</b>	Closed Voucher Payment System
<b>DA</b>	Designated Account
<b>DFIL</b>	Disbursement and Financial Information Letter
<b>ECCL</b>	Enhanced Coastal Community Livelihoods
<b>EEZ</b>	Exclusive Economic Zone
<b>ESIA</b>	Environment and Social Impact Assessment
<b>ESMF</b>	Environment and Social Management Framework
<b>FA</b>	Financing Agreement
<b>FIMS</b>	Fisheries Information Management System
<b>FMDA</b>	Fisheries Management and Development Act
<b>FMP</b>	Fisheries Management Plans
<b>FMPM</b>	Financial Management Procedures Manual
<b>GBV</b>	Gender Based Violence
<b>GRM</b>	Grievance Redress Mechanism



<b>IAG</b>	Internal Auditor General
<b>IDA</b>	International Development Association
<b>IFMIS</b>	Integrated Financial Management Information System
<b>IGA</b>	Income Generating Activity
<b>IGF-JASCCM</b>	Inter-Governmental Framework - Joint Agricultural Sector Cooperation and Consultation Mechanism
<b>IOTC</b>	Indian Ocean Tuna Commission
<b>IUU</b>	Illegal Unregulated Unreported
<b>JCMA</b>	Joint Co-Management Areas
<b>KCDP</b>	Kenya Coast Development Project
<b>KCGS</b>	Kenya Coast Guard Services
<b>KCSAP</b>	Kenya Climate Smart Agriculture Project
<b>KeFS</b>	Kenya Fisheries Services
<b>KFMA</b>	Kenya Fish Marketing Authority
<b>KFLTf</b>	Kenya Fish Levy Trust Fund
<b>KEMFSED</b>	Kenya Marine Fisheries and Socio-Economic Development
<b>KMA</b>	Kenya Maritime Authority
<b>KMFRI</b>	Kenya Marine Fisheries Research Institute
<b>KPA</b>	Kenya Ports Authority
<b>KRA</b>	Kenya Revenue Authority
<b>KWS</b>	Kenya Wildlife Services
<b>MoALFC</b>	Ministry of Agriculture, Livestock Fisheries and Cooperatives
<b>MCS</b>	Monitoring Control and Surveillance
<b>MDAs</b>	Ministries, Departments and Agencies
<b>MMBE&amp;MA</b>	Ministry of Mining, the Blue Economy and Maritime Affairs
<b>MSP</b>	Marine Spatial Planning
<b>NAMARET</b>	National Mariculture Research and Training Centre
<b>NARIGP</b>	National Agricultural and Rural Inclusive Growth Project
<b>NEMA</b>	National Environment Management Authority
<b>NPCU</b>	National Project Coordinating Unit
<b>NPSC</b>	National Project Steering Committee
<b>NT</b>	National Treasury
<b>OAG</b>	Office of the Auditor General
<b>PA</b>	Project Account
<b>PFMA</b>	Public Finance Management Act

<b>PGM</b>	Project Grants Manual
<b>PICD</b>	Participatory Integrated Community Development
<b>PIM</b>	Project Implementation Manual
<b>PP</b>	Procurement Plan
<b>PPSD</b>	Project Procurement Strategy for Development
<b>PSM</b>	Port State Measures
<b>PTAC</b>	Project Technical Advisory Committee
<b>RF</b>	Results Framework
<b>RFMOs</b>	Regional Fisheries Management Organizations
<b>ROP</b>	Regional Observer Program
<b>RPF</b>	Resettlement Policy Framework
<b>SA</b>	Social Assessment
<b>SDFA&amp;BE</b>	State Department for Fisheries Aquaculture and the Blue Economy and Fisheries
<b>SDBE&amp;F</b>	State Department for the Blue Economy and Fisheries
<b>SEA</b>	Sexual Exploitation and Abuse
<b>SoE</b>	Statement of Expenditure
<b>SP</b>	Strategic Partner
<b>SWIOFC</b>	South West Indian Ocean Fisheries Commission
<b>TVET</b>	Technical and Vocational Education Training
<b>VMG</b>	Vulnerable and Marginalized Group
<b>VMGF</b>	Vulnerable and Marginalized Group Framework
<b>VMS</b>	Vessel Monitoring System
<b>VS</b>	Voucher System
<b>WSDP</b>	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 then State Department for Fisheries, Aquaculture and the Blue Economy (SDFA&BE) 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 SDBE&F in the Ministry of Mining, Blue Economy and Matime Affairs (MMBE&MA) 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**

- Ø 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.
  
- Ø 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.

- Ø **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 (PDO) 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, the 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.

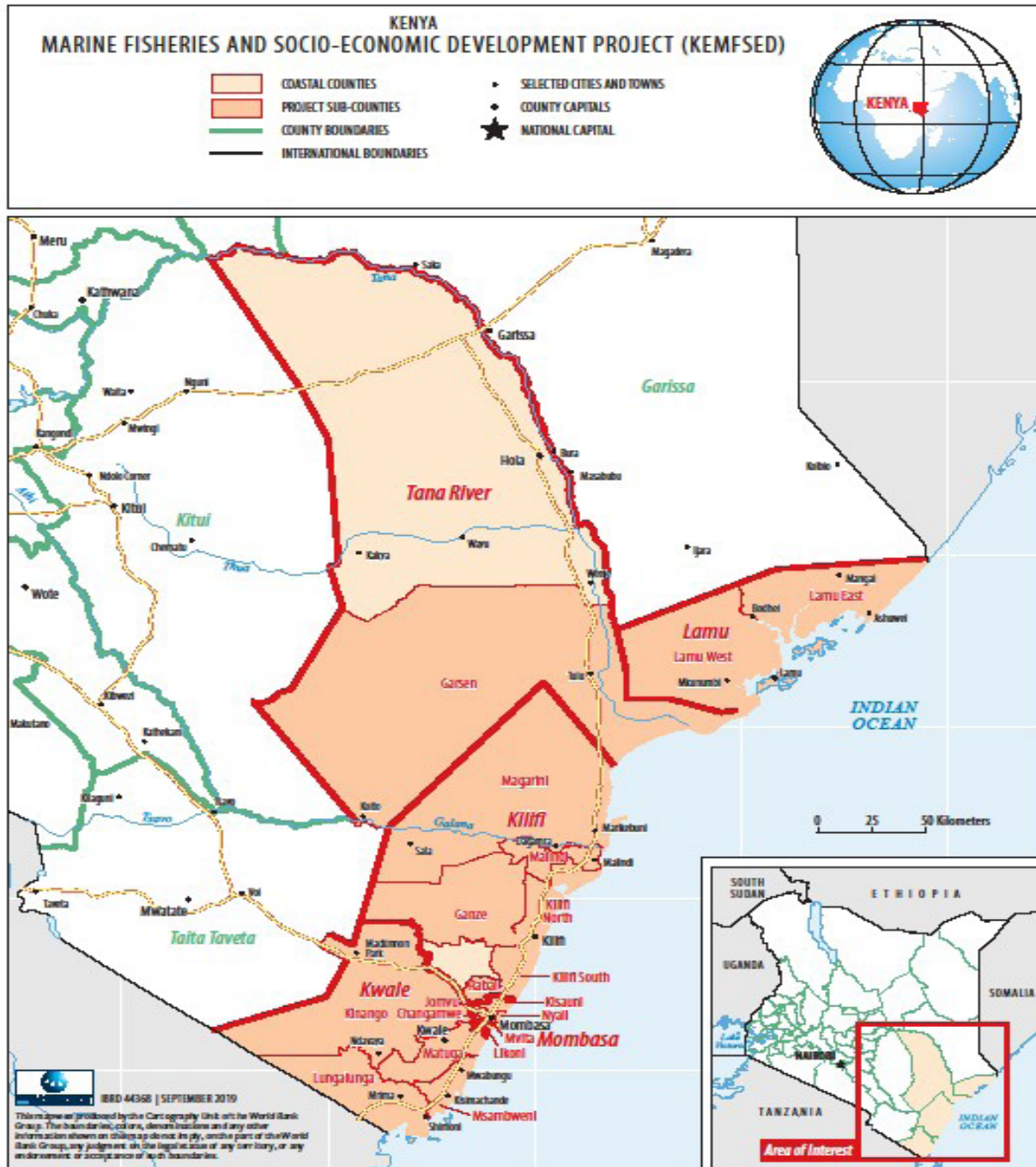


Figure 1: Map of KEMFSED Project Sub Counties



**Table 1: KEMFSED Project Sub-Counties and Wards**

County	Sub-Counties	Wards
<b>Kwale</b>	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)
<b>Mombasa</b>	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)
	<b>Kilifi</b>	Kilifi South
	Kilifi North	<u>Tezo</u> , Sokoni, <u>Kibarani</u> , Dabaso, <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/ Kisurutu, Mwawesa, Kambe/Ribe, Ruruma (4)
	Ganze	Jaribuni, Sokoke, Ganze, Vitengeni and Bamba (5)
<b>Lamu</b>	Lamu East	Faza, Kiunga and Basuba (3)
	Lamu West	Shella, Mkomani, Hindi, Mkunumbi, Hongwe, Witu and Bahari (7)
<b>Tana River</b>	Garsen	Kipini, Garsen South, Kipini West, Garsen Central, Garsen West and Garsen North (6)
<b>Total</b>	<b>19</b>	<b>98</b>

## 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
<b>A. Governance and Management of Marine Fisheries</b>	
1.1 Enhance Governance of Marine Fisheries and Blue Economy	10.5
1.2 Improve Management of Nearshore Fisheries	8.6
1.3 Infrastructure Development for Fisheries Management	28.1
<b>Subtotal</b>	<b>47.2</b>
<b>B. Coastal Community Empowerment and Livelihoods</b>	
2.1 Enhance Coastal Community Livelihoods	28.0
2.2 Support Services for Livelihood Enhancement and Capacity Development	9.1
<b>Subtotal</b>	<b>37.0</b>
<b>C. Project Management, and Monitoring and Evaluation</b>	<b>9.1</b>
Project Preparation Advance (PPA)	1.0
<b>Contingencies</b>	<b>5.7</b>
<b>Total</b>	<b>100.00</b>

# 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 budgeted 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 Mining, Blue Economy and Maritime Affairs (MMBE & MA) is the implementing agency, with its State Department for Blue Economy and Fisheries (SDBE&F) having the overall project implementation responsibility. Project oversight and policy guidance will be provided by a national project steering committee (NPSC)<sup>1</sup>, while a project technical advisory committee (PTAC)<sup>2</sup> 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 activities<sup>3</sup>. 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 MMBE&MA. 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

- 1 The NPSC will be co-chaired by the Principal Secretary of SDBE&F 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.
- 2 The 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.



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 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 SDBE&F, the county and each partner, prior to initiating implementation.

## 2.2.2 National Level Structure

### Ø The National Project Steering Committee

The NPSC will be co-chaired by the Principal Secretary of the SDBE&F (the lead Implementing Agency) and the Chairman of the Blue Economy Committee, CECMs. The NPSC will comprise the following members:

- Principal Secretary, SDBE&F – Chair
- Chairman, Blue Economy Committee, CECMs - Co-Chair
- Principal Secretary, Crops
- Principal Secretary, Livestock
- Principal Secretary, The National Treasury
- Principal Secretary, State Department for Environment and Climate change
- Principal Secretary, State Department for Forestry
- Principal Secretary, Shipping and Maritime Affairs
- Principal Secretary, and Ministry of interior and Coordination of National Government
- 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, SDBE&F, 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, SDBE&F 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 Annex 2 for 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.

### Ø The Project Technical Advisory Committee

The Project Technical Advisory Committee (PTAC) will be constituted by the PS, SD BE&F 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 Blue Economy 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:

- Blue Economy and Fisheries Secretary - Chair
- Chair of the County Executive Committee Blue Economy Caucus – Co-Chair
- Director General KeFS (Co-Chair)
- Chair of the Jumuiya Kaunti Pwani Caucus CECM
- Regional Commissioner Coast – (Interior)
- 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 2 ToRs for the PTAC).

### Ø 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
- Clerk of Works
- 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 2 ToRs for the NPCU Staff.

### **2.2.3 County Level Structure**

#### **Ø 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.

#### **Ø County Project Steering Committee (CPSC)**

A County Project Steering Committee (CPSC) shall be established 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), Blue Economy 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
- 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).

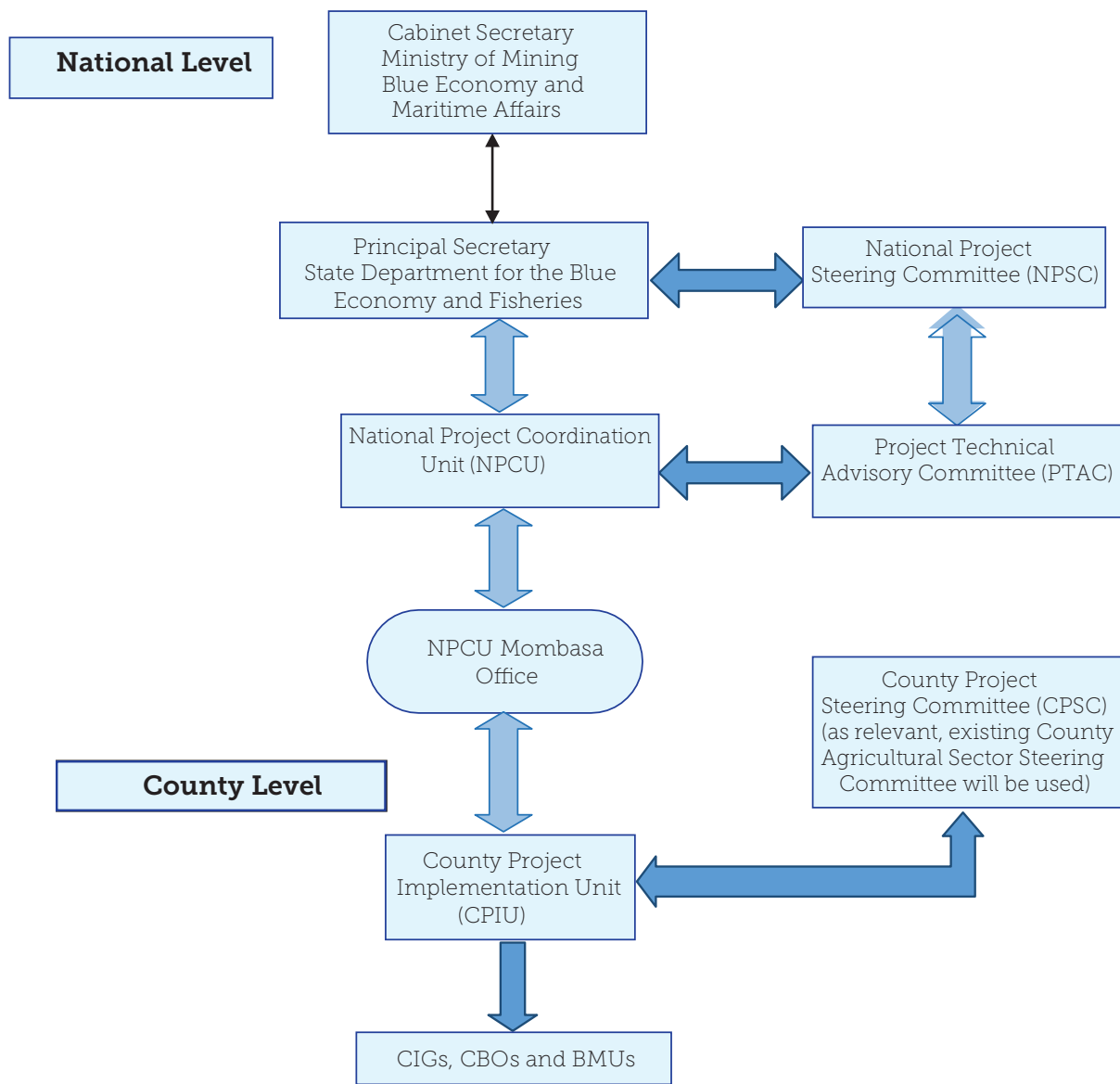
### **Ø County Project Implementation Unit (CPIU)**

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 SDF&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

##### Ø 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:

##### Ø 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)



**Ø Concurrent**

Concurrent activities include:

- Strengthening data and monitoring
- Inshore sea patrols
- Training and capacity development
- 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 and management of priority fisheries	Policies, regulations and NPOAs for fisheries and Mariculture completed and submitted to cabinet.	<ul style="list-style-type: none"> <li>• Finalize National Fisheries Policy</li> <li>• Review aquaculture policy</li> <li>• Blue Economy Strategy and masterplan</li> <li>• Develop MCS interagency regulations</li> <li>• Develop NPOA for shark, turtle and seabird</li> </ul>	National level: To be implemented by fisheries technical officers, contracted legal and policy, fisheries experts under SDBE&F
A Marine Spatial Plan developed for Kenya	Marine Spatial Plan established and operational	<ul style="list-style-type: none"> <li>• Prepare an Integrated Marine Spatial Plan</li> <li>• Contracting of consultants to support the MSP work through KEMFSED and GoK partner (TNC)</li> <li>• Assignment of GoK officers to support the MSP work</li> <li>• Legal aspects to be reviewed by a single firm</li> <li>• Stakeholder engagement in collaboration with GoK partner (TNC)</li> <li>• SEA to be undertaken by KEMFSED in collaboration with GoK partner (TNC)</li> </ul>	National Level: SDBE&F 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	<ul style="list-style-type: none"> <li>• Strengthen fisheries data and monitoring capacity through CAS, Frame Survey and FIMS, and BMU data</li> </ul>	Concurrent. Primarily national responsibility working closely with County fisheries managers
Increased utilization of tuna, development of tuna fishing capacity	Increased sustainable utilization of tuna, development of tuna fishing and processing capacity	<ul style="list-style-type: none"> <li>• Strengthen Fishery Management Support for tuna fisheries</li> </ul>	National

<p>Implemented fishery improvement process with structure management procedures for each priority fishery</p>	<p>Number of stocks of priority fisheries assessed</p>	<ul style="list-style-type: none"> <li>• Assessment and management of Priority Fisheries Stocks</li> <li>• Activities include: FIP developed and implemented; stock assessments and management working groups providing recommendations on management of resources</li> </ul>	<p>National Both KeFS and KMFRI shall be the implementing agencies and shall take responsibility for the process.</p>
<p>Improved MCS capacity, reduced IUU impacts</p>	<p>Operational surveillance activities in Kenya's marine waters</p>	<ul style="list-style-type: none"> <li>• Strengthen and implement Monitoring Control and Surveillance activities including: VMS, sea, and land patrols, MCS strategy implemented, alternative MCS strategies and technology trailed, regional MCS activities harmonized, reporting to RFMOs supported</li> </ul>	<p>Concurrent. MCS primarily a National function and directed by KeFS. County level land patrols and co-management MCS implemented by Counties and co-management structures</p>
<p>Improved co-management of fisheries</p>	<p>Additional proportion of nearshore waters under improved management  BMU achieving a minimum of four performance targets</p>	<ul style="list-style-type: none"> <li>• Support to Fisheries Co-Management Technical Caucus</li> <li>• Consultations to finalise national CMA guidelines &amp; BMU SOPs</li> <li>• Technical support on CMA guidelines, SOPs, ToT &amp; performance monitoring</li> <li>• Develop new and review existing and implement JCMA</li> <li>• JCMA implementation (Procurement of equipment to support JCMA implementation, gear exchange; ecosystem restoration; JCMA and BMU mentoring &amp; follow-up)</li> <li>• Support establishment and operations of IOWB BMU networks</li> <li>• Capacity Development for BMUs</li> </ul>	<p>National                Concurrent</p>

### 3.1.2 Implementation Arrangements and Procedures

Component 1 activities will contribute to improved fisheries governance. The implementation of C1 activities will be led by a component coordinator based at the Nairobi NPCU. Component 1 activities are broadly separated into 3 sub components, each with clearly identified activities. Broadly these relate to 1) Fisheries governance with either national or concurrent responsibilities, 2) co-management with joint responsibilities between national and counties, and 3) Infrastructure development with responsibility delegated to either National or Counties depending on location.

Implementation of Component 1 will be the responsibility of the designated coordinator (CC1) who will be appointed to the NPCU as a full-time position. The individual will be either on a secondment for the duration of the project or an independently appointed person. As with any similar appointments for other components and sub-components, Terms of Reference are provided in Annex 1. Component 1 lead will be supported by sub-component leads for co-management and infrastructure. Where activities require specific technical knowhow, these shall be consulted within the project framework, or as needed, specifically contracted with clear Terms of Reference developed. Responsibility for this will rest with the CC1 or sub-component leads as designated.

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  
To provide a framework for Kenya to guide and develop the aquaculture sector
- iv. Develop Blue Economy strategy and a master plan



v. Develop MCS interagency regulations

Responsibility for the implementation of the above shall be with CC1 (National Level) who will ensure that the firm or 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 or individual 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 Marine Spatial Planning shall also be a designated responsibility of the legal entity selected under MSP specialists' firm. Two other governance instruments will be implemented through consultancies, namely National Plans of Action (NPOA):

- For sharks
- For Seabirds and turtles

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. A fisheries specialist will be contracted to undertake NPOA for sharks and this consultancy in YR2-YR4. Responsibility for this and the development of TORs is CC1 and KeFS.

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 the two 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 to help in validating the final reports.

### 3.2.2 Prepare an Integrated Marine Spatial Plan

The development of a Marine Spatial Plan (MSP) is a national responsibility. The MSP activities will be undertaken in collaboration with development partners. To achieve this, GoK will designate a National MSP Coordinator, who will be the focal point of the process and will provide oversight, coordination and facilitation to ensure the smooth development of the plan. 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:

- A Stakeholder Specialist and a Communication Specialist have been hired to provide technical support to the MSP process;

- A firm will be hired to support the Strategic Environmental and Social Assessment (SESA) that will support the data collection, diagnostics of all relevant fields/sectors, identification of issues, conflicts and propose solutions to guide the use of the marine space;
- A legal review and development of a legal framework for the MSP will also be undertaken to support the emerging legal requirements of the MSP process.

The specialist consultancies will therefore guide the development and 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 National MSP Coordinator will be responsible for coordinating activities with other institutions incorporated in the project. An MSP Secretariat will be setup at the Kenya Marine and Fisheries Research Institute (KMFRI) which will house the GoK MSP team including the Coordinator, Assistant MSP Coordinator spatial analysts, administrative assistant, and the consultants.

The activity will be implemented within the five years of the KEMFSED 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 and Social Assessment (SESA) 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 KCDDP-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 centralized 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 two 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 two 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 SDBE&F 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 formalized 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
- 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 structured 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 Cabinet Secretary 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 was reassessed and supported with external review. This will form the benchmark of each fishery in YR 3 to 5. The working group for each selected fishery will be responsible for this process of benchmarking and shall, based on prioritization, 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. 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 harmonization 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 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 Shallow-water Prawn Survey (Malindi Ungwana Bay), Hydroacoustic Survey (Pemba Channel area), Deepwater gear selectivity Surveys: North Kenya Banks Fishery 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 the 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:

- Ø 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

Ø Enhancing Port State Measures 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.

Ø 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.

Ø Procurement of MCS equipment for national and counties' implementation of MCS patrols and port inspections will be started in YR2. A MCS command center will be established and equipped at the Fisheries Monitoring Centre in Mombasa and MCS units established at county levels

- Ø 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
  - Pilot drone surveillance

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 cognizant of any World Bank limitations imposed through the agreed MOU with GoK.

- Ø 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 inshore 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 trialed. 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.

- Ø 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-Y5.

- Ø 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 mariculture development 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:



### Ø 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, Kenya Fisheries Marketing Authority KFMA 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

### Ø 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.

### Ø Hatchery maintenance and operations for NAMARET and Business Development for mariculture (YR3-YR6)

A Hatchery Operation and Maintenance Plan as well as a Business Plan for NAMARET towards making the centre fully autonomous will be developed based on proposals from the Marine Hatchery specialist. 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. A strategic partner will be engaged under component 2 to support sea weed farmers to increase production, value addition and marketing

## **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 familiarize 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. Scoping fisheries infrastructure for counties

This sub activity is to be implemented in YR2. A Technical fisheries team will be engaged to assess the needs for upgrading county fisheries infrastructure and shall be implemented in YR1 –YR2. Recommendations from the technical team will guide development of county fisheries infrastructure. The CPIU at each county will be responsible for the procurement and overall supervision. The technical team 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 to the firm, who will evaluate the proposals and prepare architectural designs and bill of quantities (BQs) if the proposal is found to be viable.

### iv. Bandari college curriculum for fisheries training

Responsibility for implementing this activity 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
- Work with Technical and Vocational Education Training (TVET) for accreditation

## 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:

### Ø Training of the fishery managers in fisheries management for twenty (20) county fisheries staff and forty-five (45) 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.

### **Ø Training for coxswain, crew and tuna fishers on fishing technology targeting seventy five (75) 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 on either of the following:

- § 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:

- Ø Support to Fisheries Co-Management Technical Caucus
- Ø Consultations to finalise national CMA guidelines & BMU SOPs
- Ø Technical support on CMA guidelines, SOPs, ToT & performance monitoring
- Ø Develop new and review existing JCMA
- Ø JCMA implementation
  - Procurement of equipment to support JCMA implementation
  - Gear exchange in conformity with PGM guidelines
  - Ecosystem restoration

- JCMA implementation and BMU mentoring & follow-up
- Ø Support establishment and operations of IOWB BMU network
- Ø Capacity Development for BMUs

**A: Support the 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 the Technical Caucus (County Directors of Fisheries, where required the project can co-ordinate the CECM caucus for the duration of the project. 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 when necessary. 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

A zero draft of the national CMA guidelines, prepared by a Co-management Technical Team<sup>4</sup> in 2018, was presented and discussed at the Inter-governmental Thematic Working Group on Policy Standards and Legislation (ITWG) for their concurrence in the national 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 with the support of the consultants will consolidate stakeholders' inputs and update the draft national CMA guidelines and subject it to a validation process. The validated document will be submitted to the Director-General, KeFS for endorsement and thereafter printed and distributed to stakeholders and BMUs for implementation.

### **C: Technical support on national CMA guidelines, BMU Standard Operating Procedures (SOPs), Training of Trainers (ToT), & performance monitoring**

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

- National 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: national CMA guidelines, BMU SoPs, BMU regulations, revised BMU training manuals that include the training methods, BMU structure and functioning, fish handling, fisheries co-management, financial management, BMU Standard Operating Procedures
- 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 of new and review existing 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

<sup>4</sup> Has 15 members including KeFS, KMFRI, County Fisheries Directors, Pwani University BMU Network and 6 NGOs.



- New areas where no CMA planning has been done before

An estimated 60 BMUs that will be within the JCMA target areas 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 Co-management Planning Committee (CPC) comprising 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 be undertaken in two phases as outlined below:

#### Phase I

Conduct background literature review of all the documentation that includes all the existing JCMA plans where relevant: The consultant will review relevant documents that include but not limited to relevant governance instruments, relevant international papers, any published papers and present a literature review document that informs the gaps and questions required to be addressed in the management of the JCMA plan.

- Ø Orientation of Co-management Planning Committee: The County Director of Fisheries shall establish the CPC in collaboration with keFS and the consultant. The CPC will comprise of identified representatives from the national, County BMUs and other Non-governmental. As part of the assignment, Consultants in collaboration with SDBE&F and KeFS will conduct a 1-2 days workshop for orientation and sensitization of the CPCs with KEMFSED project.
- Ø Conduct ecological assessments: The consultant will conduct an assessment to generate a report containing broad-scale maps of all critical habitats (including coral reefs, seagrass, mangroves, soft-bottom and intertidal areas) and estimating the area of each; and which also identifies marine areas likely to be of particular ecological importance to fisheries productivity, e.g., spawning and nursery grounds, breeding aggregation sites etc. and yet are more vulnerable to climate change 9 risks The assessment should be based on both literature review and additional field surveys or data collection where needed. Consultants will submit a draft report to SDBE&F, KeFS and the JCMA Co-management planning committee for comment, and make revisions for the final report.
- Ø Conduct fisheries situation analysis: The consultant shall conduct a fisheries situation analysis in collaboration with KEMFSED, KeFS and County fisheries department and should cover all coastal communities with a beach management unit (BMU) within the target area, as well as other selected stakeholders. The analysis should incorporate a focus on relevant priority fisheries in the target area. The analysis should be based on both review of existing available data and literature as well as additional primary data collection where needed. The resulting report should profile each BMU stakeholder category (fishers, traders (including women 'mama karanga'), boat owners, and others (Craft and gear repairers, processors, input suppliers, etc) and views of other selected stakeholders, in terms of: (i) Broad livelihood patterns: (ii) Fishing activities (iii) Status of fisheries & related ecosystems(iv) Fisheries management measures currently under implementation

- Ø Consultants will submit a draft report to SDBE&F, KeFS and the JCMA planning committee for comment, and make revisions for the final report.
- Ø Conduct fishing patterns survey: The consultant will map all the important fishing grounds within the target area, and illustrate, in a series of maps, patterns of fishing activity in each major fishing ground, disaggregated by: (i) fishing gear, (ii) origin of fisher and (iii) season (kusi/kaskazi). As part of this survey, community leaders, BMU leaders and fisher representatives should also be consulted as to which other fishing communities and BMUs they provisionally consider it would be appropriate to join with in a JCMA, based on (i) sharing of common fishing grounds; (ii) social and cultural ties; and (iii) logistical considerations in terms of conducting regular joint meetings between BMU leaders. Alongside qualitative data collection from fisher focus groups, all significant fishing ground locations should be geo-referenced through a boat-based survey involving fisher informants. Geo-referencing of fishing grounds should be done so as to allow them to be mapped as polygons surrounding the full extent of the fishing ground, not as single points. Reporting of the fishing patterns survey should be integrated with the fisheries situation analysis and submitted to SDBE&F, KeFS and the JCMA planning committee for comment, and make revisions for the final report.
- Ø Determine boundaries of proposed JCMAs within the target area: Through collaboration between the consultants, SDBE&F, KeFS through a consultative process will determine boundaries of one or more JCMAs within the target area. The extent and boundaries of JCMAs should be based on three criteria: (i) fishing patterns, sharing of fishing grounds and the resulting common interest between neighbouring BMUs in achieving effective management of their common, shared resources; (ii) social and cultural relations between neighbouring BMU communities; (iii) logistical considerations in terms of being able to conduct routine management consultations between BMU leaders, as well as other joint management activities such as surveillance. Proposed JCMA boundaries, and the implied BMU partnerships, arising such consultations will then be shared with BMU assemblies for consent and/or alternative proposals. Consent by BMU assemblies should be documented, witnessed and verified by County fisheries authority and any other relevant leaders. The agreed boundaries will be submitted to SDBE&F and KeFS.

Phase II:

- Ø BMU sensitization and training: The consultants will collaborate with KEMFSED, KeFS and County fisheries staff in preparing and implementing a BMU training plan, targeting BMU executive committee and assemblies within target area(s) agreed with the Client which is to cover; Training methods, BMU structure and functioning, fish handling, fisheries co-management, financial management, BMU Standard Operating Procedures. The consultants will produce a training report detailing implementation of BMU training, challenges encountered and how they were addressed. The consultant is expected to ensure stakeholders understand the proposed JCMA development process and the benefits of fisheries no-take replenishment areas and identify proposed area(s) for each

## BMU

- Ø Conduct stakeholder consultations on JCMA planning to identify objectives and management priorities and measures for each priority fishery relevant to the JCMA: The consultant shall Conduct an Ecological Risk Assessment and facilitate an ecological risk assessment (ERA) through a consultation workshop with members of the JCMA Management Committee together with additional representatives from BMU Executive Committees. With reference to the situation analysis, ecological patterns survey, identification of issues and challenges causing a threat or risk to the priority fisheries within the proposed JCMA will be undertaken. The process will be documented and presented as a draft Ecological Risk Assessment (ERA) report.
- Ø The consultant will identify management objectives and measures and will share the proposed management measures to BMU assemblies for feedback. Summary minutes of all consultations should be prepared, including recording numbers of participants by gender.
- Ø Map JCMA boundaries: The consultants will map the JCMA boundaries including the outer and internal boundaries of management zones as agreed with stakeholders. This will also include fisheries no-take zones, for inclusion in the final JCMA plan.
- Ø Prepare a draft JCMA plan: In collaboration with the JCMA Co-Management Committee, and drawing on the desk review of existing JCMA Plan (where relevant), the Ecological Assessment, the Fisheries Situation Analysis, the Fishing Patterns Survey, and the JCMA Ecological Risk Assessment and Management Priorities Report, consultants will prepare a draft JCMA plan for each JCMA in the target area. The draft JCMA management plan must conform to the minimum requirements outlined in these TORS relating to targets in the KEMFSED Results Framework.
- Ø Develop draft by-laws for review; Consultants will work closely with relevant legal officials in the County government to draft bylaws that enforce relevant aspects of each draft JCMA plan (e.g., no-take zones, gear restrictions etc.).
- Ø Conduct stakeholder validation on the JCMA plans and by-laws: The consultants in collaboration with the JCMA Management Committee for each JCMA in the target area will incorporate feedback into the draft JCMA management plans, as appropriate. Stakeholder validation will involve representatives of the respective BMU Executive Committees and assemblies together with other stakeholders/ representative groups (at both national and county) who are not part of the assemblies within the JCMA. The project will facilitate stakeholders' participation.
- Ø Approval and endorsement of the JCMA plan at the County level and by the Director General, KeFS: The consultants will present final draft JCMA plans and by-laws to the JCMA Co-management Committees: to be forwarded through the County Executive Committee Member (Fisheries) to the Director General, KeFS for endorsement.



- Ø 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 SDBE&F, KeFS and KEMFSED through the Co-management Planning Committees 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.

### E. JCMA implementation

The activities to be implemented include:

- Ø Procurement of equipment to support JCMA implementation: The project will support procurement of equipment and tools that will enable BMUs, KeFS 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.)
- Ø 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. Gear exchange: The project will support this programme to ensure elimination of illegal gear use within the JCMA target area since this poses a threat to the sustainable management of the resource.
- Ø Ecosystem restoration: These activities include coral and mangrove restoration etc. The project will support the implementation of these activities within the JCMA target area to ensure restoration of degraded ecosystems.
- Ø JCMA implementation and BMU mentoring and follow-up: This activity will support a systematic program of BMU mentoring, to be undertaken by KeFS and 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.

## F. Capacity Development for BMU

### 1. Training of National and county government staff on BMU management

This activity has two stages.

#### Ø ToT Training

The consultants who are hired will first conduct a centralized training of trainers to selected national and county government staff to generate a pool of trainers that will roll down trainings and sensitizations at counties. This will be done after CMA guidelines, BMU SOPs and BMU training manuals have been finalized.

#### Ø Training of extension officers

A second round of formal trainings to fisheries extension staff within the respective counties. The consultants will play a supervisory role in the trainings.

The content of the training, and training materials, will be prepared by the consultants and will be reviewed and approved by the Fisheries Co-management Technical Caucus. The content will broadly cover training methods, BMU structure and functioning, fish handling, Fisheries co-management, Financial management and BMU Standard Operating Procedures (SoPs).

### 2. Training of BMUs in fisheries governance and management:

The fisheries officers trained 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, including:

- Governance instruments
- Kenya Fisheries Policy
- Fisheries Management and Development Act (FMDA) No. 35 of 2016
- BMU regulations
- CMA guidelines
- BMU structure and functioning
- Fish handling
- Fisheries co-management
- Financial management
- BMU Standard Operating Procedures

The activity will commence with Training of Trainers (ToTs) drawn from the national and county government. 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. Training in data collection**

Training of BMUs will be conducted by KeFS and county trainers in their respective counties at their respective landing sites. The trainings will be done by the trained national and county government staff who will have undergone trainings on FIMS manual and data collection SoPs developed under Component 1.1. BMU trainings will target selected BMU members who will have responsibility on data collection while the BMU assemblies will be sensitized 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.

### **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 national and county government staff.

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.

### **5. Training BMUs, KeFS 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, national and County staff on safety-at-sea (SAS).

### **6. Training BMUs on Coxswain's skills, equipment operations and maintenance**

An 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. 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.



### G. Support for establishment and operations of IOWB BMU networks & exchange visits

The operations of Indian Ocean Water Body (IOWB) BMU network 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 IOWB BMU network involves BMUs network election at the County level. IOWB BMU network 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 BMU network.

#### 3.4.2. Establishment of Uvuvi House building at Nairobi (UVUVI House)

The proposed UVUVI HOUSE will house SDBE&F, KeFS, Kenya Fish Marketing Authority, Kenya Fish Levy Trust fund, KMFRI, 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 Works. 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 SDBE&F.

#### 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 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 structural, mechanical and electrical drawings and Bills of quantities Construction of infrastructure

Specific county office infrastructure proposals will be evaluated after which designs and Bill of Quantities will be prepared. The architectural designs and BoQs will be prepared by CPIUs and submitted to 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. A technical Team appointed by NPCU will work closely with technical team from the CPIUs to ensure close supervision of the approved civil works, 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 review of the Environmental and Social Impact Assessment (ESIA) for NAMARET. The marine hatchery specialist will be engaged to guide in review existing marine hatchery designs. The Training and resource centre architectural and BOQs will be done by team of experts guided by the project engineer. 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 specialized equipment and equipping the facilities to make them ready for utilization. A Technical Assistant (TA) from a reputable institution who is specialized 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 Blue Economy and Fisheries will provide an allocation of government funds to NAMARET for operations and sustainability. The GOK will undertake to develop a NAMARET business plan for future operations and towards making the centre fully autonomous with guidance from the Hatchery specialist.

### **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 NPCU will evaluate the proposals and the CPIU infrastructure team prepare architectural designs and bill of quantities (BQs) if the proposal is found to be viable. The CPIU will then submit the architectural designs and BQs plus the proposal to the NPCU 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 The public works engineers will be engaged to supervise the construction of the infrastructure works, and the NPCU will work closely with the engineers from the State Department for Public Works and County Public Works. The infrastructure team 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**

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 MCS inspectors
- Data collection and database operations
- Scientific and compliance observers
- Training of tuna fishers on coxswain certificate
- 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 1.2 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
- The county MCS unit will enforce compliance on use of the offshore fishing boats procured by the project to ensure sustainability of the nearshore fisheries.
- 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, water- pan 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. In-kind contribution will in this case refer to non-monetary co-financing by community sub-project beneficiaries provided during sub-project implementation to get the beneficiaries more involved in supporting their developmental need. The contribution can be made in form of time and effort, expertise, goods and services which are recorded with a monetary value equivalent to a fair market price of the same. 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
- Grants for boats must meet the criteria for sustainability, financial feasibility, environmental safeguards, safety, and commitment of the CIG to fish outside of the reef.
- 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"> <li>• Number of ToTs trained in PICD disaggregated by sex</li> <li>• Number of County officers trained disaggregated by sex</li> <li>• Number of subprojects funded from the CDPs</li> <li>• Number of ESIA reports submitted</li> <li>• Number of strategic partners who have signed MoUs</li> <li>• Number of community PMCs trained disaggregated by sex</li> <li>• Number of CIGs and CBOs funded</li> <li>• Number of PGM handbooks distributed to communities</li> <li>• Number of M&amp;E visits made</li> <li>• Number of exhibitions done</li> <li>• Number of exchange visits made.</li> </ul>	<p><b>Grant Provision for Sub Projects</b></p> <ul style="list-style-type: none"> <li>• PICD training for Training of Trainers (ToTs) (Consultancy)</li> <li>• County officers training by county ToTs</li> <li>• Sub-county and ward extensionist trained by ToTs</li> <li>• Number of communities reached through PICD</li> <li>• Number of community subprojects identified and funded (identified by category – livelihoods/ economic enhancement, social welfare and environment/ natural capital)</li> <li>• Number of students that benefited from scholarships (disaggregated by gender)</li> <li>• Carrying out studies for sub-projects ESIA reports</li> <li>• Signing MoU with strategic partners</li> <li>• Capacity building of community-driven development committees</li> <li>• Strategic Partnership Processes/ engagement</li> <li>• Grants disbursement to communities and implementation of sub-projects</li> </ul>	Concurrent

		<ul style="list-style-type: none"> <li>• Developing a simple PGM handbook for communities (as needed)</li> <li>• Carrying out participatory M&amp;E</li> <li>• Conduct annual exhibitions</li> <li>• Carrying out exchange visits/ experiential learning</li> </ul>	
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### 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

- v County Technical Assistant (CTAs)** – Twenty CTAs will be employed to support component 2 activities (four 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.
- v 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.
- v 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.



- v **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.
- v **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.
- v **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.
- v **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.
- v **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.
- v **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.
- v **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.
- v **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.
- v **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.



- v 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.
  
- v 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.
  
- v Procurement of office materials** will include stationery and other small office equipment that will support implementation of component 2.
  
- v 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.
  
- v Vehicle Operation and Maintenance and Insurance** will include normal routine services, major services, incidental costs including, fuel costs, maintenance and insurance cost.
  
- v 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:

- Ø Grants delivered to members of CIGs and CBOs (disaggregated by gender)
- Ø 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"> <li>☐ Number of TAs engaged</li> <li>☐ Number of technical officers trained disaggregated by gender</li> <li>☐ Number of support visits undertaken</li> <li>☐ Number of communities taken through PICD training</li> <li>☐ Number of training and mentoring skills done</li> <li>☐ Number of participants trained disaggregated by sex</li> <li>☐ Number of beneficiaries reached per sub-project category disaggregated by sex</li> <li>☐ Number of exchange visits done</li> <li>☐ Number and types of IEC materials shared with communities</li> <li>☐ Number of projects branded</li> <li>☐ Number of PMCs trained disaggregated by sex</li> <li>☐ Number of audits conducted</li> <li>☐ Number of exhibitions held</li> <li>☐ Number of students reached disaggregated by gender</li> <li>☐ Number of scholarships issued disaggregated by category</li> </ul>	<p><b>Support Services for Livelihood</b></p> <ul style="list-style-type: none"> <li>☐ Technical Assistants for management of Grant programs</li> <li>☐ PICD: Training of Trainers &amp; mentoring consultancy</li> <li>☐ PICD Training: County Technical staff</li> <li>☐ PICD Training: County Extension staff</li> <li>☐ PICD Training: Community level</li> <li>☐ Community Livelihoods skills training for grant recipients</li> <li>☐ CIG Training and Mentoring by county staff</li> <li>☐ CPIU Support for community proposal screening</li> <li>☐ Exchange visits community / technical staff</li> <li>☐ Professional training for county technical staff</li> <li>☐ IEC Materials and Printing</li> <li>☐ Annual Exhibitions</li> <li>☐ Backstopping support to beneficiary groups</li> <li>☐ Participatory M&amp;E verification by CPIU</li> <li>☐ Technical Audit by subprojects</li> <li>☐ Purchase of motorbikes and vehicles</li> <li>☐ Motorcycle riding course</li> <li>☐ Demand-driven capacity building</li> <li>☐ Office equipment and IT support and air time</li> <li>☐ Office materials</li> <li>☐ Purchase of Handheld GPS and Smartphones</li> <li>☐ Vehicle O&amp;M</li> <li>☐ Strategic partnership processes and engagement</li> </ul> <p><b>Scholarship Program</b> (Application &amp; selection process) Formal (High school) Vocational Certificate Diploma</p>	National, County, and Concurrent 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 SDBE&F, 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 students<sup>5</sup> 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 run for the entire project implementation period. This is to provide for four interns per county. The internship period will be for a maximum period of one year 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.

<sup>5</sup> Coastal students refers to student who were born and educated at either Primary or Secondary school level within the coastal region.

### 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, 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 by the Educational Body in the local dailies, social media, Project and county websites and public notice boards. 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 policy. The NPCU and CPIUs 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 both new and continuing students starting in 2020. Only continuing students will be considered for the scholarship opportunity in the subsequent years. From 2023, each academic year during the entire project implementation period, 30 scholarships will be awarded per county thus making a total of 150 scholarships offered per academic year.

### 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, books, personal effects and stipend all valued at approximately KES 100,000 per academic year.

### 4.5.5.3 Implementation Modality

Calls for application will be made by the Educational Body through social media, Project and county websites, local dailies and public notice boards. 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 performance<sup>6</sup>
- Registered as full-time students
- Must be below 25 years of age
- Special consideration to be given to students from VMG communities and the orphaned.

#### 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 NPCU and CPIUs 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. Each academic year during the entire project implementation period, 30 scholarships will be awarded per county thus making a total of 150 scholarships in every academic year. 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 Kes 100,000. An allowance to support accommodation and other costs of KShs. 20,000.00 will be provided to the student. Upon graduation,

<sup>6</sup> Possibility of having 250 marks on average and 200 marks for students from VMG

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 by the Educational Body through social media, Project and county websites, local dailies and public notice boards. 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 Diploma Training**

The Project 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 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 the entire project implementation period. Each academic year, 30 scholarships will be awarded per county thus making a total of 150 scholarships offered in every academic 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 Kes 300,000 to cover two years of study. Living expenses at Kes 20,000 per semester, books, and school supplies will also be provided on an annual-basis, while laptops will be provided on need-basis once during the entire scholarship period.

#### **4.5.7.4 Implementation Modality**

Calls for diploma scholarships will initially be made by the Educational Body through social media, Project and county websites, local dailies and public notice boards. 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). 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 35 years of age

#### **4.5.8 Scholarships for Certificate Training**

The Project certificate 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 country. Potential applicants should be students pursuing a career in fisheries, natural resource management, community development or other areas relevant to the coastal region.



#### 4.5.8.1 The objectives of the certificate 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

#### 4.5.8.2 Scholarship Period

The scholarship program will run for the entire project implementation period . Each academic year, 30 scholarships will be awarded per county thus making a total of 150 scholarships offered in every academic year

#### 4.5.8.3 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 Kes 200,000 to cover two years of study. Living expenses at Kes 20,000 per semester, books, and school supplies will also be provided on an annual-basis, while laptops will be provided on need-basis once during the entire scholarship period.

#### 4.5.8.4 Implementation Modality

Calls for certificate scholarships will initially be made by the Educational Body through social media, Project and county websites, local dailies and public notice boards. 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). 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)

#### 4.5.8.5 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.

#### 4.5.8.6 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 35 years of age

## 4.5.9 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

### 4.5.9.1 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.

### 4.5.9.2 Management of Internships and Scholarships

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

Refer to scholarship guidelines for more details on selection criteria.

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:
    - Ø Whose idea it was to formulate the proposal
    - Ø The process the proposal has gone through at community level
    - Ø Degree of gender participation
    - Ø Environmental considerations
    - Ø Community contribution and how this will be made
    - Ø Land availability and ownership for infrastructure that require land for implementation
    - Ø 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 Partners arrangements, procedures and criteria**

The KEMFSED implementation strategy will be strengthened by developing a working arrangement with Strategic Partners (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 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
<b>A. Grants</b>						
Grants for Livelihoods/Economic Enhancement						
Grants for Social Welfare						
Grants for Environment/ Natural Capital						
Scholarship Program						
<b>B. Support services</b>						
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 CPIUs 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.

The National Project Coordination Unit (NPCU) shall onboard contracted key staff, with qualifications, experience and under acceptable terms of reference including one procurement specialist, one financial management specialist, one environmental and health and safety specialist, one social safeguards specialist, one monitoring and evaluation specialist and any other technical, fiduciary, and safeguard specialists as may be deemed necessary during the lifetime of the project. In such instances, the Daily Subsistence Allowance (DSA) for the contracted specialist will be at civil servant grading equivalent to “P to R”.

### 5.2 Decision making procedures for national, devolved and concurrent activities

The proposed arrangements would ensure that MMBE&MA through SDBE&F, 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 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 implemented. 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](http://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 centrally: 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 SDBE&F 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 1<sup>st</sup> 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 Euro; (ii) A Project Account (PA) in Kenyan Shillings opened by SDBE&F in the CBK or financial institution acceptable to Bank/IDA, from which the project's payments will be made; (iii) For counties, SDBE&F 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 for Blue Economy and Fisheries 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 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 SDBE&F to facilitate the flow of funds to the project.

To facilitate payments, the PS of the SDBE&F 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 SDBE&F 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 SDBE&F 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.

### **5.4.8 Staffing**

The NPCU 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 SDBE&F SDBE&F 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 SDBE&F 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 30<sup>th</sup> 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 Safeguards<sup>7</sup>

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

<sup>7</sup> All Project environmental and social safeguards reports and management plans to be complied with during project implementation

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-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	<ul style="list-style-type: none"> <li>Screen sub-projects. This sub activity entails the following steps:</li> <li>Administer the environmental and social screening checklist on the proposed projects</li> <li>Analyze, verify and decide on the level of impact and risk of the project</li> <li>Share the report with County Environment Committee (CEC) through County Director of Environment (CDE)</li> <li>If the impact is insignificant the CPCU will sanction the implementation</li> <li>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.</li> <li>CPCU in consultation with the county director of environment (CDE) will sanction ESIA full study where necessary</li> <li>Publicly disclose all environmental and social due diligence reports in a manner accessible to all project stakeholders (ESIA/ESMP/RAP/VMGP).</li> </ul>	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, analyze 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 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

### **Ø 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](http://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
iii. 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

### 5.8.2 Implementation of Communication Strategy

- i) The implementation will include:
- ii) **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.
- iii) **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.

**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.

### 5.8.3 Roles and Responsibilities of the Communication Partners at All Levels

- **National Level:**

Parliament and cabinet, MMBE&MA, 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

#### **5.8.4 Institutional Communication and Knowledge Management Framework**

The Institutional Communication and Knowledge Management Framework, defines:

- Ø 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,
- Ø 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

- a) 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:
  - b) **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.
  - c) **Process monitoring:** Identifying factors affecting the progress of project activities and production of output.
  - d) **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 non-seaweed)
- 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)
- Infrastructural facilities developed/ upgraded in support of fisheries management

### Intermediate Level Indicators

Ø *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
- Scores on Marine Spatial Planning

Ø *Component 2: Coastal Community Empowerment and Livelihoods*

- Grants delivered to members of Common Interest Groups (CIGs) and Community Based Organization (CBOs) (disaggregated by gender)
- Improvement in basic social infrastructure to benefit coastal households
- 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
<b>1. National Project Steering Committee</b>						
Semi-annual meetings						
<b>2. Project Technical Advisory Committee</b>						
Quarterly meetings						
<b>3. National Coordination Unit</b>						
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						
<b>4. Monitoring and Evaluation</b>						
<b>5. IEC and communication strategy</b>						
Prepare a communication strategy						
Developing IEC material						
Participation in county events to showcase successes						
Project branding						
<b>6. Citizen's engagement</b>						
Citizen's /stakeholder engagement plan						
Citizen's engagement forums						
<b>7. Grievance Redress Mechanism</b>						
Plan to address GBV and SEA related issues and risks						
Implementation of GRM						
<b>8. County Project Implementation Unit (CPIU)</b>						
Semi-annual County level Steering Committee Meetings						
<b>9. Project Coordination and Support</b>						
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						
<b>10. Trainings</b>						
Training on project management, fiduciary & safeguards						
Training on GEMS M&E App						
Training on guidelines & preparation of annual training plans						
<b>11. Project implementation support and WB missions</b>						

### 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 institutionalized at various levels within the project area. Whilst based on participatory approaches, capacity development will also emphasize 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 visualization 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 sensitized 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.

### 5.9.6 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 SDBE&F 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	
<b>Improve management of priority fisheries</b>							
Fisheries management plans implemented (CRI, Number)		0.00	0.00	0.00	1.00	0.00	2.00
Proportion of nearshore waters under improved management (Percentage)		0.00	0.00	0.00	8.00	37.00	45.00
<b>Improve management of mariculture</b>							
Annual production in mariculture by small-scale producers supported by the project (Metric ton)		37.00	37.00	60.00	90.00	170.00	250.00
Seaweed (Metric ton)		30.00	30.00	50.00	70.00	140.00	200.00
Non-seaweed (Metric ton)		7.00	7.00	10.00	20.00	30.00	50.00
Indicator Name	DLI	Baseline	Intermediate Targets				End Target
			1	2	3	4	
<b>Strengthen access to complementary livelihood activities in coastal communities</b>							
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
Infrastructural facilities developed/upgraded in support of fisheries management (Number)		0.00	0.00	0.00	0.00	3.00	5.00

### Intermediate Results Indicators by Components

Indicator Name	DLI	Baseline	Intermediate Targets				End Target
			1	2	3	4	
<b>Component 1: Governance and Management of Marine Fisheries</b>							
Policies, regulations and national plans of action (NPOAs) for fisheries and mariculture completed and submitted to Cabinet (Number)		0.00	0.00	1.00	2.00	4.00	5.00
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

### Component 2: Coastal Community Empowerment and Livelihoods

Indicator Name	DLI	Baseline	Intermediate Targets				End Target
			1	2	3	4	
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	00.00	30.00	50.00	75.00
Beneficiaries with access to livelihood-related training and/or technical assistance supported by the project (Number)		0.00	20,000.00	45,000.00	70,000.00	90,000.00	90,000.00
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 SDBE&F	Review of annual reports from SDBE&F	NPCU M&E function
Proportion of nearshore waters under improved management	The indicator is measured as the area (km <sup>2</sup> ) 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 Km <sup>2</sup> .  '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]				



Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
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 metric tons); mud crabs (2 metric tons); marine tilapia (1 metric ton). [Annual targets.]	Annual	Tracking survey	Tracking survey	NPCU M&E function

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
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.</p> <p>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
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.</p> <p>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

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
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
Infrastructural facilities developed/ upgraded in support of fisheries management (Number)	This indicator measures the number of infrastructural facilities developed/upgraded to support fisheries management. These include offices and landing sites as follows: <b>National level</b> – Uvuvu House, in Nairobi and National Mariculture Resources Training Centre (NAMARET) in Shimon, Kwale. <b>County level</b> – three offices to be rehabilitated in Msambweni (Kwale), Malindi (Kilifi) and Kipini (Tana River); five offices to be constructed in Msambweni (Kwale), Liwatoni (Mombasa), Kilifi, Minjira (Tana River) and Lamu; and five landing sites facilities to be developed in Mwaepe (Kwale), Kidongo (Mombasa), Kilifi Central, Kipini (Tana River) and Mukoe (Lamu).	Quarter	Site reports, site minutes, payment certificates, completion certificates	Review of site reports.	NPCU M&E Function



## Monitoring & Evaluation Plan: Intermediate Results Indicators

Indicator Name	Definition/Description	Frequency	Data source	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	<p>Policies, regulations and national plans of action (NPOAs) for fisheries and mariculture include:</p> <p>a) National fisheries policy; b) Aquaculture policy; c) Blue Economy Strategy &amp; Master Plan; d) MCS Interagency Regulations; f) NPOA for sharks, seabirds and turtles.</p> <p>[Cumulative targets]</p>	Annual	Policies, regulation and NPOAs	Review of policies, regulation and NPOAs	NPCU M&E function
Score on Fishery Information and Monitoring System	<p>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 KeFS and in all five County fisheries depts. project completion. [Cumulative targets]</p>	Annual	Number of catch entries and entry dates	Review of number of catch entries and entry dates	NPCU M&E function
BMUs achieving a minimum of 4 performance targets	<p>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 40% of annual required budget is received in revenue for the previous calendar year; and f) BMU has collected and submitted at least 50% of the target number of catch records for catch monitoring in at least 10 out of 12 months. [Cumulative targets]</p>	Annual	Field survey	Field survey	NPCU M&E function

Indicator Name	Definition/Description	Frequency	Data source	Methodology for Data Collection	Responsibility for Data Collection
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) observer programmes undertaken; 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	
Beneficiaries in targeted fisheries communities have access to fishing landing sites infrastructure (Number)	This indicator measures the number of landing sites facilities developed in Mwaepi (Kwale), Kidongo (Mombasa), Kilifi Central, Kipini (Tana River) and Mokowe (Lamu) and beneficiaries in targeted fisheries communities.	Quarter	Site reports, site minutes, payment certificates, completion certificates	Review of site reports.	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

Indicator Name	Definition/Description	Frequency	Data source	Methodology for Data Collection	Responsibility for Data Collection
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	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. Gender Indicator [Cumulative targets]	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	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. Gender Indicator [Cumulative targets]	Annual	Project and activity records	Review project and activity records	NPCU and CPIUs M&E function



# Annex 2:

## Terms of Reference for KEMFSED Project Staff Positions

### National Project Coordinating Unit (Technical Team)

#### 2.1 National Project Coordinator (NPC)

Reporting to the Principal Secretary (PS), State Department for Blue Economy and Fisheries (SDBE&F), or a senior official designated by the PS on his/her behalf, the NPC will be the head of the NPCU and shall be responsible for the overall coordination and management of KEMFSED Project activities, including provision of strategic guidance on the day-to-day implementation of activities in accordance with World Bank's guidelines stipulated in the Financing Agreement (FA) and GoK's fiduciary requirements. He/she will be the Secretary to the National Project Steering Committee (NPSC) chaired by the Cabinet Secretary, MMBE&MA as well as the Project Technical Advisory Committee (PTAC) chaired by the PS, SDBE&F.

#### Responsibilities:

- Provide effective leadership to the NPCU;
- Coordinate and facilitate the preparation and signing of Participation Agreements (PAs) between the MMBE&MA and Governors of the 5 participating counties and subsequent implementation of KEMFSED Project in the respective Counties in line with the PAs;
- Oversee and facilitate the capacity building program for participating County Governments by the national implementing agencies;
- Act as a liaison between the MMBE&MA and the World Bank Task Team Leader (TTL) and facilitate communication with the National Treasury (NT), Council of Governors (CoG), participating County Governments; and other project executing agencies;
- Lead the preparation of project Annual Work Plan and Budgets (AWPBs) and associated Procurement Plans for the project;
- Ensure the effective utilization of project funds and other resources according to the AWPB and Procurement Plan through supervision and monitoring. This will include supervision of staff of the NPCU (including conducting annual performance reviews) and, in collaboration with the County Project Steering Committees (CPSCs), oversee the activities of the County Project Coordination Units (CPCUs) staff;
- Ensure that progress, audit and other reports are produced and submitted to the appropriate parties on a timely basis;
- Ensure compliance of the project to all laid down World Bank/GoK guidelines including fiduciary (procurement and financial management), environmental and social safeguards (environmental assessment, natural habitat, pest management, resettlement policy, and indigenous peoples);
- Ensure the timely dissemination of project experience and results to relevant stakeholders within the learning community;

- Ensure adequate liaison, synergies and networking with other agencies either working in the project area or potentially concerned with project activities. This will include synergy with the relevant ministries, national and international fisheries research institutes (KMFRI, NGOs, donors, and other relevant stakeholders as well as other World Bank-funded projects;
- Ensure that an effective communication channel with all 5 participating counties, stakeholders and other donors is established;
- Represent the project at relevant functions and meetings;
- Act as Secretary to the NPSC and PTAC;
- Implement the decisions of the NPSC and PTAC;
- Undertake project completion and financing closing activities when due; and
- Perform any other duties relevant to the project as may be assigned by the PS or his designated representative.

### **Qualifications and Experience:**

The holder of the position must have excellent leadership and interpersonal skills, be capable of leading an inter-disciplinary team of professionals and interact at senior levels of national and county governments, and other stakeholder institutions. The right candidate will have the following qualifications:

- Master's degree or higher in Fisheries Sciences (e.g. Fisheries Management, Fisheries Biological Sciences, Natural Resources Economics, Food Science Technology, Aquaculture, or any other relevant skill)
- At least 15 years of management experience in agricultural production, marketing or business development with:
- Demonstrated ability in working with government institutions, international organizations or the private sector.
- Experience in donor-funded project coordination and management, preferably the World Bank or other development partners.
- Knowledge of the World Bank project cycle, the World Bank Financial and Procurement Management guidelines, the World Bank Environmental and Social Safeguards, and their related reporting procedures will be an added advantage;
- Good understanding of national agricultural policies, strategies and regulatory framework for the various inputs and commodities in Kenya;
- Demonstrable knowledge and proven experience on agricultural value chains development and livelihood diversification interventions;
- Conversant with community-led demand-driven development livelihood approaches;
- Ready for flexible working hours and extensive work load as well as frequent domestic travel to support the CPCUs embedded in the county governments;
- Strong computer and communications skills (oral, written, presentation) with proficient working knowledge and other relevant software for technical analysis and reporting;
- Strong interpersonal skills with evidence of ability to productively interact with a wide range and levels of stakeholders (Government, private sector, NGOs, and research institutions); and
- Fluency in written and oral English and Kiswahili.

## 2.2 Component 1 Coordinator (CC1)

Component 1 Coordinator (CC1) will be reporting to the National Project Coordinator (NPC). The CC1 will be in charge of strengthening governance and management of marine fisheries and aquatic resources for KEMFSED Project and a member of the management team of the NPCU, providing support to the NPC in overall

### Responsibilities:

- Provide effective leadership to project staff and other partners involved in implementation of activities related to governance and management of marine fisheries resources – Component1;
- Participate in the implementation of the KeFS strategies to control overfishing maintain or improve stock productivity and enhance associated ecosystem integrity that are documented in management plans involving relevant stakeholders;
- Participate in and supervise project activities towards coordination and institutional strengthening to ensure fisheries and aquaculture resources are safeguarded in the context of implementing the blue economy framework;
- Strengthen existing Fisheries Information System (FIS) to ensure availability of integrated sectoral information to communicate the importance of fisheries and aquaculture sector in broader coastal developments;
- Implement strategies for improving management of inshore/small scale fisheries;
- Implement strategies for improving management of offshore fisheries;
- Take a lead in the preparation of the management plans and subsequent roll-out of implementation among participating counties and communities;
- Take a lead in planning and preparation of AWP&Bs for component 1 activities at county and national level;
- Advise on the formation, training and operation of frontline extension workers (FEWs)and communities in governance and management aspects;
- Advise the NPCU and CPCUs in the identification, development and implementation of governance and management strategies that will be employed in community micro/ sub-projects implementation;
- Advise CPCUs on the development of contracts and MoUs for Partner agency engagement;
- Identify capacity building gaps in governance and management and plan and implement capacity building to stakeholders, project staff and communities to address the identified gaps;
- Ensure adequate synergies and coordination of Component 1 activities with those in Components 2 and 3 of the project, in collaboration with the national coordinators;
- Support the NPC in overall governance and management aspects of the project;
- Contribute to the preparation of periodic component progress reports;
- Perform any other duties assigned by the National Project Coordinator.

### Qualification and Experience:

This is a senior management position requiring a results-oriented professional committed to empowering staff, stakeholders and communities to realize their development goals and addressing governance and management aspects of the resources. The right



candidate will be a good team player with the following qualifications:

- Master's Degree in Fisheries, Aquaculture, Natural Resource Management, Community Development or any other related agricultural or social sciences from a recognized university;
- 10 years' hands-on experience in governance and management of natural resource, environmental sustainability and ecosystem integrity related issues;
- Take a lead in planning and preparation of AWP&Bs for component 1 activities at county and national level;
- Good understanding of national fisheries policies, strategies and regulatory framework for marine and fisheries development;
- Proven capacity for relevant intellectual and operational leadership in governance and management work, particularly for stakeholders and community-based development;
- Ready for flexible working hours and extensive work load as well as frequent domestic travel to support the CPCUs embedded in the county governments at the coast;
- Strong computer and communication skills (oral, written, presentation) with proficient working knowledge and other relevant software for technical analysis and reporting;
- Strong interpersonal skills with evidence of ability to productively interact with a wide range and levels of organizations stakeholders (Government, private sector, NGOs, and research institutions); and
- Fluency in written and oral English and Kiswahili.

### **2.3 Component 2 Coordinator (CC2)**

Reporting to the NPC, the CC2 will be in charge of all activities of the project related to strengthening of community groups, CIGs and CBOs (Be responsible for the entire oversight of the implementation of subprojects) and a member of the management team of the NPCU, providing support to the NPC in overall coordination and management of the project.

#### **Responsibilities:**

- Coordinate the preparation of handbooks for all priority intervention to be supported under the project and their subsequent utilization in training of facilitators and application in the interventions implementation and reviewing the Grants Manual that will outline procedures for the implementation of component 2 at National and County levels;
- Coordinating the development of training activities at county and community levels integrating the participatory leadership in the management of all project components while ensuring that the curricula and training materials for communities and backstopping teams under component 2 are defined at the outset of project implementation by the relevant technical experts amongst National and County staff and Partner Agencies;
- Guiding participating county staff and target communities in participatory identification, planning, implementation, monitoring and evaluation of priority interventions and providing guidance for CIGs/ VMGs/ CBOs and developing support activities, including the establishment of stakeholder forums and

- transformation of interventions into profitable businesses;
- Providing effective leadership and guidance to project staff and other partners involved in implementation of activities related to strengthening community organizations and CBOs – Component 2;
  - Take a lead in planning and preparation of Annual Work Plans and Budgets (AWP&Bs) for component 2 activities at county and national level;
  - Facilitate establishment of Strategic Partnerships and other business ventures geared at improving access to input, output and service markets by targeted smallholder farmers/ producers;
  - Ensure adequate synergies between Components 2 activities to those of Components 1 and 3 of the project, in collaboration with the other coordinators;
  - Coordinating development of and oversee implementation of inter-sectoral and interagency activities in the project area;
  - Providing technical backstopping and community-training activities;
  - Developing TORs for short term consultancies within the component;
  - Overseeing monitoring and evaluation activities for Component 2;
  - Monitor the development of innovative business models and, in collaboration with the Communication Officer, and the Monitoring and Evaluation Coordinator, ensure related knowledge management, including the identification of policy lessons, are appropriately captured in the Project Learning System;
  - Contribute to the preparation of periodic progress reports;
  - Ensuring that all project investments benefit all sub-groups in the community especially the different genders;
  - Supporting County teams in developing strategies of promoting inclusive development at the grass root level by integrating the vulnerable and marginalized groups.
  - Performing any other duties assigned by the National Project Coordinator.

### **Qualifications and Experience:**

- Master's degree in Fisheries or Natural Resource Economics, Natural Resource Management, Economics, Cooperative Development, Marketing, Agribusiness, Rural Development, Agriculture or a related discipline from a recognized university,
- Have strong analytical and administrative skills with solid writing and communications abilities.
- The successful candidate will have proven capacity for relevant intellectual and operational leadership in development work.
- He/she should demonstrate excellent judgment, reliability, and flexibility.
- He/she will have experience and understanding of the importance of the communities' role in bringing about its own development and will be committed to the sustainable development of irrigation, livestock, fisheries and subsistence farming production and marketing systems.
- The candidate should have 10 years' experience of community work and sustainable livelihoods development;
- Have knowledge and experience of government finance and procurement systems.

## **2.4 Project Accountant (PA)**

Reporting to the NPC, the PA will be responsible for managing project finances in accordance with the requirements of the Financing Agreement and related documents (Project Implementation Manual, Procurement and Financial Management Manual etc.) including verifying the availability of funds against approved work plans and budgets (AWPBs) and all expenditure requests before payments are made. He/she provides leadership to the Project Finance Team and is a member of the management team of the NPCU, providing support to the NPC in overall coordination and management of the project.

### **Responsibilities:**

- The roles and responsibilities of the PA include but are not limited to: -
- Develop and put into operation the project financial and procurement system;
- Process accurately and promptly all accounting transactions including project payments for planned activities, operating expenses, travel, consultant /vendor payments and other office running expenses;
- Prepare timely periodic statement of expenditure (SOE) reports and fund replenishment (Withdrawal Application) requests, carefully checking and inspecting all supporting documents;
- Prepare, implement and review the funding of budgeted and actual annual cash flows and ensure adequate follow up on matters needing clarification;
- In collaboration with the counties' project accountants and implementing project teams, prepare quarterly and annual financial reports in agreed formats in line with the Financial Management Manual;
- Maintain accounts reconciled at any given point in the Project period and avail them including supporting documentation for auditing;
- Support the NPCU and CPCUs in the facilitation of external financial audits e.g. OAG, IAD or the World Bank;
- In consultation with the Head of the Accounting unit at the Ministry and the NPC, oversee the proper maintenance of the project finance and accounting system in accordance with the PFM and financial regulations and procedures of the National Treasury and the World Bank;
- Contribute in the planning and preparation of annual budget and work plans as well as monitoring of the budgeted expenses;
- Ensure that project annual work plans are budgeted and included in MALF overall budget before submission to the National Treasury;
- Ensure government internal control procedures are adhered to;
- Support county project accountants in all the 5 participating counties;
- Provide advice to Project management on accounting and administration matters; and
- Perform other duties as may be assigned by the NPC.

### **Qualifications and Experience**

- This is a senior management position requiring a strong financial management professional of unquestionable integrity. The right candidate will be a team player with the following qualifications;
- Master's degree or higher in Accounting, Finance, Business Administration,



- Economics or related field from a recognized university plus professional accounting qualification (CPA-K);
- 10 years working experience in Accounting and Finance, 3 of which in senior management position;
- Familiarity with financial management/accounting in a government ministry/department and donor-funded projects. Familiarity with the World Bank Accounting Guidelines will be an added advantage;
- Knowledge of computerized accounting systems e.t.c.;
- Good working knowledge of accounting, financial control, banking, procurement and personnel policies and procedures;
- Strong computer and communications skills (oral, written, presentation) with proficient working knowledge, accounting and other relevant software for technical analysis and reporting;
- High level of personal and professional integrity with strong analytical skills and ability to function well in a multi-cultural and inter-disciplinary environment;
- Strong interpersonal skills with evidence of ability to productively interact with a wide range and levels of stakeholders (Government, private sector, NGOs, and community organizations);
- Ready for flexible working hours and extensive work load as well as frequent domestic travel to support the CPCUs embedded in the county governments; and
- Fluency in written and oral English and Kiswahili.

## **2.5 Assistant Accountant (AA) – 2**

Reporting to the PA, the Assistant Accountant shall be a member of the project finance team, supporting the NPA to manage project finances in accordance with the requirements of the Financing Agreement and the financial management manual.

### **Responsibilities**

- Preparation of project accounts;
- Preparation and submission of periodic financial reports;
- Verification of supplier's invoices for payment, including service providers' requests for funds, and timely implementation of payment procedures;
- Timely posting of all project accounting vouchers on the accounting software;
- Exercise proper custody of all posted vouchers and other accounting documents;
- Preparation of withdrawal applications;
- Replenishment of operational account with project bank account;
- Facilitate financial audits and implementation support missions;
- Regular sharing of account printouts by components to the heads of Components for analysis and comments; and
- Undertake any other duties assigned by the PA.

### **Qualifications and Experience**

- Bachelors' degree in Accounting, Finance or a related field from a recognized institution plus a professional accounting qualification (at least CPA II);
- Five (5) years' practical working experience in a project financial management unit and acquainted with accounting procedures in the public administration

- sector or with internationally financed projects;
- Previous experience with World Bank financial management guidelines will be an added advantage;
- Good knowledge of computer applications in accounting such as TOMPRO, PASTEL, SUN;
- Used to work under pressure and meet critical deadlines; and
- Fluency (reading, writing and speaking) in English and in Kiswahili.

## **2.6 Procurement Officer (PO)**

Reporting to the NPC will be a member of the NPCU finance team responsible for overseeing the preparation and execution of the project procurement plans to effectively support project operations, ensuring strict adherence to World Bank and GoK procurement guidelines.

### **Responsibilities:**

- Finalization of the project Procurement Manual and subsequent training of other procurement staff and technical officers at national and county levels on procurement guidelines and their role in fast-tracking procurement under the project;
- Guidance and capacity building of participating counties, partner institutions and communities on authorized procurement policies and procedures;
- Coordination of procurement of project works, goods and services at national level and guidance to decentralized procurement at county, community, and partner institutions level as appropriate;
- Ensuring proper use and conservation of project assets;
- Preparation of annual project procurement plans in collaboration with other members of the NPCU, participating counties and implementing partners, and submitting same for approval by the NPSC and World Bank along with the AWPB;
- Ensuring the preparation and advertisement of TORs, tender and contract documents for specific procurements according to GOK and World Bank guidelines;
- Participation in relevant tender committee meetings at the Lead Agency and assisting with the preparation of committee reports;
- Review and advise on tender evaluation reports prepared by the Counties and other implementing agencies and making necessary follow-ups;
- Maintaining high quality procurement files and contract registers for review by supervision missions and auditors;
- Preparation of regular procurement progress reports; and
- Undertake any other duties assigned by the NPC.

### **Qualifications and Experience:**

- Master's degree in Commerce, Economics, Supply Chain Management, Purchasing and Supplies Management, Public Administration, Law, Accounting or any other related field from a recognized university plus professional qualification in Procurement/Supplies Management. A post graduate qualification will be an added advantage;
- 8 years' experience with procurement of civil works, goods and services for GOK/

- donorfunded projects;
- Experience in preparing tender and contract documents for national and international competitive bidding will be an added advantage;
- Comprehensive knowledge of Public Procurement Laws and Regulations, as well as procurement guidelines of the World Bank or other donors;
- Strong computer and communications skills (oral, written, presentational); and
- Fluency in English and Kiswahili.

### **2.7 Procurement Assistant (PA) - 2**

Reporting to the PO, the PA will be responsible for supporting efficient administration and management of the procurement and contracts management functions of the project in accordance with World Bank and GoK procurement guidelines.

#### **Responsibilities:**

- Support in guidance and capacity building of participating counties, partner institutions and communities on procurement policies and procedures of the project;
- Support in procurement of project works, goods and services at national level and guidance to decentralized procurement at county and partner instructions level as appropriate;
- Preparation of annual project procurement plans in collaboration with other members of the NPCU, participating counties and implementing partners, and submitting same for approval by the NPSC and World Bank along with the AWPB;
- Preparation and advertisement of TORs, tender and contract documents for specific procurements according to GOK and World Bank guidelines;
- Participation in relevant tender committee meetings at the Lead Agency and assisting with the preparation of committee reports;
- Maintenance of high-quality procurement files and contract registers for review by supervision missions and auditors;
- Preparation of regular procurement progress reports; and
- Undertake any other duties assigned by the PO.

#### **Qualification and Experience:**

- Diploma or higher in Supplies Management or any other procurement related field from a recognized learning institution plus professional qualification/ accreditation in Procurement/Supplies Management (Institute of Supplies Management).
- 3 years' experience with procurement of civil works, goods and services for GOK/ donorfunded projects;
- Experience in preparing tender and contract documents for national and international competitive bidding will be an added advantage;
- Comprehensive knowledge of Public Procurement Laws and Regulations;
- Strong computer and communications skills (oral, written, presentational); and
- Fluency in English and Kiswahili.



## **2.8 Monitoring and Evaluation Coordinator (M&EC)**

Reporting to the NPC and working very closely with the three Component Coordinators, the Monitoring and Evaluation Coordinator (M&EC) will coordinate the establishment and operation of an integrated project learning system for KEMFSED Project. The system will link five functions: learning and adaptation for continuous improvement of performance; learning-oriented M&E; internal (NPCU/CPCU) and external (stakeholders) communication; innovation and experimentation; and information management. He/she will provide feedback and advice to the NPC on the effectiveness of project implementation and steps needed to achieve anticipated project outputs and outcomes. He/she will be a member of the NPCU management team, supporting the NPC in overall management and coordination of the project.

### **Responsibilities:**

- Oversee the development and implementation of the KEMFSED Project planning, monitoring and evaluation system. This will include taking a lead in the preparation of the Project M&E Manual and subsequent training of NPCU and CPCU staff and other key stakeholders on its implementation;
- Develop and implement processes and guidelines for systematic capture of knowledge, good practices and innovations, and the sharing and use of same to improve project implementation;
- Take a lead in the planning and preparation of the Annual Work Plans and Budgets for the project, ensuring bottom-up planning by participating communities, counties, and partner executing agencies before consolidation into an overall AWPB for the project;
- Coordinate inclusion of KEMFSED Project AWPB into SDBE&F/ MMBE&MA annual budget at the national level and work with participating counties to ensure project activities are appropriately captured in respective CIDPs and annual county development plans;
- Monitor the status and progress of project implementation at national and county level and take a lead in the timely preparation of quarterly and annual progress reports, appropriately consolidated from individual reports prepared by participating counties and executing partner agencies;
- Support advocacy efforts through providing evidence of project impact gathered through the M&E system;
- Coordinate the development and implementation of capacity building programmes for NPCU staff, the counties and implementing partners, including coaching and mentoring in areas of planning, monitoring and evaluation;
- Coordinate surveys and case studies to establish baseline and assess achievements and outcomes of KEMFSED Project activities, including Baseline, Mid-Term and Completion surveys;
- Foster partnerships for broader knowledge-sharing and learning;
- Develop mechanisms for social accountability; Organize and facilitate supervision missions; and
- Undertake any other duties as may be assigned by the NPC from time to time.

### **Qualifications and Experience:**

- This is a senior management position requiring a person with strong analytical skills and commitment to results-based planning and management of projects. The right candidate will be a team player with the following qualifications:
- Master's degree in Project Monitoring and Evaluation, Planning, Economics, Agricultural Economics, Agriculture, Rural Development, Computer Science, Statistics, Communications or other relevant field from a recognized university plus specialized training in M&E;
- 10 years' hands-on experience in planning, monitoring and evaluation of development programs, 3 of which should be at senior management, facilitating learning processes. Experience working with World Bank funded projects will be an added advantage;
- Proficiency in the use of databases, modern information and communication technology (ICT) in development, and other computer applications;
- Demonstrated skills in quantitative and qualitative analysis and data management;
- Demonstrated experience in designing and implementing successful communication and knowledge management strategies for sustainable development, or in planning and implementing strategies at management level;
- Ability to write reports, articles and or pamphlets depicting project interventions and results;
- Strong computer and communications skills (oral, written, presentation);
- Ready for flexible working hours and extensive work load as well as frequent domestic travel to support the CPCUs embedded in the county governments; and
- Fluency in written and oral English and Kiswahili

### **2.9 Communications Officer (CO)**

Reporting to the M&EC, the CO will be a member of the knowledge management and learning system team of KEMFSED Project responsible for planning and execution of the project communications strategy for maintaining healthy internal and external relations.

#### **Responsibilities:**

- Take a lead in preparation of project communications strategy and subsequent awareness creation among project staff, counties, communities and other partner institutions for adherence;
- Advise the Project in the procurement of ICT software and hardware;
- Take a lead in the design and operationalization of the project website;
- In collaboration with the M&E Officers, ensure data quality in project Information System;
- Maintain computer hardware and software systems at NPCU and CPCUs;
- Design and implement capacity building program for NPCU and CPCUs on use of the management information system in consultation with the Human Resource and Administrative Officer;
- Coordinate mapping of project activities using the GIS software;
- Take a lead in preparation of Information, Education and Communication (IEC) materials, including branding, and awareness/sensitization materials;
- Support and maintain internal and external communications with project

- collaborators, implementing agencies, service providers;
- Provide quality control and assurance of project reports and other materials communicating project operations, guidelines and progress;
- Assist in coordinating communication activities and events of the project and partners;
- Assist in conducting awareness creation campaigns, events, information dissemination workshops for target groups, including the project launch at national and county levels;
- Participate in donor visits for showcasing project progress and achievements;
- Oversee the design and editorial content of project website and intranet, ensuring that content is regularly updated and promoted and that the websites remain relevant in consultation with the M&E and ICT Officers;
- Provide support and training in communication for KEMFSED Project staff at national and county levels;
- Draft press releases, statements, news summaries and ensure print and electronic media coverage for Project events and regular or ad- hoc briefings, public information events and press conferences;
- Documentation and dissemination of project success stories;
- Establish complaints handling mechanism/ Grievance Redress Mechanism;
- Maintain the project in-house information resource Centre (library) of relevant project documents/publications, including any externally acquired documents/materials;
- Monitor national, regional and international media, and regularly update NPC of any media coverage relevant to KEMFSED Project work; and
- Perform any other duties as may be assigned from time to time by the NPC.

### **Qualification and Experience:**

- Master's degree in Public Relations, Communication, Media, Journalism or other related field from a recognized university. Possession of tertiary professional qualification in journalism will be an added advantage.
- At least ten (10) years of professional experience in a similar position;
- Experience in copywriting and proofreading within a Public Relations, Journalism or Communications role;
- Demonstrated work experience in media relations and a track record in securing media coverage; and
- Good mastery of English and Swahili (both verbal and written).

### **1.10 Training Coordinator**

Reporting to the NPC and working very closely with the two Component Coordinators and the five CPCs, He/she will be a member of the NPCU management team, supporting the NPC training management.

### **Responsibilities:**

- Carry out training needs assessments and formulate staff development and/ or training plans;
- Coordinate the planning and execution of training initiatives across all the Project components in collaboration with the components coordinators;
- Provide periodic backstopping to counties and national level staff (including



- external agencies);
- Liaise with the CPCs in strengthening capacity at community, county and national levels and create linkages between institutions;
- Provide guidance and support to TAs and other county officers concerning their training activities;
- provide feedback and advice to the NPC on the trainings and the effectiveness of planned training schedules and steps needed to achieve anticipated project outputs and outcomes;
- Together with the CCI, CC2 and CPCs, develop annual Project Training Plans (PTPs) based on community, county and national training schedules for submission to World Bank for approval including targeted training activities such as 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; and Long and/or Short courses for staff members;
- Coordinate implementation of training schedules at the community, county and national level including gender, governance, human rights, Youth, HIV/AIDS, Drug and Substances Abuse and other cross cutting activities trainings as implemented in the project;
- Coordinate the dissemination of relevant information and appropriate interventions in collaboration with the CO;
- Participation in backstopping, monitoring and evaluation of sub-projects;
- Plan and Participate in annual exhibitions and exchange visits together with the CC1, CC2 and CPCs;
- Organize and Participate in stakeholder fora;
- Assist in the development and documentation of Project manuals and guidelines;
- Prepare and implement training work plans and budgets;
- Compile periodic training reports; and
- Carry out any other tasks assigned by the National Project Coordinator.

## Qualifications

Possesses a university degree in Social Studies or Education. A minimum of 5 years' experience in planning and implementing training programmes. Experience in development work will be an added advantage. He/ She must be fluent in English language oral/writing skills.

### 1.11 Environmental Safeguards Specialist

Reporting to the NPC, the Environment Safeguards Specialist (ESS) will be responsible for ensuring that all KEMFSED Project activities are implemented in accordance with all the Safeguards Frameworks triggered during implementation of project interventions.

## Responsibilities

- Provide technical advice to project staff, participating counties and other implementing partners on issues of environmental and social safeguards, natural resources management and environmental sustainability;
- Develop public education and awareness materials on environmental safeguards;
- Coordinate capacity building activities on environmental safeguards at national and county level;

- Review and update screening checklists, proposal formats and reporting systems in relation to safeguards, natural resources and environment management where necessary to improve the project implementation process in consultation with the relevant stakeholders;
- Ensure compliance of project interventions with the requirements set out in the safeguard documents (ESMF, VMG, PF, SA, RPF etc.) specific to KEMFSED Project;
- Prepare and submit quarterly and annual reports on environmental safeguards to the NPC in consultation with the implementing partners; and
- Undertake any other duties assigned by the NPC.

### **Qualification and Experience:**

- Master's Degree in Natural Resources Management, Environmental Science, Geography or any other related course from a recognized university;
- At least ten (10) years working experience in environmental and social safeguards compliance, at least 3 at a senior position;
- Be a registered member of a relevant professional body;
- Competence in information technology and knowledge in multi-sectoral community natural resources and environment planning, GIS as well as current policy on natural resource and environmental management policy issues is a mandatory requirement;
- Good understanding of environmental safeguards guidelines of the Government of Kenya and the World Bank. Working experience in environmental safeguards of World Bank funded projects will be an added advantage;
- Excellent analytical and administrative skills as well as solid writing and communication abilities;
- Demonstrated interpersonal skills and ability to work in a team environment; and
- Fluency in English and Kiswahili.

### **2.12 Social Safeguards Specialist**

Reporting to the NPC, the Social Safeguards Specialist (SSS) will be responsible for ensuring that all KEMFSED Project activities are implemented in accordance with all the Social Safeguards Frameworks triggered during implementation of project interventions.

### **Responsibilities**

- Provide technical advice to project staff, participating counties and other implementing partners on issues related to social safeguards;
- Develop public education and awareness materials on social safeguards;
- Coordinate capacity building activities on social safeguards at National and county level;
- Review and update proposal formats and reporting systems in relation to social safeguards where necessary to improve the project implementation process in consultation with the relevant stakeholders;
- Ensure compliance of project interventions with the requirements set out in the safeguard documents (ESMF, VMG, PF, SA, RPF e.t.c) specific to KEMFSED Project;
- Prepare and submit quarterly and annual reports on social safeguards to the NPC in consultation with the implementing partners; and
- Undertake any other duties assigned by the NPC.

### **Qualification and Experience:**

- Master's Degree in Sociology, Anthropology or any other related course from a recognized university;
- At least ten (10) years working experience in social safeguards compliance, at least 3 at a senior position;
- Be a registered member of a relevant professional body;
- Competence in information technology and knowledge in multi-sectoral community driven development is a mandatory requirement;
- Good understanding of social safeguards guidelines of the Government of Kenya and the World Bank. Working experience in social safeguards of World Bank funded projects will be an added advantage;
- Excellent analytical and administrative skills as well as solid writing and communication abilities;
- Demonstrated interpersonal skills and ability to work in a team environment; and
- Fluency in English and Kiswahili.

### **2.13 Office Administrator (OA)**

Reporting to the NPC, the PA will be responsible for supporting the NPC in effective human resource management and administration of project offices at national and county levels.

### **Responsibilities:**

- Take a lead in preparation of project personnel and administration manual and subsequent awareness creation among project staff to ensure adherence;
- Coordinate and advise on the function of Human Resources and Administration in the Project;
- Develop, disseminate and periodically update HR and administrative policies and procedures in line with the Human Resource Management and Development policies and guidelines;
- Ensure compliance with the Statutory Requirements in Legal Notices issued;
- Maintain accurate and up-to-date staff records;
- Formulate and implement capacity development plans and programs for the Project;
- Coordinate and manage all administrative duties as well as providing logistical support to all staff in collaboration with other members of the Project Coordination Unit;
- Supervise support staff of the NPCU (including drivers) and, in close coordination with CPSCs, of the CPCUs;
- Ensure that the Project has an adequate and well equipped human resource base and conducive working environment at NPCU and CPCUs;
- Coordinate staff contracts, including periodic staff performance reviews;
- Deal with disciplinary cases concerning NPCU and CPCU staff in consultation with the National Project Coordinator and relevant county governments where applicable;
- Carry out any other tasks assigned by the National Project Coordinator.



### **Qualification and Experience:**

- Bachelor's degree in Human Resource Management, Business Administration, Public Administration, or other social sciences plus professional qualification in administration and human resource management;
- A minimum of 8 years working experience in Administration and Human Resource Management;
- Knowledge of GOK personnel procedures and policies;
- Good interpersonal skills and ability to foster teamwork;
- Fluency in English and Kiswahili.

#### **2.14 Drivers (DRV) – 9**

Reporting to the AA, the 9 drivers will provide safe and efficient transport services to the NPC, the NPCU staff, CPCU and official visitors to the project.

### **Responsibilities:**

- Professional driving of the project vehicles in movement of personnel and goods;
- Delivery and collection of mails and other project supplies and equipment;
- Ensuring maintenance of the vehicles as at when due, and keeping the vehicles clean;
- Maintaining appropriate log books and records of the vehicles;
- Ensuring safety of Vehicles; and
- Undertaking any other duties assigned by the NPC or the NHRO.

### **Qualifications and Experience**

- Kenya Secondary School Certificate (D+ or above);
- Acceptable professional driving certificate and possession of a valid driver's license. Possession of basic vehicle maintenance skills will be an added advantage;
- years' accident free driving attested to by reference from the Police, other relevant authority and previous employer;
- First Aid and defensive driving skills; and
- Fluency in English and Kiswahili.

## **County Teams**

#### **2.15 County Project Coordinator (CPC)**

Reporting to the NPC, the County Project Coordinators (CPCs) will be the head of the County Project Implementation Units (CPIUs) and shall be responsible for the overall implementation, coordination and management of KEMFSED Project activities, including provision of strategic guidance on the day-to-day implementation of activities in accordance with World Bank's guidelines stipulated in the Financing Agreement (FA) and GoK's fiduciary requirements at the county. He/she will be the Secretary to the County Project Steering Committee (CPSC) chaired by the County Executive Committee Member (CECM) in- charge of Fisheries as well as the ad hoc County Technical Advisory Committee (CTAC).

The main tasks of the DPCs will include the following:

- Provide an efficient secretariat for the County Project Steering Group (CPSC) in his/her role as the Secretary;

- Supervise and motivate KMFSED Project staff in the county to achieve a result oriented approach to the project development objective;
- Establish and maintain a network between KEMFSED Project and other like-minded projects, networks and organizations involved with the sustainable development of the communities in the county;
- Develop Annual Work Plans and obtain CPSC approval for the same;
- Develop Strategic Partner Contracts for review and approval by the National Project Coordination Unit (NPCU);
- Facilitate the periodical monitoring and evaluation of the project impact, lessons learned and the expenditure trend against the approved budget and agreed targets;
- Implement a participatory monitoring and evaluation system at County and Community level;
- Coordinate the training activities at County and Community levels integrating the participatory leadership approach;
- In consultation with Component 3 Coordinator (CC3), develop specific Contracts and "Memorandum of Understanding" (MOU) which clarify the respective roles vis-à-vis – communities and County, County and CBOs/Individual and communities;
- Ensure that all project investments benefit all sub-groups in the community especially the different genders, vulnerable and marginalized groups and that gender is mainstreamed in all aspects of project management;
- Ensure that the environmental, social and other safeguard related concerns required for the sustainability of the infrastructure designed for all project interventions are addressed at all stages and facilitate conflict resolutions;
- Supervise the formation, training and operation of County Project Implementation Units (CPIUs) to ensure timely and effective implementation of project activities;
- Facilitate consultative meetings with other stakeholders on activities which address common interests and resource mobilization.
- Oversee project financial management and procurement and their implications as defined in the Project Implementation Manual (PIM) and submitting the required reports to NPCU at agreed submission deadlines;
- Facilitate joint planning of activities with CPSC members;
- Oversee data collection and analysis to support the creation of a consolidated database on all key aspects of the Project;
- Ensure that the CPSC establishes all-inclusive committees in line with the existing ESMF, RPF and the IPPF.
- Coordination of duties as may be assigned by the CPC.

### **Minimum Qualifications and Experience:**

The holder of the position must have excellent leadership and interpersonal skills, be capable of leading an inter-disciplinary team of professionals and interact at senior levels of national and county governments, and other stakeholder institutions. The right candidate will have the following qualifications:

- Bachelor's degree or higher in Fisheries Sciences (e.g. Fisheries Management, Fisheries. Natural Resources Economics, Food Science Technology, Aquaculture, Biological sciences or any other relevant skill)
- At least 5 years of management experience in agricultural production, marketing or business development with:
- Demonstrated ability in working with government institutions, international

organizations or the private sector.

- Experience in donor-funded project coordination and management, preferably the World Bank or other development partners.
- Knowledge of the World Bank project cycle, the World Bank Financial and Procurement Management guidelines, the World Bank Environmental and Social Safeguards, and their related reporting procedures will be an added advantage;
- Good understanding of national agricultural policies, strategies and regulatory framework for the various inputs and commodities in Kenya;
- Demonstrable knowledge and proven experience on agricultural value chains development and livelihood diversification interventions;
- Conversant with community-led demand-driven development livelihood approaches;
- Ready for flexible working hours and extensive work load as well as frequent domestic travel to support the CPCUs embedded in the county governments;
- Strong computer and communications skills (oral, written, presentation) with proficient working knowledge and other relevant software for technical analysis and reporting;
- Strong interpersonal skills with evidence of ability to productively interact with a wide range and levels of stakeholders (Government, private sector, NGOs, and research institutions); and
- Fluency in written and oral English and Kiswahili.

### **2.17 County Project Accountant (CPA)**

Reporting to the CPC, the CPA will be responsible for managing project finances in accordance with the requirements of the Financing Agreement and related documents (Project Implementation Manual, Procurement and Financial Management Manual etc.) including verifying the availability of funds against approved work plans and budgets (AWPBs) and all expenditure requests before payments are made. He/she provides leadership on financial matters to the CPIU and is a member of the management team of the CPIU, providing support to the CPC in overall coordination and management of the project.

#### **Responsibilities:**

- The roles and responsibilities of the CPA include but are not limited to: -
- Develop and put into operation the project financial and procurement system;
- Process accurately and promptly all accounting transactions including project payments for planned activities, operating expenses, travel, consultant/ vendor payments and other office running expenses;
- Prepare timely periodic statement of expenditure (SOE) reports and fund replenishment (Withdrawal Application) requests, carefully checking and inspecting all supporting documents;
- Prepare, implement and review the funding of budgeted and actual annual cash flows and ensure adequate follow up on matters needing clarification;
- In collaboration with the counties' project accountants and implementing project teams, prepare quarterly and annual financial reports in agreed formats in line with the Financial Management Manual;
- Maintain accounts reconciled at any given point in the Project period and avail them including supporting documentation for auditing;
- Support the CPCU in the facilitation of external financial audits e.g. OAG, IAD or



- the World Bank;
- In consultation with the Head of the Accounting unit at the Ministry and the NPC, oversee the proper maintenance of the project finance and accounting system in accordance with the PFM and financial regulations and procedures of the National Treasury and the World Bank;
- Contribute in the planning and preparation of annual budget and work plans as well as monitoring of the budgeted expenses;
- Ensure that project annual work plans are budgeted and included in MMBE&MA overall budget before submission to the National Treasury;
- Ensure government internal control procedures are adhered to;
- Support county project accountants in all the 5 participating counties;
- Provide advice to Project management on accounting and administration matters; and
- Perform other duties as may be assigned by the CPC.

### **Qualifications and Experience**

This is a senior management position requiring a strong financial management professional of unquestionable integrity. The right candidate will be a team player with the following qualifications:

- Bachelor's degree or higher in Accounting, Finance, Business Administration, Economics or related field from a recognized university plus professional accounting qualification(CPA-K);
- 5 years working experience in Accounting and Finance, 2 of which in senior management position;
- Familiarity with financial management/accounting in a government ministry/department and donor-funded projects. Familiarity with the World Bank Accounting Guidelines will be an added advantage;
- Knowledge of computerized accounting systems;
- Good working knowledge of accounting, financial control, banking, procurement and personnel policies and procedures;
- Strong computer and communications skills (oral, written, presentation) with proficient working knowledge, accounting and other relevant software for technical analysis and reporting;
- High level of personal and professional integrity with strong analytical skills and ability to function well in a multi-cultural and inter-disciplinary environment;
- Strong interpersonal skills with evidence of ability to productively interact with a wide range and levels of stakeholders (Government, private sector, CBOs, and community organizations);
- Ready for flexible working hours and extensive work load as well as frequent domestic travel to support the CPCUs embedded in the county governments; and
- Fluency in written and oral English and Kiswahili.

#### **2.18 County Procurement Officer (CPO)**

Reporting to the County Project Coordinator, the County Procurement Officer (CPO) will be a member of the CPIU finance team responsible for overseeing the preparation and execution of the project procurement plans to effectively support project operations, ensuring strict adherence to World Bank and GoK procurement guidelines.

## Responsibilities:

- Ensuring that the procurement for the project at the County level would be carried out in accordance with the Government of Kenya and the World Bank's "Guidelines: Procurement Under (IPF) Loans and IDA Credits" dated November 2016, revised July 2017 and August 2018; and "Guidelines: Selection and Employment of Consultants by World Bank Borrowers" and the provisions stipulated in the Legal Agreement, and a Project Implementation Manual;
- Preparing Tenders/Quotations following both the World Bank and Government of Kenya Procurement regulations. Where the Government of Kenya Regulations and those of the World Bank are in conflict, the World Bank procurement regulations will prevail. In the event of a conflict arising, the County Procurement Officer will consult with the Project Procurement Officer at the National office;
- Coordination of procurement of project works, goods and services at county, community, and partner institutions level as appropriate;
- Examining and actioning Procurement Requisitions;
- Administering the procurement process and managing the implementation contracts for goods, services and works required by beneficiary communities.
- Processing of contracts, and placing purchase orders or contracts as appropriate;
- Scheduling deliveries,
- Receiving goods and re-distribution or storage as appropriate and ensuring the inspection/testing criteria are met by the suppliers;
- Verifying invoices for goods and services rendered;
- Preparing and updating monthly procurement plans and Vehicle Usage Returns to the CPIU and NPCU and Preparation of regular procurement progress reports;
- Creating and regularly updating a databank on unit prices of items commonly used in the implementation of community micro-projects, e.g., materials, labour, etc. and ensuring that the data is made easily accessible to communities preparing sub-projects, and at the same time it will serve as a reliable source of information during supervision of sub-projects;
- Maintaining a good record of procurement documentation;
- Training Community Driven Development Committee members on procurement methods, storage, handling of goods, and related documentation; and
- Providing technical advice and training to Community Driven Development Committees in procurement matters;
- Ensuring proper use and conservation of project assets;
- Preparation of annual county procurement plans in collaboration with other members of the CPIU and submitting same for approval by the CPSC and NPCU along with the AWPB;
- Ensuring the preparation and advertisement of TORs, tender and contract documents for specific procurements according to GOK and World Bank guidelines at the county level;
- Participation in relevant tender committee meetings and assisting with the preparation of committee reports;
- Review and advise on tender evaluation reports prepared by the County and making necessary follow-ups;
- Maintaining high quality procurement files and contract registers for review by supervision missions and auditors; and
- Undertake any other duties assigned by the CPC.

### **Minimum Qualifications and Experience:**

- The successful candidate should have 3 years relevant experience in a Government Ministry/Department or large organization in a similar capacity.
- Bachelor's degree in Commerce, Economics, Supply Chain Management, Purchasing and Supplies Management, Public Administration, Law, Accounting or any other related field from a recognized university plus professional qualification in Procurement/Supplies Management. A post graduate qualification will be an added advantage;
- 3 years' experience with procurement of civil works, goods and services for GOK/donor funded projects;
- Experience in preparing tender and contract documents for national and international competitive bidding will be an added advantage;
- Comprehensive knowledge of Public Procurement Laws and Regulations, as well as procurement guidelines of the World Bank or other donors;
- Strong computer and communications skills (oral, written, presentational); and
- Fluency in English and Kiswahili.

### **2.19 County Monitoring and Evaluation Officer (CM&EO)**

Reporting to the CPC and working very closely with the county project team, the CM&EO will coordinate the establishment and operation of an integrated project learning system for KEMFSED Project at the county. The system will link five functions: learning and adaptation for continuous improvement of performance; learning-oriented M&E; internal (NPCU/CPCU) and external (stakeholders) communication; innovation and experimentation; and information management. He/she will provide feedback and advice to the NPC on the effectiveness of project implementation and steps needed to achieve anticipated project outputs and outcomes. He/she will be a member of the NPCU management team, supporting the NPC in overall management and coordination of the project.

### **Responsibilities:**

- Oversee the development and implementation of the KEMFSED Project planning, monitoring and evaluation system at the county level;
- Implement processes and guidelines for systematic capture of knowledge, good practices and innovations, and the sharing and use of same to improve project implementation using templates and formats provided by the Project M&EC; Coordinating the capacity building of county M&E and other technical staff on application of the project M&E system;
- Input county data and information in project information management system for overall monitoring, and for the collection and analysis of data on project achievements and impact, based on a set of gender disaggregated indicators in line with the project results framework and stakeholders' information needs;
- Supervision of baseline, impact and other surveys set out in the project M&E framework at the county level;
- Take a lead in the planning, preparation, implementation and monitoring of the Annual Work Plans and Budgets for the CPIU, ensuring bottom-up planning by participating communities and partner agencies before consolidation into an overall AWP&B for the county;
- Ensuring that all participating partner institutions and communities keep records



- on their activities and feed this information into the Project Learning System;
- Implement a simple reporting system for the monitoring of project activities and preparing regular reports on implementation progress, performance and impact of operations in line with the project M&E office requirements;
- Providing technical backstopping to communities in preparation of their AWP&Bs and for compliance with reporting requirements;
- Coordinate inclusion of KEMFSED Project AWP&B at the county level and work with implementing communities to ensure project activities are appropriately captured in respective CIDPs and annual county development plans;
- Monitor the status and progress of project implementation at county level and take a lead in the timely preparation of quarterly and annual progress reports, appropriately consolidated from individual reports prepared by county officers and partner agencies;
- Support advocacy efforts through providing evidence of project impact gathered through the M&E system;
- Coordinate the development and implementation of capacity building programs for CPIU staff, the communities and implementing partners, including coaching and mentoring in areas of planning, monitoring and evaluation;
- Coordinate surveys and case studies to establish baseline and assess achievements and outcomes of KEMFSED Project activities, including Baseline, Mid-Term and Completion surveys at county level;
- Foster partnerships for broader knowledge-sharing and learning;
- Develop mechanisms for social accountability;
- Organize and facilitate supervision missions at county level; and
- Undertake any other duties as may be assigned by the CPC from time to time.

### **Qualifications and Experience:**

The position requires a person with strong analytical skills and commitment to results-based planning and management of projects. The right candidate will be a team player with the following qualifications:

- Bachelor's degree in Project Monitoring and Evaluation, Planning, Economics, Agricultural Economics, Agriculture, Rural Development, Computer Science, Statistics, Communications or other relevant field from a recognized university plus specialized training in M&E;
- 5 years' hands-on experience in planning, monitoring and evaluation of development programs, 3 of which should be at senior management, facilitating learning processes. Experience working with World Bank funded projects will be an added advantage;
- Proficiency in the use of databases, modern information and communication technology (ICT) in development, and other computer applications;
- Demonstrated skills in quantitative and qualitative analysis and data management;
- Demonstrated experience in designing and implementing successful communication and knowledge management strategies for sustainable development, or in planning and implementing strategies at management level;
- Ability to write reports, articles and or pamphlets depicting project interventions and results;
- Strong computer and communications skills (oral, written, presentation);
- Ready for flexible working hours and extensive work load as well as frequent

- domestic travel to support the CPCUs embedded in the county governments; and
- Fluency in written and oral English and Kiswahili

### **2.20 County Communications Officer (CCO)**

Reporting to the M&EC, the CO will be a member of the knowledge management and learning system team of KEMFSED Project responsible for planning and execution of the project communications strategy for maintaining healthy internal and external relations.

#### **Responsibilities:**

- Take a lead in preparation of project communications strategy and subsequent awareness creation among project staff, counties, communities and other partner institutions for adherence;
- Take a lead in preparation of Information, Education and Communication (IEC) materials, including branding, and awareness/sensitization materials;
- Support and maintain internal and external communications with project collaborators, implementing agencies, service providers;
- Provide quality control and assurance of project reports and other materials communicating project operations, guidelines and progress;
- Assist in coordinating communication activities and events of the project and partners;
- Assist in conducting awareness raising campaigns, events, information dissemination workshops for target groups, including the project launch at national and county levels;
- Participate in donor visits for showcasing project progress and achievements;
- Oversee the design and editorial content of project website and intranet, ensuring that content is regularly updated and promoted and that the websites remain relevant in consultation with the M&E and ICT Officers;
- Provide support and training in communication for KEMFSED Project staff at national and county levels;
- Draft press releases, statements, news summaries and ensure print and electronic media coverage for Project events and regular or ad- hoc briefings, public information events and press conferences;
- Documentation and dissemination of project success stories;
- Establish complaints handling mechanism;
- Maintain the project in-house information resource centre (library) of relevant project documents/publications, including any externally acquired documents/materials;
- Monitor national, regional and international media, and regularly update NPC of any media coverage relevant to KEMFSED Project work; and
- Perform any other duties as may be assigned from time to time by the CPC.

#### **Qualification and Experience:**

- Bachelor's degree in Public Relations, Communication, Media, Journalism or other related field from a recognized university. Possession of tertiary professional qualification in journalism will be an added advantage;
- At least five (5) years of professional experience in a similar position;

- Experience in copywriting and proofreading within a Public Relations, Journalism or Communications role;
- Demonstrated work experience in media relations and a track record in securing media coverage;
- Good mastery of English and Swahili (both verbal and written).

### **2.21 County Environmental Safeguards Officer**

Reporting to the CPC, the County Environmental Safeguards Officer (CESO) will be responsible for ensuring that all KEMFSED Project activities are implemented in accordance with all the Safeguards Frameworks triggered during implementation of project interventions.

#### **Responsibilities**

- Provide technical advice to county project staff, participating communities and other implementing partners on issues of environmental safeguards;
- Develop public education and awareness materials on environmental safeguards;
- Coordinate capacity building activities on environmental safeguards at county level;
- Review and update screening checklists, proposal formats and reporting systems in relation to safeguards, natural resources and environment management where necessary to improve the project implementation process in consultation with the relevant stakeholders;
- Ensure compliance of project interventions with the requirements set out in the safeguard documents (ESMF, VMG, PF, SA, RPF etc.) specific to KEMFSED Project;
- Prepare and submit quarterly and annual reports on environmental safeguards to the CPC in consultation with the implementing partners; and
- Undertake any other duties assigned by the CPC.

#### **Qualification and Experience:**

- Bachelor's Degree in Natural Resources Management, Environmental Science, Geography or any other related course from a recognized university;
- At least eight (5) years working experience in environmental and social safeguards compliance;
- Be a registered member of a relevant professional body;
- Competence in information technology and knowledge in multi-sectoral community natural resources and environment planning, GIS as well as current policy on natural resource and environmental management policy issues is a requirement;
- Good understanding of environmental and social safeguards guidelines of the Government of Kenya and the World Bank. Working experience in environmental and social safeguards of World Bank funded projects will be an added advantage;
- Excellent analytical and administrative skills as well as solid writing and communication abilities;
- Demonstrated interpersonal skills and ability to work in a team environment; and
- Fluency in English and Kiswahili.

### **2.22 County Social Safeguards Officer**

Reporting to the CPC, the County Social Safeguards Officer (CSSO) will be responsible



for ensuring that all KEMFSED Project activities are implemented in accordance with all the Social Safeguards Frameworks triggered during implementation of project interventions.

### **Responsibilities**

- Provide technical advice to counties and other implementing partners on issues related to social safeguards;
- Develop public education and awareness materials on social safeguards;
- Coordinate capacity building activities on social safeguards at county level;
- Review and update proposal formats and reporting systems in relation to social safeguards where necessary to improve the project implementation process in consultation with the relevant stakeholders;
- Ensure compliance of project interventions with the requirements set out in the safeguard documents (ESMF, VMG, PF, SA, RPF etc.) specific to KEMFSED Project;
- Prepare and submit quarterly and annual reports on social safeguards to the CPC in consultation with the implementing partners; and
- Undertake any other duties assigned by the CPC.

### **Qualification and Experience:**

- Bachelor's Degree in Sociology, Anthropology or any other related course from a recognized university;
- At least five (5) years working experience in social safeguards compliance, at least 3 at a senior position;
- Be a registered member of a relevant professional body;
- Competence in information technology and knowledge in multi-sectoral community driven development is a mandatory requirement;
- Good understanding of social safeguards guidelines of the Government of Kenya and the World Bank. Working experience in social safeguards of World Bank funded projects will be an added advantage;
- Excellent analytical and administrative skills as well as solid writing and communication abilities;
- Demonstrated interpersonal skills and ability to work in a team environment; and
- Fluency in English and Kiswahili.

### **2.23 Drivers (DRV) – 2**

Reporting to the CPC, the 2 drivers will provide safe and efficient transport services to the CPC, the CPIU staff and official visitors to the project.

### **Responsibilities:**

- Professional driving of the project vehicles in movement of personnel and goods;
- Delivery and collection of mails and other project supplies and equipment;
- Ensuring maintenance of the vehicles as at when due, and keeping the vehicles clean;
- Maintaining appropriate log books and records of the vehicles;
- Ensuring safety of Vehicles; and
- Undertaking any other duties assigned by the CPC.

## Qualifications and Experience

- Kenya Secondary School Certificate (D+ or above);
- Acceptable professional driving certificate and possession of a valid driver's license. Possession of basic vehicle maintenance skills will be an added advantage;
- years' accident free driving attested to by reference from the Police, other relevant authority and previous employer;
- First Aid and defensive driving skills; and
- Fluency in English and Kiswahili.

### 2.24 Agriculture Focal Person

#### Duties and responsibilities will entail: –

- Implementation of community KEMFSED Project agricultural interventions in the County;
- Organization and management of agricultural interventions and assisting community groups and/or individuals in preparation and implementation of sub-project proposals, work plans and budgets;
- Support the County Project Implementation Unit (CPIU) in the preparation of Work Plans, Budgets and Project Progress Reports;
- Promote collaboration in the implementation of KEMFSED project interventions among stakeholders in the delivery of agricultural community interventions and services;
- Coordinate community reporting and oversee Participatory Monitoring & Evaluation activities for ECCL;
- Preparation and implementation of handholding, follow-up and supervision of community agricultural interventions in the county;
- Coordinate the organization of annual exhibition for community groups implementing agricultural interventions;
- Participate in all training activities at County and Community levels integrating the participatory leadership, management and technical skills in consultation with CPCs;
- Work with the County-based institutions to foster community development through designing and implementing appropriate strategies on community development issues emanating from beneficiary communities;
- Spearhead gender mainstreaming at the county and community level;
- Assist in the implementation of the PIM, PGM Manual and Memorandum of Understanding between communities, the Project and Strategic Partners;
- Ensure proper community financial and procurement procedures are carried out in accordance with the standard project guidelines/requirements;
- Participate in the World Bank missions;
- Any other duty that may be assigned by the CPC.

#### Qualifications

Bachelor's degree in any of the following fields; – Agriculture, Food science, Horticulture, Agriculture Economics, Natural Resource Management, Agribusiness, Agriculture Extension, Agricultural Education or any other equivalent qualifications from a recognized Institution. Certificate in computer applications

## 2.25 Livestock Focal Person

### **Duties and responsibilities will entail: –**

- Implementation of KEMFSED Project community livestock interventions in the County;
- Organization and management of livestock interventions and assisting community groups and/or individuals in preparation and implementation of sub-project proposals, work plans and budgets;
- Support the County Project Implementation Unit (CPIU) in the preparation of Work Plans, Budgets and Project Progress Reports;
- Promoting collaboration in the implementation of KEMFSED project interventions among stakeholders in the delivery of livestock community interventions and services;
- Coordinate community reporting and oversee Participatory Monitoring & Evaluation activities for ECCL;
- Preparation and implementation of handholding, follow-up and supervision of community livestock interventions in the county;
- Coordinate the organization of annual exhibition for community groups implementing livestock interventions;
- Participate in all training activities at County and Community levels integrating the participatory leadership, management and technical skills in consultation with CPCs;
- Work with the County-based institutions to foster community development through designing and implementing appropriate strategies on community development issues emanating from beneficiary communities;
- Spearhead gender mainstreaming at the county and community level;
- Assist in the implementation of the PIM, PGM Manual and Memorandum of Understanding between communities, the Project and Strategic Partners;
- Ensure proper community financial and procurement procedures are carried out in accordance with the standard project guidelines/requirements;
- Participate in the World Bank missions;
- Any other duty that may be assigned by the CPC.

### **Qualifications**

Bachelor's degree in any of the following fields; – Animal production, Animal Health, Veterinary Science, General Agriculture, Natural Resource Management, Agribusiness, Agricultural Extension, Agricultural Education or any other equivalent qualifications from a recognized Institution. Certificate in computer applications

## 2.26 Fisheries Focal Person

(ONLY Where the CPC is not a Fisheries Officer)

### **Duties and responsibilities will entail: –**

- Implementation of KEMFSED Project community marine and fisheries interventions in the County;
- Organization and management of marine and fisheries interventions and assisting community groups and/or individuals in preparation and implementation of sub-project proposals, work plans and budgets;



- Support the County Project Implementation Unit (CPIU) in the preparation of Work Plans, Budgets and Project Progress Reports;
- Promoting collaboration in the implementation of KEMFSED project interventions among stakeholders in the delivery of marine and fisheries community interventions and services;
- Coordinate community reporting and oversee Participatory Monitoring & Evaluation activities for ECCL;
- Preparation and implementation of handholding, follow-up and supervision of community marine and fisheries interventions in the county;
- Coordinate the organization of annual exhibition for community groups implementing marine and fisheries interventions;
- Participate in all training activities at County and Community levels integrating the participatory leadership, management and technical skills in consultation with CPCs;
- Work with the County-based institutions to foster community development through designing and implementing strategies on community development issues emanating from beneficiary communities;
- Spearhead gender mainstreaming at the county and community level;
- Assist in the implementation of the PIM, PGM Manual and Memorandum of Understanding between communities, the Project and Strategic Partners;
- Ensure proper community financial and procurement procedures are carried out in accordance with the standard project guidelines/requirements;
- Participate in the World Bank missions;
- Any other duty that may be assigned by the CPC.

## **Qualifications**

Bachelor's degree in any of the following fields; – Fisheries Sciences (Fisheries Management, Fisheries, Aquaculture, Natural Resource Economics, Food Science and Technology, Biological Sciences), Veterinary Science, General Agriculture, Natural Resource Management, Agricultural Extension, Agricultural Education or any other equivalent qualifications from a recognized Institution. Certificate in computer applications will be an added advantage.

### ***2.27 Terms of Reference for County Technical Assistants***

Reporting to the County Project Coordinator the Technical Assistants will perform the following duties:

#### **Duties and Responsibilities**

- Coordinate all CDD activities within the respective counties to include but not limited to, Community Mobilization, Community sub-projects including livelihoods/ economic enhancement, social welfare and environment/ natural capital sub-projects and youth sub-projects;
- Coordinate all capacity building and community empowerment activities at Community levels integrating the participatory leadership, management, Social Accountability and technical skills under the direction and supervision of county technical officers and the CPCs;
- Provide Leadership, Supervise and coordinate the activities of the field extension officers in implementing project activities;

- Ensure targeting of the vulnerable and marginalized Groups (VMGs) during the capacity building, participation in the sub-projects cycle and setting up of community Institutions
- Facilitate Participatory Integrated Community Development (PICD), Participatory Impact Monitoring (PIM), Grievance Redress Mechanism (GRM) and Social Audit and Integrity Committee (SAIC);
- Together with extension officers involved in KEMFSED Project implementation, conduct Geo- referencing and Mapping activities to all newly initiated sub-projects and upload the information onto the Geo-Map database;
- Form the linkage and interface between the Project and the Communities;
- Assist in the development of Memorandum of Understanding between Project Management Committees (of CIGs and CBOs) and Counties and CIGs and CBOs and Strategic Partners;
- Provide technical backstopping to the Project Management Committees and county project implementation teams;
- Assist the communities in sub-Project identification, Proposal Development and screening Process, Project Implementation, Monitoring and Evaluation;
- Together with other ward, sub-county and county officers Train and Oversee Participatory Monitoring & Evaluation (M&E) activities for CDD at the Community level;
- Assist in the administration of Environmental screening process of all sub-Projects in accordance with the Environmental Management Framework;
- Support the County Project Coordination Unit in the preparation of Project Reports;
- Ensure proper Community Financial and Procurement Procedures are carried out in accordance with the standard Project guidelines/requirements;
- Work with the Community-based Institutions to design and implement appropriate strategies on capturing views from beneficiary communities on Community Development;
- Spearhead gender mainstreaming at the community level;
- Facilitate communities' contribution (including in-kind contribution) for the required projects;
- Perform any other duties assigned by the CPC.

### **Qualifications:**

- A Minimum of a Diploma in Social Sciences from an accredited Institution University. Those with a Degree in Social Sciences have an added advantage;
- At least 3 years work experience on challenges of community mobilization rural development;
- Strong Community Development and Analytical skills;
- Relevant skills in Participatory Methodologies and their application;
- Effective Communication Skills;
- Computer literacy;
- High level reliability and integrity qualities.

## 2.28 Clerk of Works

The Clerk of Works will be responsible for assisting with the delivery of the projects and ensuring that the scope of work is performed by the contractors or works carried out by contractors adhere to sound civil Engineering principles, specifications and standards. The Technical Officer/Clerk of Works will support the KEMFSED in preparing their operating budget and work plans and provide civil Engineering and project supervision expertise to the technicians. He/she will support Project Engineer supervise construction and rehabilitation contracts in meeting the work load demands and will ensure timely delivery of the activities set out in the Terms of Reference and also ensure alignment with the national priorities.

## 4. Key Duties and Responsibilities

- Carry out day-to-day construction supervisions and management duties in the Project site as directed by KEMFSED Engineer
- In consultations with the project Engineer in the KEMFSED, review, modify (where appropriate) and monitor implementation of the project plan.
- Contribute to site supervision of construction works to ensure compliance with the contract documentation, drawings and specifications.
- Regular liaison with design consultant team members, contractors and operatives in discussing scheduling of works and targets
- Recording, measurement and inspection of building or fish infrastructure construction and rehabilitation projects from early construction stages through to the end of the defects liability stages where applicable
- Quality monitoring of operations. Contribute to management of site to ensure the safety of public and staff involved in the construction process
- Provide support in monitoring and reporting actual progress of works against program to the project teams and /or line manager on a regular basis. Attendances and contribution at regular site or office meetings.
- Provide support in updating and maintaining auditable project records and quality assurance filing systems. Maintain electronic records and operate planned maintenance systems.
- Compliance with Health and Safety (H&S) policy, ensuring project works are carried out safely and that they follow approved risk assessments and method statements.
- Checking that works are progressing as programmed and defects are resolved at the post contract stages (where applicable)
- Liaise closely with the consultant's and contractor's staff, while maintaining independence.
- Participate in consultation/stakeholder workshops including consultation/stakeholder workshops to be held by Design Contractors and other Contractors.
- Participate in validation workshops to validate: i) Engineering designs, studies and reports; and ii) detailed Engineering designs/studies, draft final reports, draft bidding documents, technical specification, etc.
- Prepare work plan, inception report, monthly progress reports, quarterly progress reports, annual reports, etc. Prepare presentations, reports and briefs as required by the KEMFSED project Engineer.
- Carry out any other duties as may be assigned from time to time



- Inform the Project Engineer and National Project Coordinator of any event likely to affect or delay the progress of the project
- Report immediately to Project Engineer any noted fraud and corruption or governance issues with staff, bidders and contractors

### **Qualifications, Skills and Experience**

- A Diploma or a University Bachelor's Degree of Civil Engineering, Architecture, Quantity Survey, Mechanical Engineering or Electrical Engineering or Building Economics or construction management from a recognized institution and at least two (2) years' work experience in building or fish /infrastructure projects.
- At least 2 years' experience of working on similar project and has worked on at least two (2) similar projects in Kenya (building or fish /infrastructure and construction)
- Hard working, detailed oriented, and able to manage multi-task effectively;
- Good administration and interpersonal skills;
- Ability to work effectively under pressure.
- Be capable of writing clear and concise reports, keeping works records
- Have a good knowledge of Health and Safety (H&S) legislation and requirements
- Have a strong sense of ownership of their work and attention to detail. Deal with the public, contractors, contractors and other stakeholders
- Computer literacy in standard software such as Microsoft Office (Word, Excel, Access, PowerPoint, Outlook, etc.) is mandatory
- Excellent interpersonal, oral and written communication skills (English Language)
- High level of integrity, confidentiality in handling public resources, must be highly motivated, innovative and a committed team player







An aerial photograph of a tropical island. The island is covered in lush green vegetation, including palm trees, and features several traditional huts with thatched roofs. The island is surrounded by a shallow lagoon with clear, turquoise water, and a coral reef is visible in the foreground. The ocean extends to the horizon under a clear blue sky.

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