Development of a Baseline to Measure Project Outcomes on Governance & Management

Effectiveness of Selected Priority Fisheries, Using MSC Pre-Assessment Framework

Ref: KE-MOALF-40689-CS-INDV

Project ID. No. 163980

The Government of Kenya has received a Project Preparation Advance from the World Bank towards the Kenya Marine Fisheries and Socioeconomic Development Project (KEMFSED), and intends to apply part of the proceeds for this consulting service.

The consulting services (“the Services”) include:

Brief description:
As a background, the KEMFSED project has an overall goal to enhance economic benefits and coastal livelihoods from marine fisheries and coastal aquaculture while safeguarding associated ecosystems’ integrity. The five coastal counties proposed to be targeted under this 5-year project include: Kwale, Mombasa, Kilifi, Tana River and Lamu. The implementing agency will be the SDF-BE on behalf of the Government of Kenya.

A key element of project design is monitoring and evaluation which, for the KEMFSED project, will be captured in the form of a results framework. To be able to develop a project results framework that will identify monitoring indicators for tracking outcomes and impact over the duration of the project, establishment of baseline values at start-of-project and target milestones and values for end-of-project (EoP) is key.

The objective of this consultancy is to undertake a baseline assessment against which to monitor the impact of KEMFSED project interventions on governance and management effectiveness of several (approximately 5-6) selected priority marine fisheries in Kenya.

Scope of work will include confirmation of the list of priority marine fisheries (expected 5 fisheries) selected as the focus for the KEMFSED project; reviewing the MSC pre-assessment framework and consider what, if any, adaptations might be needed in applying the framework to meet the stated objective of this assignment, and should include consideration of the Unit(s) of Assessment (UoA) in the case of each priority fishery and the likely need for application of MSC risk-based framework (RFB); and, undertaking MSC pre-assessment for each identified priority marine fishery.

Estimated level of effort:
The assignment should commence immediately upon contract signing, and is expected to be completed within 9 weeks. The contract will be undertaken ensuring full consistency with the Terms of Reference (TOR) that is referred to in the REOI.

Terms of Reference:
Detailed TOR for the assignment can be:
(a) found at the following website: www.kilimo.go.ke
(b) requested by sending an email to: kemfsed@kilimo.go.ke
(c) obtained at the address given below

The Ministry, through the SDF-BE, now invites eligible individuals ("Consultants") to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The should have at least fifteen years' demonstrated work experience in a technical role related to marine fisheries management, proven experience applying Marine Stewardship Council (MSC) standards and assessment frameworks essential, including; MSC level 3 training or equivalent; significant experience in undertaking MSC pre-assessments; significant experience applying both the MSC risk-based framework (RFB) and the MSC Benchmarking & Tracking (BMT) tool; experience in the development and application of fisheries improvement projects (FIPs) will be an advantage including application of fisheries reference points as indicators of fisheries stock status; experience of marine fisheries management in the Western Indian Ocean will be an advantage; and proven analytical skills and experience reviewing technical literature and managing and/or analyzing quantitative data.

Consultants may submit detailed CV showcasing individual profile, at least two similar assignments undertaken in the last eight years. Applicants’ competency will be evaluated at this stage and those who qualify will be invited to submit their financial proposal.

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank’s “Procurement Regulations for IFP Borrowers” July 2016 and revised in November 2017 (“Procurement Regulations”), setting forth the World Bank’s policy on conflict of interest.

A Consultant will be selected in accordance with the “open competitive selection of individual consultants” method set out in the Procurement Regulations.

Complete Expressions of Interest along with other relevant documents should be delivered by email (to: kemfsed@kilimo.go.ke), or by mail, or in person as per details below. Documents should be delivered in plain sealed envelopes with consultancy reference and name clearly marked on top to the address shown below or placed in the tender box at our offices on 3rd floor, Maji House along Ngong road on or before 8th February 2018 at 11.00am.

Postal address
The Acting Director General
State Department for Fisheries and the Blue Economy
Kenya Marine Fisheries and Socio Economic Development Project (KEMFSED)
Maji House, Ngong Road, P.O Box 58187-00200
Email: kemfsed@kilimo.go.ke
Tel: +254-20-2718870

Website: www.kilimo.go.ke

Physical address
Attn: Head of Supply Chain Management
State Department for Fisheries and the Blue Economy
Maji House 3rd floor
Ngong Road, Nairobi

Head, Supply Chain Management Services
For: Principal Secretary

State Department for Fisheries and the Blue Economy
Kenya Marine Fisheries and Socio Economic Development Project (KEMFSED)
TERMS OF REFERENCE

For an Individual Consultancy

DEVELOPMENT OF A BASELINE TO MEASURE PROJECT OUTCOMES ON GOVERNANCE & MANAGEMENT EFFECTIVENESS OF SELECTED PRIORITY FISHERIES, USING MSC PRE-ASSESSMENT FRAMEWORK

DECEMBER 2017
1. Background

1.1. Commitment to Blue Economy

On May 2, 2016, in the Executive Order No. 1/2016, 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 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, a 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. Too often, priority tends to be given to activities that generate short-term benefits but also have destructive and counter-productive longer-term consequences. In contrast, a blue economy approach is more proactive and embodies the need to focus on longer term sustainability. 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.

1.2. KEMFSED project

In order to attain economic benefits from the coastal and marine resources, the Government of Kenya (GoK) through the State Department for Fisheries and the Blue Economy (SDF&BE) has requested the World Bank to support the proposed Kenya Marine Fisheries and Socio-Economic Development Project (KEMFSED). The project development objective (PDO) is to enhance economic benefits and coastal livelihoods from marine fisheries and coastal aquaculture while safeguarding associated ecosystems’ integrity.

The project duration will be 5 years. The implementing agencies will be the State Department for Fisheries & the Blue Economy (SDF & BE). The project’s target area and beneficiaries will be coastal communities in Kenya’s five coastal counties, namely: Kwale, Mombasa, Kilifi, Lamu, and Tana River.

The project comprises four components:

**Component 1:** Governance and management of marine fisheries and aquatic resources which aims to strengthen marine fisheries and coastal aquaculture governance so as to control over-fishing,
maintain or improve stock productivity and enhance associated ecosystem integrity.

Sub-component 1.1 will focus on coordination and institutional strengthening to ensure fisheries and aquaculture resources are safeguarded in the context of implementing the blue economy framework. Sub-component 1.2 will be on strengthening 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. Sub-component 1.3 will aim at improving management of inshore/small-scale fisheries. Sub-component 1.4 will aim at improving management of offshore fisheries.

**Component 2:** Promote investment in marine fisheries and coastal aquaculture which aims to promote efficient utilization and value-addition of the resources by increasing investment in the marine fisheries and aquaculture sector.

Sub-component 2.1 will focus on improving the business environment and private sector investment in the fishery and aquaculture sector; Sub-component 2.2 will focus on modernizing fisheries infrastructure to enhance value addition.

**Component 3:** Strengthening Marine Fisheries and Aquaculture-based Livelihoods for Coastal Communities which aims to enhance social and economic benefits that coastal communities derive from sustainable use of marine living resources.

Sub-component 3.1 will be on strengthening capacity of coastal communities on entrepreneurial and organizational skills and sub-component 3.2 will aim at enhancing access to finance and grant support

**Component 4:** This will be on project management which covers establishment and operationalization of a project secretariat, fiduciary, environmental and social safeguards, and monitoring and evaluation.

In August 2017, the Government of Kenya has received Project Preparation Advance (PPA) from the World Bank towards preparation of the *Kenya Marine Fisheries and Socioeconomic Development Project (KEMFSED)*. This assignment herein is a contribution to that.

**2. Rationale of the Assignment**

A key element of project design is monitoring and evaluation which, for the KEMFSED project, will be captured in the form of a results framework. The project results framework will identify monitoring indicators for tracking outcomes and impact over the duration of the project, with baseline values at start-of-project and target milestones and values for end-of-project (EoP). The task of identifying appropriate indicators and establishing baselines is divided between several assignments variously contributing to preparation of different components of the project. The assignment herein relates to establishing a baseline for Component 1, specifically the status of governance and management of priority marine fisheries. The *Marine Stewardship Council* (MSC) certification standard constitutes the most widely recognized, and comprehensive framework for
assessment and scoring of fisheries sustainability globally incorporating three key principles (stocks status, ecosystems and governance). MSC pre-assessment is sufficient to generate a semi-quantitative progress monitoring tool, as such the MSC pre-assessment is considered a suitable approach for measuring progress on marine fisheries governance under the KEMFSED project (and potentially beyond).

It is expected that the Kenyan *octopus* fishery will undergo MSC pre-assessment before March 2018 under a separate initiative. It is not yet certain whether octopus will be a priority fishery under KEMFSED, pending a criteria-based selection process under a separate assignment. The Kenyan *lobster* fishery underwent pre-assessment in 2010 so would need updating for the assignment herein, if it is selected as a priority fishery.

3. Objectives of Assignment

The objective of the assignment is to undertake a baseline assessment against which to monitor the impact of KEMFSED project interventions on governance and management effectiveness of several (approximately 5-6) selected priority marine fisheries in Kenya.

4. Scope of Assignment

The assignment will be carried out in respect to KEMFSED project intervention areas, namely coastal areas in Kwale, Mombasa, Kilifi, Lamu, and Tana River Counties, territorial seas and Kenya’s EEZ. Key tasks will include:

4.1. consultation with the Client to confirm the list of priority marine fisheries (expected 5 fisheries) selected as the focus for the KEMFSED project; confirm whether any has recently undergone MSC pre-assessment or is intended to be assessed under other project initiative; and confirm operational or other contextual information required for 4.3 below;

4.2. review the MSC pre-assessment framework and consider what, if any, adaptations might be needed in applying the framework to meet the stated objective of this assignment, bearing in mind that certification *per se* is not explicitly an objective herein. This should include consideration of the Unit(s) of Assessment (UoA) in the case of each priority fishery and the likely need for application of MSC risk-based framework (RBF);

4.3. preparation of an Inception Report outlining: (i) the approach and methodology [based on MSC standard pre-assessment, highlighting any methodological adaptations as per 4.2 above] for the assignment; (ii) a detailed implementation plan including timeframe for consultations with the Client and other fisheries stakeholders; and (iii) as comprehensive as possible, list of secondary information sources required from the Client for desk review;

4.4. undertaking MSC pre-assessment for each identified priority marine fishery;

4.5. preparation and submission to the Client of a detailed draft final report including:
   - description of work undertaken including methodology;
a pre-assessment report for each selected fishery following standard MSC pre-assessment format, including ratings against each MSC performance indicator and accompanying justifications;
- Benchmarking & Tracking (BMT) tool for each selected fishery, filled for baseline YR1 based on pre-assessment ratings;
- recommendations for updating of the assessments for monitoring progress of each UoA under, and impact of, the KEMFSED project.

4.6. presentation (in Power Point) of results and recommendations to the Client for comment, incorporation of comments from the Client and submission of a final report.

5. Expected Deliverables

Key deliverables include the following reports:

5.1. **Inception Report**: as per 4.3 above, to be submitted within one week after contract signing;

5.2. **Weekly email progress update**: a brief update of progress emailed to the Client;

5.3. **Draft Final Report**: as per 4.5 above, this report should be close to final in terms of content, and should be submitted within 6 weeks from the date of contract signing;

5.4. **Final Report**: The final report should be submitted within 8 weeks of contract signing, after integrating comments from the Client, and will contain all the five tasks the consultant will be expected to cover and all other necessary annexes.

6. Duration of the assignment

The assignment is expected to take no more than 9 weeks. It should start immediately upon signing of the agreement.

7. **Key Expert required for the assignment**: Marine Stewardship Council (MSC) Pre-Assessment Expert

7. **Qualifications and experience of the Consultant**

The work shall be carried out by an individual consultant with the following minimum qualifications and experience:

i) Master’s Degree in aquatic, fisheries or environmental science or management, or a related field from a recognized and reputable institution

ii) At least 15 years demonstrated work experience in a technical role related to marine fisheries management

iii) Significant, proven experience applying Marine Stewardship Council (MSC) standards and assessment framework is essential, including: MSC level 3 training or equivalent; significant experience in undertaking MSC pre-assessments; significant experience applying both the MSC risk-based framework (RBF) and the MSC Benchmarking & Tracking (BMT) tool
iv) Experience in the development and application of Fisheries Improvement Projects (FIPS) will be an advantage including application of fisheries reference points as indicators of fisheries stock status.

v) Significant experience of marine fisheries management in the Western Indian Ocean will be an advantage.

vi) Proven analytical skills and experience reviewing technical literature and managing and/or analyzing quantitative data.

vii) Proven technical report-writing and reporting skills (in English).

viii) Ability to work fluently and independently in English including leading technical conversations/meetings.

ix) Strong IT literacy and competency.

x) No conflicts of interest in undertaking the assignment.

8. Supervision and working relations
The consultant will be expected to work closely and in consultation with the Project Preparation Advance (PPA) Team under the direction of the Acting Interim Director General of the KeFS.

9. Payment structure and timeframe
Payment terms will be based on completion of agreed milestones as per contract agreement and shall be made as per the below schedule:

(i) 20% - on submission and acceptance of the Inception Report;
(ii) 50% - on submission and acceptance of a draft Final Report; and
(iii) 30% - on submission and acceptance of the Final Report.
Undertake a Rapid Assessment of Fisheries and Aquaculture Information Management System (FIMS) in Kenya

Ref: KE-MOALF-40682-CS-INDV

Project ID. No. 163980

The Government of Kenya has received a Project Preparation Advance from the World Bank towards the Kenya Marine Fisheries and Socioeconomic Development Project (KEMFSED), and intends to apply part of the proceeds for this consulting services.

The consulting services ("the Services") include:

Brief description:
As a background, the KEMFSED project has an overall goal to enhance economic benefits and coastal livelihoods from marine fisheries and coastal aquaculture while safeguarding associated ecosystems' integrity. The five coastal counties proposed to be targeted under this 5-year project include: Kwale, Mombasa, Kilifi, Tana River and Lamu.

The implementmg agency will be the SDF-BE on behalf of the Government of Kenya.

Fisheries management is supported by information that can be easily accessed, is accurate and is continuously updated. An attempt has been made towards the establishment of several fisheries and aquaculture data bases and an information system. The current Fishery Information Management System (FIMS) remains weak and is not providing the information base needed to support the management of Kenya marine fisheries. An effective FIMS integrates, or can report on, many different elements used in fisheries management such as, for example: catch and effort, vessel type and fishing gear, licensing and permitting, research data, compliance (MCs), deep sea fisheries data reporting, and IUU activity.

The objective of this consultancy is to assess the current state of the fisheries information systems used in Kenya and advice on the way forward and provide guidelines for project activities. This consultancy will undertake a rapid assessment of the status of the fisheries information systems currently employed in Kenyan marine fisheries both at a national level (Nairobi) and at county level.

Scope of work will include amongst others: provision of a framework that illustrates the process of fisheries data collection, reporting on the data capture protocol of the data received at the central point of capture (at counties and central government), assessment and document of the current FIMS used in each organization, assess the capacity needs of the fisheries departments in Kenya to effectively carry out their tasks related to fisheries data collection, reporting and analysis, provide a clear set of recommendations, outline reporting requirements to fulfill Kenya's international fisheries obligations and any gaps or deficiencies, and design a work plan to be implemented by the KEMFSED to upgrade the existing FIMS in Kenya, and develop TORs for critical related studies to be implemented in the first two years of KEMFSED.

Estimated level of effort:
The assignment should commence immediately upon contract signing, and is expected to be completed within 60 working days. The contract will be undertaken ensuring full consistency with the TOR that is referred to in the RQD.

Terms of Reference:
Detailed TOR for the assignment can be:
(a) found at the following website: www.kilimo.go.ke
(b) requested by sending an email to kemfsed@kilimo.go.ke
(c) Obtained at the address given below

The Ministry, through the SDF-BE, now invites eligible consulting firms ("Consultants") to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. They should have at least fifteen years' experience in a discipline related to fisheries or marine/coastal resources management or information systems, at least ten years' experience in fisheries and/or natural resources or information systems, experience in fisheries management systems, a discipline related to fisheries or marine/coastal resources management or information systems, at least ten years' experience in fisheries and/or natural resources or information systems, experience in fisheries management systems, and at least fifteen years' experience in fisheries and/or natural resources or information systems, experience in fisheries management systems, and at least fifteen years' experience in fisheries management systems.

Applicants' competency will be evaluated at this stage and those who qualify will be invited to submit their financial proposals.

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" July 2016 and revised in November 2017 ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest.

A Consultant will be selected in accordance with the "open competitive selection of individual consultants" method set out in the Procurement Regulations.

Complete Expressions of Interest along with other relevant documents should be delivered by email (to: kemfsed@kilimo.go.ke), or by mail, or in person as per details below. Documents should be delivered in plain sealed envelopes with consultancy reference and name clearly marked on top to the address shown below or placed in the tender box at our offices on 3rd Floor, Maji House along Ngong road on or before 8th February 2018 at 11.00am.

Postal address
The Acting Director General
State Department for Fisheries and the Blue Economy
Kenya Marine Fisheries and Socio Economic Development Project (KEMFSED)
Maji House, Ngong Road, P.O Box 58178-00200
Email: kemfsed@kilimo.go.ke
Tel: +254-20-2718870

Physical address
Attn: Head of Supply Chain Management
State Department for Fisheries and the Blue Economy
Maji House 3rd Floor
Ngong Road, Nairobi
Website: www.kilimo.go.ke

Head, Supply Chain Management Services
For: Principal Secretary
Republic of Kenya

MINISTRY OF AGRICULTURE, LIVESTOCK & FISHERIES
STATE DEPARTMENT OF FISHERIES AND BLUE ECONOMY

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

TERMS OF REFERENCE
FOR AN INDIVIDUAL CONSULTANT

To Undertake a Rapid Assessment of Fisheries and Aquaculture Information Management System (FIMS)
in Kenya

DECEMBER 2017
1 Background

1.1. Commitment to Blue Economy

On May 2, 2016, in the Executive Order No. 1/2016, 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 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, a 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. Too often, priority tends to be given to activities that generate short-term benefits but also have destructive and counter-productive longer-term consequences. In contrast, a blue economy approach is more proactive and embodies the need to focus on longer term sustainability.

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.

1.2. KEMFSED project

To attain economic benefits from the coastal and marine resources, the Government of Kenya (GoK) through the State Department for Fisheries and the Blue Economy (SDF&BE) has requested the World Bank to support the proposed Kenya Marine Fisheries and Socio-Economic Development Project (KEMFSED). The GoK has received Project Preparation Advance from the World Bank towards the Kenya Marine Fisheries and Socioeconomic Development Project (KEMFSED). The KEMFSED project covers a period of 5 years.

The development project overall goal of KEMFSED is to enhance economic benefits and coastal livelihoods from marine fisheries and coastal aquaculture while safeguarding associated ecosystems’ integrity. The implementing agencies will be the State Department for Fisheries & the Blue Economy (SDF-BE) on behalf of the Government of Kenya. In Kenya, 5 counties along the Coast have been selected to be beneficiaries for the project namely Kwale, Mombasa, Kilifi, Lamu, and Tana River Counties.

The KEMFSED project comprises of the following four components:
**Component 1:** Governance and management of marine fisheries and aquatic resources which aims to strengthen marine fisheries and coastal aquaculture governance so as to control over-fishing, maintain or improve stock productivity and enhance associated ecosystem integrity.

Sub-component 1 will focus on coordination and institutional strengthening to ensure fisheries and aquaculture resources are safeguarded in the context of implementing the blue economy framework. Sub-component 2 will be on strengthening 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. Sub-component 3 will aim at improving management of inshore/small scale fisheries. Sub-component 4 will aim at improving management of offshore fisheries.

**Component 2:** Promote investment in marine fisheries and coastal aquaculture which aims to promote efficient utilization and value-addition of the resources by increasing investment in the marine fisheries and aquaculture sector.

Sub-component 1 will focus on improving the business environment and private sector investment in the fishery and aquaculture sector whereas sub-component 2 will focus on modernizing fisheries infrastructure to enhance value addition.

**Component 3:** Strengthening Marine Fisheries and Aquaculture-based Livelihoods for Coastal Communities which aims to enhance social and economic benefits that coastal communities derive from sustainable use of marine living resources.

Sub-component 1 will be on strengthening capacity of coastal communities on entrepreneurial and organizational skills and sub-component 2 will aim at enhancing access to finance and grant support.

**Component 4:** This will be on project management which covers establishment and operationalization of a project coordination unit, fiduciary, environmental and social safeguards, and monitoring and evaluation functions.

The project is implemented by the State Department of Fisheries and Blue Economy of the Government of Kenya (GoK).

1.3. Fisheries sector context

In Kenya, fisheries are mainly composed of freshwater (lakes, rivers and dams), coastal and marine (Indian Ocean) and aquaculture. The fisheries sub-sector is an important economic activity that generates a variety of benefits. The benefits include nutrition, food security, employment and trade development including exports and foreign currency. The sub-sector also contributes about 0.5% to the country’s Gross Domestic Product (GDP) and towards conservation of fisheries resources. The sub sector is categorized into capture and aquaculture fisheries. The freshwater resources in Kenya include; lakes, dams and rivers. Further to these freshwater resources, Kenya enjoys a vast coastline of approximately 640 Km on the Western Indian Ocean and 200 nautical miles of Exclusive Economic Zone (EEZ) under its jurisdiction (12 nm) and sovereign rights. The Country’s Exclusive Economic Zone (EEZ) of 230,000 Km$^2$ creates a huge opportunity for investors.
2 Rationale for the Consultancy

During the implementation of a previous IDA and GEF funded project, the Kenya Coastal Development Project (KCDP), significant advances were made to strengthen fisheries management in the Kenyan marine fisheries sector. This included, amongst many others activities, Monitoring, Control and Surveillance (MCS), research, aquaculture development and fisheries management plans for priority fisheries.

However there remains elements of the broader fishery management system that are inadequate, particularly data capture and reporting. Fisheries management is supported by information that can be easily accessed, is accurate and is continuously updated. Towards the end of the KCDP, the development of an MCS database and information system was not effectively completed. The current Fishery Information Management System (FIMS) remains weak and does not provide the information base needed to support the management of Kenya marine fisheries. An effective FIMS integrates, or can report on, different elements used in fisheries management for example: catch and effort, vessel type and fishing gear, licensing and permitting, research data, compliance (MCS), deep sea fisheries data reporting, and IUU activity.

This consultancy will undertake a rapid assessment of the status of the fisheries information systems currently employed in Kenyan marine fisheries both at a national level (Nairobi) and at county level. This is particularly pertinent considering the administrative devolution of fisheries management to the counties and for the recently formed KeFS.

In the ongoing development of the KEMFSED, a Project Preparation Advance (PPA) is provided for activities that support development of the project. These TORs are therefore aimed at a consultancy, specifically to identify the need for improvement to the existing FIMs in Kenya or as needed advice on the development of alternative more efficient systems consistent with national, regional and international standards.

3 Objectives of the Consultancy Assignment

The objective of the consultancy is to assess the current state of the fisheries information systems used in Kenya and advise on the way forward and provide guidelines for project activities.

4 Scope of the Assignment

The consultant shall be required to specifically undertake the following:

i. Provide a framework that illustrates the process of fisheries data collection from fisher to landing site, data recording on landing, submission and verification of data collected onward from landing site through county fisheries officers to national data capture point;

ii. Identify and report on the data capture protocol of the data received at the central point of capture (counties and national government) and describe and assess institutional mandates for fisheries data collection in Kenya including synergies with the information system(s) used in fresh water fisheries, in particular Lake Victoria;

iii. Identify if the data captured is an accurate reflection of the actual catch and effort (Frame surveys and CAS);
iv. Include as far as possible any information systems related to aquaculture and fisheries marketing and the potential for these elements to be incorporated into any future integrated FIMS;

v. Assess and document in detail the current FIMS used in each organization including:
   a. IT system used (hardware) and software
   b. Structure of the database used and functionality with respect to fisheries information
   c. Adaptability of the system, frequency of upgrades, maintenance etc.
   d. Compatibility between institutions
   e. Data capture methods and logistics involved
   f. Analysis and reporting capability – species and fisheries details, licensing and other related modules linked to the FIMS
   g. Status of historical and current data capture
   h. Data quality and usefulness
   i. Clarify the specific data information requirements necessary to assess the main commercial species exploited and assess the adequacy of the system to provide those data;

vi. Regarding institutional mandates, identify gaps and areas of overlap, and make recommendations for streamlining responsibilities.

vii. Assess the capacity needs of the government and or county fishery institutions in Kenya to effectively carry out their tasks related to fisheries data collection, reporting and analysis. This should include landing sites and identification of species, recording of weights and fishing effort, accuracy of data reporting sheets, processing time etc.

viii. Outline the mandatory reporting requirements to fulfill Kenya’s international fisheries reporting obligations (e.g. FAO, IOTC) and any gaps or deficiencies

ix. Provide a clear set of recommendations, including findings from (v) and design a work plan to be implemented by the KEMFSED to upgrade the existing FIMS in Kenya. The work plan should set forth necessary activities to be undertaken over a five-year period and include (a) system design (with hardware and software requirements, including their technical specifications), (b) data recording, data quality and reporting requirements/protocols, (c) necessary training and capacity building, (d) institutional responsibilities; and (e) any other features that will improve the overall fisheries information system in use in Kenya fisheries.

x. As far as possible the recommended system(s) should be compatible with systems currently in use in the region and globally.
5 Expected Deliverables

The consultant will be expected to deliver the following:

(i) An inception report with clear strategy, work plan and preliminary work schedule and proposed structure of the final report;

(ii) A draft report containing a summary of the items mentioned in Section 4 (Scope of Work);

(iii) A stakeholder workshop where the draft report including initial recommendation will be presented;

(iv) A final report fully addressing all the items mentioned in Section 4 (Scope of Work) including stakeholder input and feedback;

(v) A record of all meetings, focus group discussions, stakeholder consultation meetings, socio-economic and baseline data, database of the potential legal review matter and any other reports deemed relevant.

(vi) Develop draft Terms of Reference for any critical related studies and or activities to be implemented by KEMFSED.

6 Timing and Reporting

The assignment is expected to utilize 9 weeks, including one mission to Kenya (Nairobi and Counties) and a second to undertake a workshop and validation of results and recommendations.

The following timelines are expected:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Timing / deadline</th>
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</thead>
<tbody>
<tr>
<td>1. Submission of inception report and proposed project structure for the final report</td>
<td>Within 2 weeks from contract signature</td>
</tr>
<tr>
<td>2. Ongoing weekly update to be submitted to the Client</td>
<td>Ongoing until submission of final report</td>
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<tr>
<td>3. Submission of draft report</td>
<td>6 weeks from contract signature</td>
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<tr>
<td>4. Present the full draft report to stakeholders for review and validation meeting</td>
<td>8 weeks from signature</td>
</tr>
<tr>
<td>5. Submission of final report with all expected outputs incorporating recommendations and stakeholder inputs</td>
<td>9 weeks from signature</td>
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</tbody>
</table>

7 Supervision Responsibility

The consultant will report to the Acting Director General of the KeFS on all matters pertaining to the assignment.

8 Qualifications of the Consultant

The successful consultant should have:
(i) a Master’s degree or equivalent in a discipline related to fisheries or marine/coastal resources management or information system, with not less than fifteen (15) years of experience in a relevant field;

(ii) At least 10 years of demonstrable experience working in a fisheries and/or natural resources and information systems. Experience specifically in fisheries management systems will be an added advantage;

(iii) Wide experience and interaction with regional and international projects as well as good networks in fisheries management;

(iv) Ability to communicate effectively in English both orally and in writing;

(v) Strong report writing and analytical skills are required.

9 Payment Schedule
The consultant will be employed under the lump-sum contract and paid as below:

i. 10% of the contract sum shall be paid upon submission and acceptance of inception report;

ii. 60% of the contract sum shall be paid upon submission and acceptance of draft report (#3 of timeline table);

iii. 30% of the contract sum shall be paid upon submission of final report.
To Undertake an Institutional Assessment for Implementation of the KEMFSED Project

Ref: KE-MOALF-40690-CS-INDV

Project ID. No. 163980

The Government of Kenya has received a Project Preparation Advance from the World Bank towards the Kenya Marine Fisheries and Socioeconomic Development Project (KEMFSED), and intends to apply part of the proceeds for this consulting service.

The consulting services (“the Services”) include:

Brief description: As a background, the KEMFSED project has an overall goal to enhance economic benefits and coastal livelihoods from marine fisheries and coastal aquaculture while safeguarding associated ecosystems’ integrity. The five coastal counties proposed to be targeted under this 5-year project include: Kwale, Mombasa, Kilifi, Tana River and Lamu. The implementing agency will be the SDF-BE on behalf of the Government of Kenya.

Kenya’s devolved government system, as enshrined in the Constitution of 2010, is defined by large-scale political, fiscal, and administrative decentralization. County governments now play the primary on-the-ground role in delivering services (in the agriculture, water, environment, urban, and health sectors), while the national government retains a policy-making, regulatory, and research role.

This consultancy aims to analyze the institutional landscape in the marine fisheries and aquaculture sector in Kenya by specifically looking at the existing and required coordination structures and mechanisms between the national and county governments, and arrangements at the community level. In addition, it aims at assessing the operational capacity and eventual institutional strengthening needs of the implementing agencies for the KEMFSED project, to ultimately develop an implementation arrangement proposal that best leverages the existing structures.

The objective of this consultancy is to among others; conduct a capacity assessment of the national and county institutions to be involved in the implementation and execution of the KEMFSED project respectively, and provide specific recommendations on how these could be strengthened towards ensuring successful project implementation, develop an implementation arrangement proposal for the successful implementation of KEMFSED, including execution at the county level.

Scope of work will include conducting: (i) an institutional assessment of all entities that are relevant towards the successful implementation of the KEMFSED project, particularly SDF-BE, KFES, Kenya Marine Fisheries Research Institute (KMFRI), coastal county governments, Kenya Fish Marketing Authority (KFMA), relevant Beach Management Units (BMUs), coastal communities, and any other entity, and (ii) a detailed assessment of the operational capacity of the institutions identified.

Estimated level of effort: The assignment should commence immediately upon contract signing, and is expected to be completed within 8 weeks. The contract will be undertaken ensuring full consistency with the Terms of Reference (TOR) that is referred to in the RQOI.

Terms of Reference: Detailed TOR for the assignment can be: (a) found at the following website: www.kilimo.go.ke, (b) requested by sending an email to: kemfsed@kilimo.go.ke, (c) obtained at the address given below

The Ministry, through the SDF-BE, now invites eligible individuals (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. They should have at least ten years’ experience at the national level in conducting institutional capacity assessments, preferably in the fisheries sector; and strategic planning, preferably for institutions in the fisheries and aquaculture sub-sectors; prior working experience with ministry responsible for fisheries and maritime/ocean affairs will be an advantage; and experience working with a wide range of stakeholders, including senior government officials, donors, development partners, county officials as well as regional organizations.

Consultants may submit detailed CV showcasing individual profile, at least two similar assignments undertaken in the last eight years.

Applicants’ competency will be evaluated at this stage and those who qualify will be invited to submit their financial proposal.

The attention of interested Consultants is drawn to Section III, paragraphs 3.14, 3.16, and 3.17 of the World Bank’s “Procurement Regulations for IPF Borrowers” July 2016 and revised in November 2017 (“Procurement Regulations”), setting forth the World Bank’s policy on conflict of interest.

A Consultant will be selected in accordance with the “open competitive selection of individual consultants” method set out in the Procurement Regulations.

Complete Expressions of Interest along with other relevant documents should be delivered by email to: kemfsed@kilimo.go.ke), or by mail, or in person as per details below. Documents should be delivered in plain sealed envelopes with a reference and name clearly marked on top to the address shown below or placed in the tender box at our offices on 3rd floor, Maji House along Ngong road on or before 8th February 2018 at 11.00am.

Postal address: The Acting Director General State Department for Fisheries and the Blue Economy Kenya Marine Fisheries and Socio Economic Development Project (KEMFSED) Maji House, Ngong Road, PO Box 58187-00200

Email: kemfsed@kilimo.go.ke

Website: www.kilimo.go.ke

Physicial address: Attn: Head of Supply Chain Management State Department for Fisheries and the Blue Economy Maji House 3rd floor Ngong Road, Nairobi

Head, Supply Chain Management Services For: Principal Secretary

+254-20-2718870

www.kilimo.go.ke

State Department for Fisheries and the Blue Economy

MINISTRY OF AGRICULTURE, LIVESTOCK AND FISHERIES

STATE DEPARTMENT FOR FISHERIES AND THE BLUE ECONOMY

Kenya Marine Fisheries and Socio Economic Development Project (KEMFSED)
MINISTRY OF AGRICULTURE, LIVESTOCK & FISHERIES
STATE DEPARTMENT OF FISHERIES AND BLUE ECONOMY

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

TERMS OF REFERENCE
For an Individual Consultancy

TO UNDERTAKE AN INSTITUTIONAL ASSESSMENT
FOR IMPLEMENTATION OF THE KENYA MARINE FISHERIES AND SOCIO-ECONOMIC
DEVELOPMENT PROJECT

DECEMBER 2017
1. BACKGROUND

1.1 Commitment to Blue Economy

On May 2, 2016, and through the enactment of Executive Order No. 1/2016, the Government of Kenya (GoK) made a clear commitment towards a new approach towards a blue economy, fully recognizing the importance of the sector to fuel the country’s economic growth, and created the State Department for Fisheries and the Blue Economy (SDF&BE). The coastal and marine space on which a blue economy is founded contains myriad different uses, some of which are currently destructive or unsustainable, while others are renewable, with some mutually exclusive while others are compatible. More broadly, a 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), renewable and exhaustive.

Too often, priority tends to be given to activities that generate short-term benefits but also have destructive and counter-productive longer-term consequences. In contrast, a blue economy approach is more proactive and embodies the need to focus on longer term sustainability.

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 can deliver socio-economic benefits to the communities in the coastal areas. In order to support sustainable utilization, enhanced revenues for the government and employment creation, fisheries governance must be strengthened, as called for in the Fisheries Management and Development Act 2016, enacted in September 2016. The Act established institutions designed to strengthen the governance of the fisheries and aquaculture industries, and enable investments along the fishery value chains to maximize socio-economic benefits. The institutions established under the Act include the Kenya Fisheries Service (KeFS), the Kenya Fish Marketing Authority and the Fish Levy Trust Fund.

1.2 KEMFSED Project

In line with the new legislative reform, and to attain maximum and sustainable economic benefits from coastal and marine resources, the GoK, through its SDF&BE and the Kenya Fisheries Service (KeFS), has requested support from the World Bank under the Kenya Marine Fisheries and Socio-Economic Development Project (KEMFSED).

The overall project development goal is to enhance economic benefits and coastal livelihoods from marine fisheries and coastal aquaculture while safeguarding associated ecosystems’ integrity. The agencies implementing the Project will be the SDF&BE and KeFS. Five counties along the Kenyan coastal counties have been selected to benefit from the project, namely Kwale, Mombasa, Kilifi, Lamu, and Tana River Counties. The project will be implemented over five years, and the GoK has received Project Preparation Advance (PPA) funds from the World Bank towards the financing of preparation activities. This consultancy covers some of the activities called for and funded by the PPA funds.

The KEMFSED project comprises the following four components:

a) **Component 1:** Governance and management of marine fisheries and aquatic resources, which aims to strengthen marine fisheries and coastal aquaculture governance in order to control over-fishing, maintain or improve stock productivity, and enhance associated ecosystem integrity. Under Component 1, Sub-component 1 will focus on coordination and institutional strengthening to
ensure fisheries and aquaculture resources are safeguarded as the blue economy framework is implemented. Sub-component 2 will focus on strengthening the existing Fisheries Information System (FIS) to ensure availability of integrated sectoral information to communicate the importance of the fisheries and aquaculture sector in broader coastal developments. Sub-component 3 will aim at improving management of inshore/small scale fisheries. Sub-component 4 will aim at improving management of offshore fisheries.

b) **Component 2**: Promote investment in marine fisheries and coastal aquaculture, which aims to promote efficient utilization and value-addition of the resources by increasing investment in the marine fisheries and aquaculture sector. Sub-component 1 will focus on improving the business environment and private sector investment in the fishery and aquaculture sector, whereas sub-component 2 will focus on modernizing fisheries infrastructure to enhance value addition.

c) **Component 3**: Strengthening marine fisheries and aquaculture-based livelihoods for coastal communities, which aims to enhance social and economic benefits that coastal communities derive from sustainable use of marine living resources. Sub-component 1 will be on strengthening capacity of coastal communities on entrepreneurial and organizational skills and sub-component 2 will aim at enhancing access to finance and grant support.

d) **Component 4**: This Component will cover project management, including establishment and operationalization of a project secretariat, fiduciary, environmental and social safeguards, and monitoring and evaluation.

### 2. RATIONALE FOR THE ASSIGNMENT

Kenya’s devolved government system, as enshrined in the Constitution of 2010, is defined by large-scale political, fiscal, and administrative decentralization. County governments now play the primary on-the-ground role in delivering services (in the agriculture, water, environment, urban, and health sectors), while the national government retains a policy-making, regulatory, and research role. Kenya’s decentralization has been among the most rapid and ambitious processes globally, with new governance challenges and opportunities rising as the country builds a new set of county governments.

There have been several World Bank projects that have been prepared post devolution, that have taken into account the devolved sectors’ responsibilities at the county and community levels, including those projects that have activities down to the community level. Some recent examples include: Kenya Climate Smart Agriculture project, National Agricultural and Rural Inclusive Growth project, Kenya Devolution Support project. The Kenya Coastal Development project and the South West Indian Ocean Fisheries project are others that would be need to be reviewed to assess lessons learned in terms of implementation arrangements.

This consultancy aims to analyze the institutional landscape in the marine fisheries and aquaculture sector in Kenya by specifically looking at the existing and required coordination structures and mechanisms between the national and county governments, and arrangements at the community level. In addition, it aims at assessing the operational capacity and eventual institutional strengthening needs of the implementing agencies for the KEMFSED project, to ultimately develop an implementation arrangement proposal that best leverages the existing structures.
3. OBJECTIVE OF THE ASSIGNMENT

The objectives of the consultancy are as follows:

a) **Objective 1:** Conduct a capacity assessment of the national and county institutions to be involved in the implementation and execution of the KEMFSED project respectively, and provide specific recommendations on how these could be strengthened towards ensuring successful project implementation. Consultancy should consider implementation in a devolved setting by also identifying the roles and responsibilities at various levels, including at the community level.

b) **Objective 2:** Develop an implementation arrangement proposal for the successful implementation of KEMFSED, including execution at county and community levels, drawing on recent experiences and lessons from comparable investment projects in other sectors in Kenya, and taking into account roles and responsibilities in a devolved sector.

c) **Objective 3:** Prepare an inventory of policies, legislations and regulations (national and international) that are relevant to KEMFSED, including those that are currently under review/being prepared, and those developed at the county level as applicable.

It is important to make a clear distinction between Objective 1 and 2. Objective 1 is focused on determining the capacity of the institutions that will need to play a role in the project’s implementation, irrespective of their specific role in the management of project funds. Objective 2, on the contrary, is focused on proposing an efficient implementation mechanism for KEMFSED. This mechanism should clearly indicate the institution(s) that will be responsible for executing each of the project components at various levels (national, county, community); and describe higher level oversight and accountability structures. Identify and elaborate on the required composition, structure and role of the project coordination unit (PCU), taking into consideration technical, fiduciary (procurement and financial management), safeguards (environmental and social), monitoring and evaluation, and other administrative responsibilities. In so doing, Objective 2 focuses on enhancing capacity building, promoting governance as well as identifying and addressing potential project risks relating to funds mismanagement, fraud and corruption. Provide draft TORs for the proposed higher level project oversight structures (e.g. steering committee, technical committee, etc.).

4. SCOPE OF WORK

The consultant is expected to conduct the following:

**Objective 1**

a) Conduct an institutional assessment of all entities that are relevant towards the successful implementation of the KEMFSED project, particularly SDF-BE, KeFS, Kenya Marine Fisheries Research Institute (KMFRI), coastal county governments, Kenya Fish Marketing Authority (KFMA), relevant Beach Management Units (BMUs), coastal communities, and any other entity. Attention should be given to:

- The role and mandate of each institution together with their institutional short- and long-term vision/plans and priorities, the legal, policy, and strategic frameworks for their operations line of command, budget lines and funding sources, and operational policies;
- Coordination and partnership mechanisms for regional collaboration and cross-sectoral cooperation; and
• Cross-sectoral procedural requirements for the approval and commissioning of activities on the ground.

b) Conduct a detailed assessment of the operational capacity of the institutions identified under a). Specifically:

• Assess availability of staff, representatives and facilities available within these institutions together with capacity for undertaking procurement, financial management, environmental and social safeguards, monitoring and evaluation, and reporting;

• Assess the entity’s experience in implementing own, or donor-funded programs (e.g., Kenya Coastal Development Project (KCDP), the South West Indian Ocean Fisheries (SWIOFP)) by specifically looking at outcomes, successes, and shortcomings to capture lessons learned;

• Identify challenges, restrictions, and risks that could affect the successful implementation of the project, and propose mitigation measures;

• Based on the above:
  i. Identify and prioritize capacity development activities for each of the institutions (including those that are in the process of being established) to address gaps and needs required for successful implementation of the KEMFSED project, by specifying the schedule and cost of the interventions; and
  ii. Identify and prioritize institutional development activities for institutions that are in the process of being established (and critical for the successful implementation of the KEMFSED project), that could be undertaken during the implementation phase of the Project.

Objective 2

c) Collect information on implementation arrangements of similar programs that are thematically related to the KEMFSED project components and activities (e.g. the recently closed Kenya Coastal Development Project – KCDP; Climate Smart Agriculture Project), and that involve national government entities and county governments as implementing agencies. Attention should be given to analyzing factors of success and lessons learnt, particularly regarding financial flows, management, monitoring and evaluation, provisions for adaptive management and learning, effective cooperation between national and county governments in a devolved setting for the sector.

d) Based on and informed by a), b) and c), and following guidance from SDF-BE and the World Bank, draft a proposal laying out potential implementation arrangements for the KEMFSED project, to be put forward for discussion to SDF-BE and the World Bank. Provide recommendations including organograms of structures for oversight and reporting of the KEMFSED project at various levels - for example: national level project steering committee, national level project technical committee; including as required, county level and community level bodies.

e) Following consultations and an agreement reached between SDF-BE and the World Bank, develop a detailed implementation arrangement proposal, describing:

• Institution that will be responsible for implementing the project and its various components; mechanisms for implementing each of the project components; identified risks (e.g., capacity, coordination, governance, fraud, corruption), and how they will be addressed;
• Financial and procurement arrangements together with the flow of funds and accountabilities for financial reporting;
• Coordination arrangements between implementing and supporting entities, describing procedures;
• Include organograms showing the implementing and reporting arrangements at various levels;
• Draft Terms of Reference (TORs) for the proposed higher level project oversight structures (including steering committee, technical committee, etc.); and
• Composition, structure and role of a project coordination unit (PMU).

**Objective 3**

a) Prepare an inventory of policies, legislations and regulations (national and international) that are relevant to the KEMFSED project, including those that are currently under review/being prepared, and those developed at the county level as applicable.

b) Ensure the inventory is considering/building on any reviews/inventories that have recently been carried out under the KCDP or similar projects/efforts.

**5. EXPECTED DELIVERABLES AND TIMELINE**

Key deliverables include the following:

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<tr>
<th>Deliverable</th>
<th>Timeline (weeks after contract signature)</th>
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<tr>
<td>a) <strong>Inception Report:</strong> The consultant will prepare an inception report, which interprets the TOR. The report will clearly specify the approach and methodology of how the assignment will be undertaken, the road map/work plan envisaged to accomplish the assignment, and the proposed structure for the final report. The consultant will organize a meeting with relevant SDF-BE representatives to collect feedback and specific recommendations. The consultant will prepare detailed minutes of the meeting, and ensure that the work carried out thereafter, complies with the feedback received.</td>
<td>Within 1 week of contract signing</td>
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<tr>
<td>b) <strong>Weekly Reporting:</strong> The consultant will provide brief weekly updates on progress achieved and next steps.</td>
<td>At the end of each week</td>
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<td>c) <strong>Interim Report:</strong> This report will contain reports of meetings, focus group discussions/stakeholder consultations, with a summary of activities undertaken so far. This will be made available to SDF-BE to ensure quality technical content and ascertain that the consultancy objectives are addressed.</td>
<td>Within 3 weeks of contract signing</td>
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<td>d) <strong>The Draft Final Report:</strong> This report should be close to final in terms of content. The consultant will present the draft final</td>
<td>Within 6 weeks of contract signing</td>
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report to relevant SDF-BE representatives, and other key stakeholders for feedback and comments.

e) **Final Report:** Five hard copies of the final report and a digital copy will be submitted within 2 weeks after validation of the draft final report, appropriately reflecting the feedback received from key stakeholders.

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<th>6. QUALIFICATIONS</th>
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<tr>
<td>The individual consultancy is expected to have the following qualifications and experience:</td>
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<tr>
<td>a) Master’s degree or equivalent at minimum, in aquatic sciences, fisheries science, environmental planning and management, or similar;</td>
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<tr>
<td>b) At least 10 years of professional experience in (i) conducting institutional capacity assessments, preferably in the fisheries sector; and (ii) strategic planning, preferably for institutions in the fisheries and aquaculture sub-sectors;</td>
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<td>c) Profound understanding of the GoK’s processes and procedures, with knowledge of relevant institutions and agencies;</td>
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<td>d) Understanding of the devolution in the context of the marine fisheries and aquaculture sub-sectors in Kenya;</td>
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<td>e) Proven experience with multilateral and bilateral investment projects, and specifically project management, financial management, procurement, safeguards, and monitoring and evaluation;</td>
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<td>f) Proven experience in the preparation and/or supervision of complex projects, preferably direct experience in implementing World Bank projects;</td>
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<td>g) Strong interpersonal skills - good mediation and negotiation skills, with experience at the local level with communities; at the national level with government agencies, donors, NGOs, academia and the private sector; at the international level through participation in regional, bilateral and international negotiations;</td>
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<td>h) Excellent spoken and written communication skills in English, with an ability to work in a diversity of situations and cultures in a sensitive and consultative manner.</td>
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<th>7. PAYMENT SCHEDULE</th>
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<td>Payment terms will be based on completion of agreed milestones as per contract agreement and shall be made as per the following schedule:</td>
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<tr>
<td>a) Ten (10) percent of the contract price shall be paid upon submission and acceptance of the Inception Report</td>
</tr>
<tr>
<td>b) Thirty (30) percent of the contract price shall be paid upon submission and acceptance of the Interim Report;</td>
</tr>
<tr>
<td>c) Forty (20) percent of the contract price shall be paid upon submission and acceptance of the Draft Final Report; and</td>
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</tbody>
</table>
d) Twenty (40) percent of the contract price shall be paid upon submission and acceptance of the Final Report (hard and soft copies)

8. REPORTING REQUIREMENTS

The consultant will report to the Acting Interim Director General of the KeFS on all matters pertaining to the assignment. The consultant will provide weekly updates on progress achieved.