



MINISTRY OF MINING, BLUE ECONOMY AND MARITIME AFFAIRS

State Department for the Blue Economy and Fisheries

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

Credit Number: IDA 65400

PROJECT NUMBER: P163980

**TERMS OF REFERENCE
FOR
CONSULTING SERVICES TO PREPARE PROJECT COMPLETION REPORT FOR
KENYA MARINE FISHERIES SOCIO-ECONOMIC DEVELOPMENT (KEMFSED)
PROJECT**

(FIRMS SELECTION)

**PROCUREMENT/CONTRACT REF NO: KE-MOMBEMA-C2-2025-044-
CQ5;MMBEMA/SDBE&F/01/2025-2026**

JANUARY, 2026

Client:
State Department for the Blue Economy and Fisheries
Attn; National Project Coordination Unit
P.O. Box 58187-00200, Nairobi
[Tel:+254202716103](tel:+254202716103)
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1.0 PROJECT BACKGROUND

The Government of Kenya, through the State Department for Blue Economy and Fisheries, (SDBE&F) 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 Development Objective (PDO) is to improve management of priority fisheries and mariculture and increase access to complementary livelihood activities in coastal communities. The project is implemented in Kenya's coastal counties namely Mombasa, Kwale, Kilifi, Tana River and Lamu and aims to strengthen the management of fisheries that are priority to coastal livelihoods, thereby securing stocks at sustainable levels of harvesting. Further, it is expected to 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.

1.1 Project Budget and Implementation Duration

The Project has been implemented in accordance with the Financing Agreement signed between the Government of Kenya and World Bank totaling to USD 89.1 million. It was approved on 10th March, 2020, became effective on 10th August, 2020 and underwent its mid-term review in May, 2023. To complete and consolidate various pending project activities and expected outputs, and as part of the Project restructuring, the World Bank approved a no-cost extension of 18 months, moving the project closing date from 31st March 2025 to 30th September, 2026.

1.2 Project Conceptualization and Design

The Project conceptualization and design is based on two broad problems which include: i) weak governance of marine fisheries, and ii) narrow and vulnerable livelihoods of the coastal communities making it hard for them to comply to management measures and cope with impacts of climate change. The specific objectives are to improve management of priority fisheries and mariculture and strengthen access to complementary livelihood for coastal communities in Kenya.

1.3 Project Target Group/Beneficiaries

The primary target group are the vulnerable fisheries-dependent households and rural communities with direct or indirect links to fishing activities in the 19 coastal sub-counties. There are also the Vulnerable Marginalized Groups (VMGs) located in the project area such as the Tswaka, Watha, Aweer, Sanye, Makonde that are benefiting from the livelihood enhancement. Fisheries Management Institutions are set to benefit from institutional structures constructed in support of fisheries management at all level of governance. There are also governance instruments that have been reviewed or developed and these will contribute towards fisheries improved management.

1.4 Project Components

The Project Development Objective will be achieved through the implementation of three (3) components namely;

a) Component 1: Governance and Management of Marine Fisheries - The component contributes to the PDO by supporting improvement of management of marine fisheries in Kenyan waters. It comprises the following sub-components:

- i) Sub-component 1.1: Enhanced Governance of Marine Fisheries and Blue Economy
- ii) Sub-component 1.2: Improved Management of Near Shore Fisheries

iii) Sub-component 1.3: Infrastructure Development for Fisheries Management

b) Component 2: Coastal Community Empowerment and Livelihoods - The component contributes to the PDO by strengthening livelihoods in coastal communities through a combination of technical and financial support for the implementation of 3 categories of demand driven projects namely; livelihood, social welfare, and environmental sub-projects; provision of scholarship grants and complementary capacity-building and mentoring of beneficiaries. Its activities are implemented through the following two sub-components:

- i) Sub-Component 2.1: Enhanced Coastal Community Livelihoods (ECCL)
- ii) Sub-Component 2.2: Support Services for Livelihood Enhancement and Capacity Development

c) Component 3: Project Management - The component finances support for project management at both National Project Coordination Unit (NPCU) and each of the County Project Implementation Unit (CPIU) in the five participating counties to ensure coordinated and timely execution of project activities. The CPIUs in all the five counties are also instrumental in supporting the delivery of community-based activities within the second component.

1.5 Project Key Targets

The following key deliverables are expected at the end of the project implementation as indicated in the Project Results Framework (Table 1):

Table 1: Result Framework Indicator Targets

| PDO Indicators | | Baseline Data | End Year Target |
|--|--|---------------|-----------------|
| <i>Outcome: Improved management of priority fisheries</i> | | | |
| 1. | Fisheries management plans implemented (Number) | 0 | 2 |
| 2. | Proportion of nearshore waters under improved management (%) | 0 | 45 |
| 3. | Seascapes under enhanced conservation and/or sustainable management (coastal zones and oceans) (Ha) | 580 | 21,500 |
| <i>Outcome: Improved management of mariculture</i> | | | |
| 4. | Annual production in mariculture by small-scale producers supported by the project (Metric Tons) | 37 | 150 |
| <i>Outcome: Strengthen access to complementary livelihood activities in coastal communities</i> | | | |
| 5. | Beneficiaries in targeted coastal communities with access to complementary livelihood activities (Number) | 0 | 217,000 |
| 6. | Beneficiaries in targeted coastal communities with access to complementary livelihood activities – (Number of women) | 0 | 108,500 |
| 7. | People benefiting from actions to expand and enable economic opportunities (Number) | 0 | 140,000 |
| 8. | People benefiting from actions to expand and enable economic opportunities (Number of women) | 0 | 70,000 |
| 9. | People benefiting from actions to expand and enable economic opportunities (Number of youth) | | 25,000 |
| 10. | Share of target beneficiaries with rating ‘satisfied’ or above on project interventions (Percentage) | 0 | 65 |

| | | | |
|--|--|----------------------|------------------------|
| 11 | Share of target beneficiaries with rating ‘satisfied’ or above on project interventions (Percentage of women) | 0 | 65 |
| Intermediate Indicators | | Baseline Data | End Year Target |
| <i>Component 1: Governance and Management of Marine Fisheries</i> | | | |
| 1. | Policies, regulations and national plans of action (NPOAs) for fisheries and mariculture completed and submitted to Cabinet (Number) | 0 | 5 |
| 2. | Score on Fishery Information and Monitoring System – FIMS (Number) | 0 | 3 |
| 3. | Operational surveillance activities in Kenyan marine fisheries (Number) | 0 | 20 |
| 4. | Score on Marine Spatial Planning (Number) | 0 | 9 |
| 5. | BMUs achieving at least 4 annual performance targets (Number) | 0 | 42 |
| 6. | Landing sites infrastructure completed to benefit targeted fisheries communities (Number) | 0 | 5 |
| <i>Component 2: Coastal Community Empowerment and Livelihoods</i> | | | |
| 7. | Grants delivered to members of Common Interest Groups (CIGs) (Number) | 0 | 22,000 |
| 8. | Grants delivered to members of Common Interest Groups (CIGs) (Number of women) | 0 | 11,000 |
| 9. | Improvement in basic social infrastructure to benefit coastal households (Number) | 0 | 75 |
| 10. | Beneficiaries with access to livelihood-related training and/or technical assistance supported by the project (Number) | 0 | 90,000 |
| 11. | Beneficiaries with access to livelihood-related training and/or technical assistance supported by the project (Number of women) | 0 | 22,000 |

2.0 OBJECTIVES OF THE ASSIGNMENT

2.1 Objectives of the Assignment

The KEMFSED Project is approaching end of its implementation period in September, 2026 and intends to recruit a consultancy firm to prepare a Project Completion Report (PCR). The objective of undertaking the assignment is to assess whether the project has achieved the intended results in terms of output, outcomes and impact (PDO). Lessons learnt and critical success factors from the implementation of the project will be documented to inform future government projects within the sector

2.2 Objectives of the Assignment

The overall objective for undertaking this assignment is to assess the project results against what were expected to be achieved and to draw lessons that can both improve the sustainability of benefits from the project, and help in the overall enhancement of future programming. The specific objectives are to:

- a) Assess the project’s objective, design, implementation, and operational experience;
- b) Summarize the most important factors which had either positive or negative impacts on the performance of the project;
- c) Assess the outcome of the project against the agreed objectives (by component); and explain how these outcomes will be sustained after the project’s closure.

- d) Evaluate the implementing teams (national and counties) performance during the preparation and implementation of the project, with special emphasis on lessons learned that may be helpful in the future;
- e) Evaluate the performance of the World Bank during the preparation and implementation of the project with special emphasis on lessons learned; and
- f) Discuss lessons learned that can inform future projects.
- g) Prepare a Project Completion Report reflecting on the evaluation findings.

3.0 SCOPE OF CONSULTANCY AND SPECIFIC TASKS

3.1 Scope of Consultancy

The consultancy is expected to cover the following:

- a) Review and assess all activities agreed upon in the Project Appraisal Document (PAD) and other related agreements with the World Bank including restructuring papers, and various Aide Memoires;
- b) Assess the extent to which the Project Development Objective (indicators and targets) has been achieved;
- c) Assess the extent to which the project expected outputs/results (intermediate indicators targets) have been achieved;
- d) Document lessons learned, critical success factors and best practices;
- e) Analyze relevant cross cutting issues that have impacted on project implementation; and
- f) Identify gaps in the implementation arrangements and make recommendations for any future similar interventions.

3.2 Specific Tasks

Specifically, the consulting firm is expected to review the following aspects of the Project:

3.2.1 Project preparation, design, and quality at entry

Summarize the key factors during the preparation stage or issues that affected the project's implementation and outcomes, including:

- a) Assessment of the project design (i.e. objectives, components, and organization) including the geographic dispersion, capacity of implementing teams – national, county and strategic partners),
- b) Adequacy of stakeholder involvement, and/or participatory processes during project preparation.
- c) Relevance of the project to local fisheries, and livelihood improvement needs and priorities;
- d) Coherence of the project approaches and activities, as well as the inter-linkages between components.
- e) Assessment of risks and mitigation measures.

3.2.2 Project Implementation

Describe the key factors which have facilitated the progress of the Project implementation and outcomes, including:

- a) Administrative, operational and/or technical issues that influenced or constrained the effective implementation of the Project and present recommendations for any necessary operational changes in future projects;
- b) General implementation and management of project components in terms of quality of inputs and activities, adherence to work plans and budgets;
- c) The mid-term review recommendations and their implementation;
- d) Actions taken in response to challenges and how they were resolved, as applicable;
- e) The effects of devolution on the effectiveness of the delivery of the Project objectives; and
- f) Degree of support from the project stakeholders in the implementation of community grants (subprojects).

3.2.3 Monitoring and Evaluation (M&E)

Assess KEMFSED's M&E by paying attention to the M&E arrangements, quality and reliability of the evidence/data used, and sustainability of the M&E arrangements beyond the Project. Specifically, assess the following:

- a) M&E design – the extent to which adequate indicators were identified to monitor progress toward PDO using effective data collection methods;
- b) M&E implementation - the extent to which appropriate data was actually collected using appropriate collection methods (to ensure data quality); and
- c) M&E utilization - where possible to assess this, the extent to which appropriate data was evaluated and used to inform decision-making and resource allocation.
- d) Project knowledge management products and how they have been communicated

3.2.4 Fiduciary and safeguards compliance

Assess the key fiduciary and safeguards compliance issues as follows:

- a) Fiduciary – financial management, annual budgeting, disbursements, provision of counterpart funding, reimbursement, and other compliance issues, including the grants accessed by the Common Interest Groups. Procurement performance, including the overall procurement process followed for the different inputs, goods, and services financed by the project, including procurement processes undertaken by CIGs.
- b) Safeguards – compliance with the policy and procedural requirements, and any other issues that arose and their resolution, as applicable.

3.2.5 Assessment of outcomes

Carry out assessment of the project outcomes based on the following:

- a) Relevance of objectives, design and implementation: Assess the relevance of the project in managing local marine fisheries resources and increasing access to community livelihoods, Kenya's development needs and priorities; and the relevance and effectiveness of technical assistance and training given to primary stakeholders in relation

- to design objectives, and the extent to which they have been given based on needs assessment and followed up on to determine their impact;
- b) Achievement of PDO: Describe the extent to which the Project achieved its development objective:
- i) Assess the project outcomes, based on how they were defined in the Project Appraisal Document (with specific reference to the project's results framework); and discuss the development impact on the target communities, relevant institutions and the wider context;
 - ii) Assess the project outputs by component, sub-components and their contribution to the PDO outcomes;
 - iii) Assess the flow of benefits from the project interventions, for example, from fisheries governance instruments, BMUs in JCMAs, infrastructural facilities, Common Interest Groups (CIGs), including Vulnerable and Marginalized Groups (VMGs) in the project areas; among others
- c) Efficiency: Assess whether the costs involved in achieving the project objectives were reasonable in comparison with both the benefits and recognized norms, and whether the balance between expenditures on administrative and overhead charges in relation to those on the achievement of substantive outputs was adequate. The findings can be supported through assessment of the net present value (NPV), economic rate of return (ERR), cost effectiveness (e.g., unit rate norms, least cost, and comparisons) and financial rate of return (FRR). The Economic and Financial Analysis (EFA) will focus on all KEMFSED activities undertaken in component 1 and 2 and also as guided in the Project Appraisal Document (PAD).
- d) Overarching themes and other outcomes:
- i) Poverty impacts, gender aspects, and social welfare development: Assess the Project's positive and negative effects on the target communities (including intended and unintended).
 - ii) Institutional change/strengthening: To the extent not previously covered, if any, discuss the KEMFSED's effect and impacts (intended or unintended, positive or negative) on institutional development, particularly longer-term development of Kenya's capacity and institutions.
 - iii) Other unintended outcomes and impacts: To the extent not previously covered, if any, discuss other outcomes and impacts that were not intended, whether they are positive or negative.

3.2.6 Post-completion operation (sustainability)/next phase

- a) Describe and evaluate the transition arrangements in place for sustaining the KEMFSED's outcomes. This should include but not limited to an evaluation of the likelihood of sub-projects and other project interventions to continue operating without KEMFSED funding and technical support. Aspects should include:

- i) Appropriate technical, financial, and institutional provisions to ensure effective project operations,
 - ii) Networks and linkages to leverage technical and financial support from stakeholders (national and county governments, NGOs etc.), and
 - iii) Market linkages and financial sustainability assessments for business oriented sub-projects.
- b) Conduct an ex-post analysis of long-term economic return of the project interventions including sensitivity analysis by:
- i) Identifying interventions and/or combination of interventions that yield the highest return and benefits for the beneficiaries
 - ii) Identifying return on investment for different project interventions.

3.2.7 Assessment of the World Bank's and Government's performance

- a) Assess the performance of World Bank during project preparation and implementation focusing on: i) project preparation (e.g. strategic relevance and approach; technical, fiduciary, policy and institutional aspects; implementation and M&E arrangements; risk assessment, etc.), and ii) supervision and management (e.g. supervision of fiduciary and safeguard aspects, and adequacy of supervision processes, etc.).
- b) Assess the performance of the Government by focusing on (i) government performance (national and/or counties as applicable), and (ii) the KEMFSED implementing agencies and their performance in fulfilling their roles and responsibilities, including:
- i) General implementation and management of Project components in terms of quality of inputs and activities, and adherence to work plans and budgets.
 - ii) An evaluation of the compliance to the Financing and Grant Agreements and the various other agreements signed in respect of the implementation of the Project.
 - iii) Adequacy of management structures and arrangements as well as monitoring and backstopping support to the Project by all parties concerned.
 - iv) An evaluation of National Project and Coordination Unit (NPCU), individual County Project Implementation Units (CPIUs) and other management structures within the project in terms of fulfilling their roles and responsibilities during the project implementation.
 - v) Evaluation of institutional arrangements and involvement of relevant stakeholders. This will include assessment of the functionality of the institutional structure established and the role and effectiveness of the National Project Steering Committee (NPSC), Project Technical Advisory Committee (PTAC), County Project Steering Committee (CPSC) and County Technical Advisory Committee (CTAC).

3.2.8 Lessons Learnt and Recommendations

- a) Assess and present lessons learnt from the project preparation and implementation experience and indicate how these lessons are reflected in the arrangements for post-

completion operation of the supported investments and follow-up operations. This may include information on what worked well, what did not work well and the recommended actions

- b) Suggest which of the lessons have general applicability for similar operations in the sector/subsector, the country, or other countries.
- c) Documentation of the main challenges of the project and recommendations on how to these challenges could have been avoided or overcome.

3.2.9 Financial and Economic analysis (EFA)

The question is, as the project comes to an end, how did the interventions impact on financial and economic status of the target beneficiaries and the economy at large will be answered by:

- a) Conducting an ex-post analysis of long-term economic return of the project interventions by quantifying the benefits and costs of the project interventions/investments from the beneficiaries and societal perspectives
- b) Undertaking a sensitivity analysis by varying discount rates and productivity of different value chains and investments

3.2.10 Project Completion Report Preparation

Prepare a Project Completion Report (PCR) for KEMFSED for submission to the World Bank after stakeholder validation and clearance by the Government.

4.0 METHODOLOGY

While the methodology will be developed by the consulting firm, it is expected that the process will consist of the following activities:

- a) Documents review;
- b) Field visits; and
- c) Interviews with select individuals who are either affiliated with the Project or who have or might be expected to be impacted by the project.

4.1 Document review

The consulting firm shall familiarize itself 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 for the Kenya Marine Fisheries and Socio-economic Project;
- b) The Project Implementation Manual;
- c) The Project Grants Manual
- d) The Project Financing and Grant Agreements;
- e) Mid-term review report and Project Restructuring Papers
- f) Project safeguards instruments, (e.g. Environmental and Social Management Framework, Process Framework and Indigenous Peoples Planning Framework, and any other related documents);
- g) Annual work plans and procurement plans;
- h) Project results framework

- i) Mission Aide Memoires;
- j) KEMFSED progress and M&E reports;
- k) MOUs with Strategic Partners;
- l) Minutes of meetings of the NPSC and PTAC; and
- m) project progress reports. And other relevant documents
- n) Different Knowledge products developed by the project

4.2 Field visits

The field work shall focus on the project initiatives that have been undertaken in the 5 Coastal Counties. During these visits, the consultants shall contact, amongst others, national government officials, county government officials, CPIUs, local communities, Strategic Partner representatives.

4.3 Interviews

Interviews should be carried out during field visits and in project offices. Appropriate questionnaires shall be developed by the consulting firm and discussed with NPCU for approval. There are over 200,000 beneficiaries under component 2 who have accessed sub-projects grants (CIGs), training/technical support, scholarships, etc and it will be imperative to define a sample to be interviewed, particularly the size and selection process. Key informants must include the project staff, national government officials, county government officials, local communities, Strategic Partners, and consultants that have worked with the project teams.

5.0 DURATION AND LOCATION OF THE ASSIGNMENT

The duration of the assignment will be 120 days (4 calendar months) from the date of contract commencement. The assignment will be implemented within the 5 Coastal counties namely; Kwale County, Mombasa County, Kilifi County, Tana River County and Lamu County within the Coastal Region in the Republic of Kenya. There will also be interaction with National Project Coordination Unit personnel in Nairobi and Mombasa satellite offices.

6.0 REPORTING REQUIREMENTS AND TIMELINES FOR DELIVERABLES/REPORTS

The consultancy firm will be expected to prepare and submit to the NPCU a set of key documents, data sets and reports in the course of this assignment. These reports will be reviewed and accepted by the client before approval. The following have been identified as key reports to be submitted:

- a) ***Inception Report:*** This will entail a detailed presentation of the assignment including the background, methodology, key deliverables, the work-plan, staff capacity for the assignment and proposal for the final report layout. The questionnaires for data collection will be prepared and presented at this stage.
- b) ***Draft PCR:*** This will present initial activities undertaken and outputs of the review of relevant project documents and information gathered from interviews with key informants, and consultations with the implementing agencies. The report will also present a statistical summary of data collected and compiled, the architecture of the ERR model with the key assumptions to be used for the calculation.

- c) **Validation Workshop Report:** The consulting firm will organize a consultative stakeholders' workshop to validate the findings documented in a draft PCR. This will provide an opportunity to enhance the quality of the report by getting feedback and improving the content by ensuring the inclusivity of the process to further inform decisions and policy direction in such assignment.
- d) **Final PCR:** The final report will be submitted to the Client on, or before the expiry of the assignment contract period. A soft copy of the final report suitable for professional reproduction must be submitted. The final report will be sufficient for submission to the Bank by the Government of Kenya and will describe the interventions, detailed methodology and assumptions, the value and source of parameters and the results of the ERR calculation and sensitivity analysis. The report shall also include the final ERR model spreadsheet with all the elements included in the report.

The reporting requirements and timelines for submission of deliverables is as shown in the Table 2 below.

Table 2: Reporting requirements and timelines for delivery of outputs

| S/No. | Deliverables/Reports | Timelines for submission of deliverable/report after contract commencement | Format of submission |
|-------|---|--|---|
| 1. | Inception report for the Project Completion Report which will include the following: <ul style="list-style-type: none"> • A comprehensive description of the consultant's understanding of the Terms of Reference and indicating any major inconsistency or deficiency in the TOR and proposed amendments; • A detailed methodology and key deliverables; a complete work plan for the entire assignment period, including an activity timesheet; staff capacity and a proposal for the final report layout, and • Draft questionnaires and other data collection tools for conducting field work acceptable to the client | 20 days | Two (2) hard copies and a soft copy word document and a soft for data collection tools. |
| 2. | Approved questionnaires/ tools for data collection. [BA1] | 30 days | Soft copy |
| 3. | Field Procedure Plan, including sampling methodology, questionnaires, manual, | 40 days | Soft copy |

| | | | |
|----|--|----------|---|
| | checklists and any other relevant documentation for data collection. | | |
| 5. | Submission of a report for recruited field staff [BA2] | 50 days | Soft copy |
| 6. | Summary reports on findings after field work. | 80 days | Soft copy |
| 7. | Draft Project Completion Report | 100 days | Soft copy |
| 8. | Validation Workshop Report | 110 days | Soft copy Word Document |
| 9. | Final Project Completion Report | 120 days | 2 hard copies and a soft copy Word Document and pdf |

All reports shall be submitted in the prescribed format to the Client at the address below:

Principal Secretary,
State Department for the Blue Economy and Fisheries,
Ministry of Mining, Blue Economy & Maritime Affairs,
SHA Building, 14th Floor, Ragati Road
P.O. Box 55187-00200, Nairobi, Kenya
Tel: [+254-20-2716103](tel:+254-20-2716103)
Email: info@kemfsed.org

Attn; National Project Coordinator (NPC)
National Project Coordination Unit
Kenya Marine Fisheries Socio-economic Development (KEMFSED) Project
Maktaba Building.

7. PAYMENT SCHEDULE

The proposed payment schedules, to be based on satisfactory performance and to be negotiated with the successful consultant, will be as presented in Table 3 below. Upon submission of every report, the consultant is expected to make a presentation of the submitted report to the Client in a scheduled meeting. The acceptance of the report shall be recorded in the minutes of the meeting.

Table 3: Proposed payment schedule

| S/No. | Deliverable/Reports | Timeline for submission of deliverables after contract commencement | Percentage of the contract amount |
|-------|---|---|-----------------------------------|
| 1. | Submission and Acceptance of Inception report outlining the work plan and methodology | 20 Days | 20% |

| | | | |
|----|--|----------|-----|
| 2. | Submission and acceptance of approved questionnaires/ tools for data collection, including sampling methodology. | 50days | 20% |
| 3. | Submission and Acceptance of the draft PCR | 105 Days | 40% |
| 4. | Submission and Acceptance of the Final PCR | 120 Days | 20% |

8. MINIMUM REQUIREMENT FOR THE CONSULTING FIRM'S QUALIFICATIONS AND EXPERIENCE

The Consulting firm shall have the following minimum qualifications and experience:

8.1 Core business and years in business: The firm shall be registered/incorporated as a consulting firm with core business in the field of project cycle management (PCM) or related field for at least ten (10) years.

8.2 Relevant experience: The firm shall demonstrate as having successfully executed and completed at least 2 assignments of similar nature, complexity and in a similar operating environment in the last 8 years. Details of similar assignments - Name and address of the client, scope, value, and period should be provided in the submitted Expression of Interest including enumeration of these similar past assignments. Clear evidence of similar assignments undertaken should be provided, for example signed contracts, contract award letters and documentary proof that the assignment was successfully executed.

8.3 Technical and managerial capability of the firm: The firm shall demonstrate as having the requisite technical and managerial capacity to undertake the assignment in the submitted company profile(s).

9 TEAM COMPOSITION, QUALIFICATIONS AND EXPERIENCE REQUIREMENTS FOR KEY EXPERTS

The Consultant shall have well-qualified and experienced professionals as required and appropriate for completion of the exercise. They should possess necessary resources to undertake services of such nature including equipment and software required to execute the assignment. The key professionals/expert shall personally carry out (with assistance of other non-key staff deemed appropriate) the services as described in this TOR. The key experts to be provided by the Consultants for this assignment will include qualified personnel with adequate qualification and experience: -

a) Team Leader

- i) At least a Master's level degree in Project Management, Monitoring & Evaluation Development Studies, Economics, Natural Resource Management, Fisheries, Sustainable Development, Community Development , or other relevant fields;

- ii) A minimum of fifteen (15) years of demonstrated experience in project planning and management; including monitoring and evaluating of projects funded by World Bank and/or other multilateral/international funding agencies;
- iii) A minimum of 10 years of specific experience in undertaking Project Completion Reports (PCR), mid-term and end of project evaluations for development projects of a similar size and scope to KEMFSED;

b) Monitoring & Evaluation Expert

- i) At least a Master's degree in development economics, economics, social sciences, natural resources management or any other related courses
- ii) A minimum of fifteen (15) years of general experience in project cycle management, tools and protocols for M&E, project planning, resource allocation, theory of change and knowledge management
- iii) At least 10 years' specific experience in handling similar consultancy tasks - preparation of PCR, project monitoring and evaluation and other related assignments.
- iv) Demonstrably strong report writing and analytical skills.

c) Fisheries/Aquatic Science Expert

- i) A minimum of a Master's degree in Fisheries, Aquatic Science, Natural Resource Management or any related discipline;
- ii) At least 10 years of general experience in the field of Fisheries management, research, enterprise development and community services;
- iii) At least 8 years of specific experience in undertaking research work on fishing communities in Kenya and in particular in the Coastal counties;
- iv) A minimum of 3 years' experience in the preparation project completion reports and evaluation reports for donor funded projects.^[BA3]

d) Community Development Expert

- i) A minimum of a Master's degree in community development, natural resources management with community development or any other related discipline;
- ii) At 15 years of general experience in community development, participatory methodologies and specifically Community Driven Development approaches and community capacity building;
- iii) At least 5 years of specific experience in the devolution process and its implications on national and county governments
- iv) A minimum of 5 years' experience in the preparation project completion reports and evaluation reports for donor funded projects.^[BA4]

e) Statistician/Data Analyst

- i) A minimum of a Master's degree in statistics or data management from a university recognized in Kenya
- ii) At least 8 year's general experience in data management and analysis,
- iii) At least 5 years of specific experience in management of data related to project evaluations (PCR, midterm reviews. Final projects valuations, etc).

f) Economic and Financial Analysis (EFA) Expert

- i) At least a Master’s degree in Economics, Development Economics, Agricultural/Fisheries Economics, Finance, or related field from a university recognized in Kenya.
- ii) At least ten (10) years’ general experience conducting EFAs for development projects with proficiency in financial/economic modelling (Excel, STATA, etc.); ability to calculate NPV, ERR, FRR and assess economic/financial viability.
- iii) Has a minimum of 5 years specific experience in undertaking EFAs for fisheries and aquaculture sub-sector, natural resource management, and/or community development projects.

10 ESTIMATED TIME INPUTS FOR KEY EXPERTS

The number of key experts and the estimated time input for each key expert for the assignment are presented in Table 4.

Table 4: Estimated Time Inputs for Key Experts

| S/No | Key and Support Staff | No. | Input staff- days |
|-------------|--|------------|--------------------------|
| 1. | Lead Expert - Team Leader | 1 | 120 |
| 2. | Monitoring & Evaluation Expert | 1 | 120 |
| 3. | Fisheries/Aquatic Science Expert | 1 | 60 |
| 4. | Community Development expert | 1 | 60 |
| 5. | Data Analyst Expert | 1 | 60 |
| 6. | Economic and Financial Analysis (EFA) Expert | 1 | 60 |
| | TOTAL | 6 | 480 |

11 MANAGEMENT AND ACCOUNTABILITY OF THE ASSIGNMENT

The State Department for Blue Economy and Fisheries (SDBE&F) is the Client for these services. The consulting firm Team Lead will report to the National Project Coordinator, KEMFSED National Project Coordination Unit (NPCU) on behalf of the Principal Secretary, the State Department for Blue Economy & Fisheries. The National Project Coordinator, working closely with the Project Monitoring and Evaluation Specialist, will oversee the day-to-day running of all matters pertaining to the assignment.

12 OBLIGATIONS OF THE CLIENT

The client, SDBE&F and National PCU will provide all required documentation, organize meetings with relevant stakeholders as may be required by the consulting firm.

13 OBLIGATIONS OF THE CONSULTING FIRM

- a) The consulting firm will be answerable to the National PCU Coordinator and will work closely with the Project M&E Specialist and any other relevant project staff in the execution and delivery of the consultancy.
- b) The consulting firm team will be required to make its own travel and accommodation arrangements during consultations with different stakeholders to ensure the assignment is carried out smoothly and seamlessly within the timeframe provided.

- c) The consulting firm will consult and include inputs from the Project Technical Advisory Committee (PTAC), County Project Steering Committee and Project Steering Committee at the national level and incorporate their comments into the final report.

14 CONFIDENTIALITY, PROPRIETY RIGHTS OF CLIENT IN REPORTS AND RECORDS.

- a) All the reports, data and information developed, collected, or obtained from the implementing agencies, etc; Client and other institutions during this exercise shall belong to the Client. No use shall be made of them without prior written authorization from the Client.
- b) At the end of the services, the consulting firm shall relinquish all data, manuals, reports and information (including the database, codes, and related documentation) to the Client and shall make no use of them in any other assignment without prior written authority from the Client.