



**Kenya Marine Fisheries Socioeconomic Development (KEMFSED)  
Project  
P.O. Box 58187-00200  
NAIROBI**

**Ministry of Mining, Blue Economy, Shipping and Maritime Affairs  
State Department for Blue Economy and Fisheries**

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**TERMS OF REFERENCE FOR CONSULTANCY SERVICES TO UNDERTAKE MID  
TERM REVIEW FOR THE KENYA P163980 MARINE FISHERIES SOCIO-  
ECONOMIC DEVELOPMENT (KEMFSED) PROJECT**

Credit Number: IDA 65400

PROJECT NUMBER: P163980

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Procurement/Contract Ref No.: KE-MOALF-C3-2022-015-ICS-INDV

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## A. Project Background

1. The Government of Kenya, through the State Department for Blue Economy and Fisheries, and with support from the World Bank, is implementing the Kenya Marine Fisheries and Socio-Economic Development (KEMFSED) project, which aims at supporting the country in its efforts to leverage emerging opportunities in the Blue Economy. The project will strengthen the management of fisheries that are priority to coastal livelihoods, thereby securing stocks at sustainable levels of harvesting. At the same time, the project will strengthen coastal households' access to complementary livelihood activities towards diversifying sources of household income to reduce dependence on capture fishing. By better managing and conserving marine resources, reducing illegal fishing activity, and enhancing the value of the fish products in the value chains, the sector is expected to enhance its contribution to the overall economy.

2. **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 PDO is expected to be achieved through Improving Governance and Management of Marine Fisheries and infrastructure; technical and financial incentives for complimentary livelihoods and diversification of income sources for Coastal Communities and Project Management and coordination of project activities interventions.

3. **Project Structure and area:** KEMFSED is currently under implementation in the five coastal counties of Kenya, namely Kwale, Mombasa, Kilifi, Tana River and Lamu. The Project is implemented through three distinct components, namely:

- i. **Component 1: Improve Governance and Management of Marine Fisheries** - this will contribute to the PDO by focusing on improving the management of marine fisheries in Kenyan waters. Fisheries governance related interventions are being promoted through strengthened co-management of nearshore fisheries and infrastructure development in relation to fisheries management at national and county levels.
- ii. **Component 2: Coastal Community Empowerment and Livelihoods** will contribute to the PDO by strengthening livelihoods in coastal communities through a combination of technical and financial support for the implementation of subprojects, improved access to micro-credit and complementary capacity-building and mentoring of beneficiaries;
- iii. **Component 3: Project Management** this Component will finance supplemental support for project management at both national and county levels to ensure coordinated and timely execution of project activities.

## 4. Expected Outputs

The following outputs are expected from the various project activities that are being undertaken;

- i. Fisheries governance instruments (policies, regulations & National Plan of Actions - NPOAs) reviewed/developed
- ii. Integrated Marine Spatial Plan developed
- iii. Fisheries data and monitoring capacity strengthened

- iv. Fisheries management support strengthened
- v. Stock assessment to evaluate performance of priority fisheries undertaken
- vi. Compliance to fisheries policy, laws and regulations (monitoring, control & surveillance - MCS) increased
- vii. Fisheries and mariculture infrastructure developed
- viii. Grants to Common Interest Groups (CIGs) and Community Based Organizations (CBOs) delivered
- ix. Beneficiary groups capacity built through project support

**5. Project Implementation Structure**

The Project is being implemented through a two-tier structure. At the national level, project implementation is guided by the National Policy Steering Committee (NPSC) and the Project Technical Advisory Committee (PTAC) while in the Participating Counties guidance is provided by the County Project Steering Committee (CPSC). At community level, the community demand driven sub projects and interventions are implemented through the CIGS, CBOs and BMUs.

**6. Project Cost and Financing**

The project is being financed through an IDA Scale Up Facility (SUF) credit of USD100 million, to be implemented over a 5-year period. The Project key milestones are as follows:

- Project Approval - 10<sup>th</sup> March, 2020
- Financing Agreement signing - 2<sup>nd</sup> June 2020
- Project effectiveness - 10<sup>th</sup> August 2020
- Project launch - 26<sup>th</sup> July, 2021
- Project close - 10<sup>th</sup> August 2025

**B. Purpose and Objectives of the Mid Term Review**

The Mid-Term Review (MTR) is an activity in the project cycle which must determine, as systematically and objectively as possible, the relevance, efficiency, and effectiveness, of the expected Project outcomes. The review is to assess the achievements so far of the Project against its stated outcomes and processes, including a re-examination of the relevance of the outcomes and processes and the Project design. It is also to identify all significant factors that have affected the delivery of outcomes. Whilst the review of the past is, in itself, very important, the assessment is expected to lead to recommendations and lessons learned for the Project’s future. The assessment will also address the underlying causes and issues contributing to targets that are not being adequately achieved.

The exercise is therefore intended to identify strengths and weaknesses of the Project’s design, and to provide recommendations for any necessary technical or operational changes in the overall design and orientation of the Project by assessing the adequacy, efficiency, and effectiveness of its implementation, as well as assessing project outputs and outcomes to date. The review is also expected to make detailed recommendations on the work plan and budget for the remaining project period. It will also provide an opportunity to assess early signs of project’s success or failure and propose necessary adjustments.

The objectives of this consultancy are to:

- i) review the implementation of the project since its inception, in particular with reference to results compared to the established “performance indicators”, draw lessons and make recommendations for enhancing project implementation arrangements during the remaining project period.
- ii) assess performance of the project through a mid-term review which was agreed upon as part of the project approval process given that the project is on its third year of implementation and planned to be completed in March, 2025.

### **C. Scope of the Mid Term Review**

1. The scope of the MTR will cover all activities undertaken in the framework of the project. It is expected that the assessment will compare planned outputs/outcomes of the Project to actual outputs/outcomes and assess the actual results to determine their contribution to the attainment of the PDO.
2. The review will diagnose and analyze issues and formulate a concrete and viable set of recommendations for improved project implementation until its closing. It will assess the efficiency of project management, including the delivery of outputs and activities in terms of quality, quantity, timeliness, and cost efficiency. The assessment will also determine the likely outcomes of the project in relation to the specified project goals and objectives. Considering the financing, the consultant is expected to provide recommendations along with realignment and prioritization of activities while ensuring the achievement of the project PDO.
3. The consultants are expected to review the following aspects of KEMFSED Project:

#### **3.1 Project design**

- a. Appropriateness of KEMFSED’s concept and design to the current economic, institutional and environmental situation;
- b. Relevance of the project to local fisheries, and livelihood improvement needs and priorities;
- c. Coherence of the project approaches and activities, as well as the inter-linkages between components.
- d. Contribution of the project to the attainment of the higher development objective as stated in the Project Results Framework/Theory of Change (TOC); and
- e. The likely sustainability of project interventions.

#### **3.2 Project Implementation**

- a. General implementation and management of project components in terms of quality of inputs and activities, adherence to work plans and budgets;
- b. Major factors which have affected the progress of project implementation;
- c. The impact of COVID and security constraints on project implementation;
- d. An assessment of project performance in relation to the indicators, assumptions and risks specified in the Project Appraisal Document (PAD) and Financing Agreement, and the Project Implementation Manual (PIM);

- e. Adequacy of management arrangements as well as monitoring and backstopping support to the Project by all parties concerned;
- f. Institutional involvement of all relevant partners;
- g. Responsiveness of Project management entities to changes in the environment in which the Project operates;
- h. Co-operation amongst project partners including National PCU, individual counties. Strategic Partners and beneficiary communities;
- i. An assessment of commitment, capacity and performance by each county;
- j. An assessment of the functionality of the institutional governance and accountability structure of decision-making arrangements established such as the role and effectiveness of the Project Steering Committee (PSC), the Project Technical Advisory Committee (PTAC) and County Policy Steering Committee (CPSC) and at all levels; and
- k. An evaluation of the effectiveness of the NPCU and other management structures in fulfilling its roles and responsibilities in terms of its oversight role in the project implementation. This evaluation should include specific reference to:
  - i. Organizational/institutional arrangements for collaboration among the various agencies and institutions involved in project arrangements and execution at all levels (i.e., federal and county level)
  - ii. The effectiveness of the monitoring and evaluation mechanisms currently employed by the NPCU on the project implementation on a day-to-day basis
  - iii. Administrative, operational and/or technical problems and constraints that influenced the effective implementation of the project and present recommendations for any necessary operational changes;
  - iv. Financial management of the project, including the annual budgeting and disbursement process;
  - v. Procurement performance, including the overall procurement process followed for the different inputs, goods, and services financed by the project; and
  - vi. The consistency and appropriateness of the different instruments used for project implementation and reporting, including PIM, PGM, AWP&B, Procurement Plan, safeguard instruments, etc.

### **3.4 Project status, results and progress**

- a. Achievements to date of KEMFSED outcomes by component as related to the Project Appraisal Document and PIM;
- b. Assess project results and progress towards meeting its objective, in terms of development outcomes, based on the project's actual and potential development impact on the primary stakeholder groups and relevant institutions;
- c. Define the current status of the Results Framework and likelihood of achieving project indicators and targets within the remaining project implementation period;
- d. Appropriateness of the indicators for monitoring the project performance and extent to which they are being used for decision making by project management;
- e. Level of project ownership by the stakeholders;
- f. Project impact on enhancing co-operation (synergies) amongst Government agencies as well as national, county, and strategic partners co-operation;

- g. Assess the relevance and effectiveness of technical assistance and training given to primary stakeholders and staff in relation to the identified project activities and requirements

### **3.5 Learning from KEMFSED so far and recommendations for its remaining time span**

- a. Lessons from progress to date, as a basis for recommending specific changes to adapt or restructure KEMFSED design and/or institutional/implementation arrangements/instruments related to each project component, as needed;
- b. Identify areas where knowledge sharing is required amongst the project stakeholders and the recommendations of the mode of this sharing;
- c. Documentation of the main challenges of KEMFSED and recommendations on how to overcome the challenges.

### **3.6 Cross Cutting Dimensions**

- a. Gender and Vulnerable and Marginalized Groups (VMGs) consideration and the progress made towards attaining the required thresholds; and
- b. Environmental and social safeguards consideration during design and project implementation.

## **D. Methodology**

The assessment will consist of activities such as:

- a. Document review;
- b. Field visits or missions
- c. Interviews with a sample of representative individuals affiliated with the project, current and potential beneficiaries, and relevant stakeholders.

### **1. Document review**

The consultants shall familiarize themselves with the Project through a review of relevant documents prior to the field visits. These documents include, but not limited to the:

- a. Project Appraisal Document;
- b. The Project Implementation Manual (PIM);
- c. The Project Grant Manual;
- d. Component Strategies/Manuals, guidelines, and institutional blueprints for implementation
- e. Project safeguards instruments, (e.g. Environmental and Social Management Framework, Process Framework and any other related documents);
- f. Annual work plans and budgets
- g. Procurement plans;
- h. Mission Aide Memoires and Management Letters;
- i. Component Activity reports and progress reports;
- j. Partnership agreements;

- k. Minutes of meetings of the Project Steering Committees and Technical Committees at all levels; and
- l. Other relevant meeting minutes.

## 2. Field visits and Interviews

The field work shall focus on the project initiatives that are planned or have been undertaken in the 5 participating counties. During these visits, the consultants shall contact and interviews (preferably using standard questionnaires), amongst others, national and participating county government officials, benefiting local communities, strategic partners and other relevant stakeholders within private sector, local public institutions and consultants that have worked with the project teams as appropriate,

### **D. Timing of the assignment**

- Assignment duration: Forty (40) person-days (spread in 2 calendar months)
- Expected start date: November 21, 2022.

### **E. Deliverables /Expected Outputs**

It is envisaged that the assessment will be performed during a maximum period of 40 person-days. This period should be suitably divided into, development of research tools, document review, data collection (including the field visits); data analysis/interpretation and report writing and development of the final report and its presentation to the KEMFSED and World Bank team.

#### i. Inception report

The consultants are expected to produce an inception report to the NPCU within 8 days after contract signing and report shall cover and not limited to ;

- a. A comprehensive description of the consultant's understanding of the Terms of Reference and indicating any major inconsistency or deficiency in the Terms of Reference and proposed amendments, if needed;
- b. A detailed methodology for the assessment;
- c. A complete work plan for the entire assessment period, including an activity timesheet; and
- d. A proposal for the final report layout.

#### ii. Draft Mid Term Review Report

The consultants are expected to generate the first draft report by the end of 20 calendar days of the assignment. This draft report will then be discussed with the NPCU who will present the draft to the PTAC for their review and comments and the World Bank team. Comments from this discussion will be incorporated into the report by the consultant.

#### iii. Final Mid Term Review Report

The final report shall be submitted to the NPCU at the end of the 35 calendar days' assignment period. It shall be submitted in 4 copies and WORD and PDF electronic version. The final report should include and not be limited to the following content:

- a. An executive summary including findings and recommendations;
- b. An introduction;
- c. A description and analysis of the context in which the project is being implemented;
- d. A detailed assessment report covering items presented above in the Scope of the Mid-Term Evaluation of this Terms of Reference;
- e. A detailed restructuring proposal of the project, addressing proposed for technical, operational and institutional recommendations for improving implementation of each component and subcomponent, including the indicators and targets of the Results Framework, and edited versions of the project manuals.
- f. Main conclusions and recommendations;
- g. A list of Annexes, which includes TORs, itineraries, list of persons interviewed, summary of field visits, list of documents reviewed, questionnaire used and summary of results, and draft edited versions of PIM and PGM

.iv) The final Mid-Term Review report;

Will be presented by the consultant to the NPCU and World Bank during the MTR mission to be conducted in March, 2023.

#### **F. Deliverables Summary Table**

<b>Reporting Requirement</b>	<b>Time Schedule</b>	<b>Report Format</b>
Inception Report	8 days after Contract Signing commencement	Electronic Soft copy in Ms Word
Draft Mid Term Review Report	20 days after commencement	Electronic Soft copy in Ms Word
Submission of the Final Mid Term Review Report to the NPCU and incorporation of comments	30 days after commencement	Electronic Soft copy in Ms Word, Power-point and 3 hard copies
Satisfactory presentation of the Final Mid Term Review Report and Final Report Incorporating the comments raised during presentation	40 days after commencement	Electronic Soft copy in Ms word - Power-point, 4 hard copies

#### **G. Timeline and payment structure**

<b>Reporting Requirement</b>	<b>Time Schedule</b>	<b>% of payment</b>
Submission, Acceptance and Approval of The Inception Report	8 days after commencement	<b>20%</b>
Submission, Acceptance and Approval of The Draft Mid Term Review Report	20 days after commencement	<b>30%</b>
Submission, Acceptance and Approval of The Submission of the Final Mid Term Review	30 days after commencement	<b>30%</b>



Report to the NPCU and Incorporation of comments		
Submission, Acceptance and Approval of The Satisfactory presentation of the Final Mid Term Review Report and Final Report Incorporating the comments raised during presentation	40 days after commencement	<b>20%</b>

## H. Qualifications of the Consultant

This assessment shall be conducted by 1 individual consultant with the following competencies and/or experience:

- i. At least ten (10) years of specific experience (at an international level) in planning, monitoring and evaluation of projects funded by World Bank and/or other multilateral/international funding agencies.
- ii. Demonstrated experience in project development/design including knowledge of project planning cycle stages / phases;
- iii. At least seven (7) years of Experience on development projects identification, design, implementation and management;
- iv. Knowledge in governance and financial arrangements of a World Bank funded project of similar size;
- v. Demonstrable expertise and experience in undertaking mid-term and/or end of project evaluations for natural resources management and development projects of a similar size and scope to KEMFSED, with at least **two similar assignments** in the last **five** years

## I. Services and facilities to be provided by the Client

The client (National PCU) will provide all required documentation, organize meetings with relevant stakeholders as may be required by the consultant. The consultant will be required to make his own travel and accommodation arrangements to ensure the assignment is carried on smoothly and seamlessly within the timeframe provided.

## J. Supervision Responsibility

The consultants will be answerable to the National PCU Coordinator and will work closely with project staff in the execution and delivery of this consultancy. The lead consultant will consult and include inputs from the World Bank Team. He/she will also be responsible for organizing and achieving the evaluation and delivering the final report.