

Project Title:	<b>Technical Assistance for Kenya Small-Scale Irrigation and Value Addition Project (TA-KSIVAP)</b>
Project symbol:	UTF/KEN/083/KEN
Recipient Country:	The Republic of Kenya
Government(s)/other counterpart(s):	Ministry of Agriculture, Livestock and Fisheries African Development Bank
Expected EOD (Starting Date):	July 2016
Expected NTE (End Date):	June 2021
Contribution to FAO's Strategic Framework: (Indicate as appropriate)	<p>Strategic Objective (SO)/Organizational Outcome:</p> <ul style="list-style-type: none"> <li>• SO 2: Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner; OO: 201</li> <li>• SO 3: Reduce rural poverty; OO 301</li> </ul> <p>Country Outcome(s):</p> <ul style="list-style-type: none"> <li>• Kenya Vision 2030: Second Medium Term Plan (2013-2017) Economic Pillar: "Moving the Economy up the Value Chain" specifically Innovative, Commercially-oriented, competitive and modern agriculture";</li> <li>• Agricultural Sector Development Strategy (ASDS) Result 1: Increased productivity, commercialization and competitiveness of the crops and livestock subsectors.</li> </ul> <p>Country Programming Framework(s) Output(s):</p> <ul style="list-style-type: none"> <li>• Outcome 2: Agricultural productivity and production of medium and small-scale producers increased, diversified and aligned to markets;</li> <li>• Outcome 4: Improved livelihood resilience of targeted, vulnerable populations.</li> </ul> <p>Regional Initiatives/Priority Area:</p> <ul style="list-style-type: none"> <li>• Africa's Renewed Partnership to End Hunger by 2025;</li> <li>• Integrated Management of Agricultural Landscapes in Africa.</li> </ul>
Environmental and Social Risk Classification:	low risk <input checked="" type="checkbox"/> moderate risk <input type="checkbox"/> high risk <input type="checkbox"/>
Gender Marker:	G0 <input type="checkbox"/> G1 <input checked="" type="checkbox"/> G2a <input type="checkbox"/> G2b <input type="checkbox"/>
Total Budget:	<b>USD 1.2 million</b>

## **Executive Summary**

Food and nutrition security remain a challenge in Kenya in spite of significant opportunities to increase agricultural potential. Smallholder agriculture dominates the sector contributing 75 percent of the crops and livestock production. It is characterized by low productivity due to low and unreliable rainfall, degraded land, limited use of agricultural inputs, limited access to improved technology and markets. Incidences and prevalence of food insecurity are more severe in the arid and semi-arid areas.

The Government of Kenya, through the Ministry of Agriculture, Livestock and Fisheries (MoALF), has proposed the Kenya Small-Scale Irrigation and Value Addition Project (KSIVAP) as part of its efforts to enhance smallholder's agricultural productivity and food and nutrition security while promoting increased participation of women and youth. The programme will be implemented in eleven counties namely: Bomet, Kajiado, Kitui, Machakos, Makueni, Meru, Murang'a, Nyandarua, Nyeri, Tana River and Tharaka-Nithi. The total costs of the programme are estimated at USD 70.69 million, of which USD 7.14 million will be funded by the Government of Kenya, USD 39.55 million through a loan from the African Development Bank (AfDB), and USD 24.00 million through a grant from the Global Agriculture and Food Security Program (GAFSP), for which AfDB is the Supervising Entity (SE) for the Investment activities (USD 22.8 million) and the Food and Agriculture Organization of the United Nations (FAO) is the SE for the Technical Assistance (TA) activities (USD 1.2 million - 5 percent).

Based on the request of the MoALF, the Technical Assistance project in support of KSIVAP (TA-KSIVAP) will focus on raising the technical capacity of the management teams of MoALF at national and county level to: (a) successfully manage and monitor implementation of KSIVAP activities through their own field staff and service providers; and (b) develop capacities of Producer Organizations (POs) and extension officers to support development activities at KSIVAP sites, specifically on food and nutrition security, agribusiness development and market linkages.

The TA-KSIVAP will be implemented over a period of 5 years.

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## ACRONYMS

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AbSS	Agribusiness Support for Smallholders Project
ACP	African, Caribbean and Pacific Group of States
ADF	African Development Fund
AfDB	African Development Bank
AGP	Plant Production and Protection Division (FAO)
ASAL	Arid and Semi-Arid Land
ASDS	Agricultural Sector Development Strategy
AWP/B	Annual Work Plans and detailed Budgets
CA	Conservation Agriculture
CAT	Capacity Assessment Team
CCU	County Coordination Units
CD	Capacity Development
CPF	Country Programming Framework
CS	Corporate Services Department
CSU	Cooperate Services Unit
EAFF	East African Farmers' Federation
ECOSOC	Economic and Social Council
ESA	Agricultural Development Economics Division (FAO)
ESIA	Environmental and Social Impact Assessment
ESN	Nutrition and Food Systems Division (FAO)
FAO	Food and Agriculture Organization of the United Nations
FAOR	FAO Representative
FFS	Farmer Field School
FS	Field Schools
FNSP	Food and Nutrition Security Policy
GAFSP	Global Agriculture and Food Security Program
GAP	Good Agricultural Practices
HRBA	Human Rights Based Approach
IFAD	International Fund for Agricultural Development
IFIs	International Financial Institutions
IPP-GAP	Increased Productivity and Profitability for Smallholders Farmers through promotion and up scaling of GAP and CA in productive Semi-Arid areas of Kenya
IWUA	Irrigation Water User Association
KALRO	Kenya Agricultural and Livestock Research Organization
KAPAP	Kenya Agricultural Productivity and Agribusiness Project
KENAFF	Kenya National Farmers Federation
KENFAP	Kenya National Federation of Agricultural Producers
KIHBS	Kenya Integrated Household Budget Survey
KSIVAP	Kenya Small-Scale Irrigation and Value Addition Project
LoA	Letter of Agreement
LTO	Lead Technical Officer

M&E	Monitoring and Evaluation
MAC	Market Access Companies
MoALF	Ministry of Agriculture, Livestock and Fisheries
MOV	Means of Verification
MSMAEs	Micro, Small and Medium Agricultural Enterprises
MTs	Master Trainers
MTP	Medium Term Plan
MTR	Mid-Term Review
NEMA	National Environmental Management Authority
NPC	National Project Coordinator
OIG	Office of the Inspector-General (FAO)
ORQR	Quality Assurance and Results Department (AfDB)
PANTHER	Participation; Accountability; Non-discrimination; Transparency; Human Dignity; Empowerment; and the Rule of Law
PCU	Project Coordination Unit
PCR	Project Completion Report
PIR	Project Implementation Review
PM	Project Management
PMU	Project Management Unit
POs	Producer Organizations
PPR	Project Progress Report
PS	Principal Secretary
PSC	Project Steering Committee
PTP	Project Training Plan
SE	Supervising Entity
SFE	Subregional Office for Eastern Africa
SFEMD	Multidisciplinary Team of the Subregional Office for Eastern Africa
SHDP	Small-Scale Horticulture Development Project
SO	Strategic Objective
TA	Technical Assistance
TBD	To be Determined
TCI	Investment Centre Division (FAO)
TCP	Technical Cooperation Programme
TCS	South-South Cooperation and Resource Mobilization Division (FAO)
ToRs	Terms of Reference
TOTs	Training of Trainers
TSS	Technical Support Services
UN	United Nations
UNDAF	United Nations Development Assistance Framework
4Ws	Who, where, what, When
WUA	Water User Association

## **SECTION 1 - RELEVANCE**

### **1.1 GENERAL CONTEXT**

#### **1.1.1 Rationale**

Agriculture is fundamental to Kenya's overall economic growth. About 80 percent of the population of Kenya lives in the rural areas deriving their livelihood largely from agriculture. Kenya's agriculture is largely rain-fed and often the quantity and reliability of rainfall has not been adequate to sustain crop production, leading to pervasive food insecurity in the country. Estimates indicate that about 50 percent of the Kenyan people lack year round access to adequate food and the incidence and prevalence of food insecurity is more severe in the Arid and Semi-Arid Lands (ASALs). There is, therefore, a need to increase productivity of agriculture as well as the availability and accessibility of diversified food items to improve dietary intake. In order to have secured food production, there is a need to develop irrigation with sustainable management of the water resources, improve rural infrastructure to support increased productivity, value addition through processing, commercialization and improved markets.

The Government of Kenya, in line with Kenya Vision 2030 (Medium Term Plan [MTP] 2013-2017)<sup>1</sup> Economic Pillar, has launched a strategy for increasing agricultural production in an environmentally sustainable manner to achieve food security and rural prosperity. The Kenya Small-Scale Irrigation and Agricultural Value Addition Project (KSIVAP) contributes to the achievement of this strategy. KSIVAP is a follow-up project of the Small-Scale Horticulture Development Project (SHDP-1) funded by the African Development Bank (AfDB) which came to closure end of 2015.

The KSIVAP will focus on improving high-value crop production through construction/rehabilitation of 12 irrigation schemes in 11 counties namely: Bomet, Kajiado, Kitui, Machakos, Makueni, Meru, Murang'a, Nyandarua, Nyeri, Tana River and Tharaka Nithi. KSIVAP has four main components:

- i. Component 1: Enhanced irrigation infrastructure and water resource development (USD 41.8 million);
- ii. Component 2: Improved access to markets and strengthening value chain (USD 15.1 million);
- iii. Component 3: Institutional strengthening and capacity development (USD 7.5 million);
- iv. Component 4: Project coordination and management (USD 6.3 million).

The successful implementation of the KSIVAP activities requires engagement of strong and capable public and private institutions at both national and county levels. The new constitution, adopted in 2010, called for the devolution of responsibilities and resources from the central government to 47 counties, promoting proximity and accessibility of public

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<sup>1</sup> The second MTP of Vision 2030 identifies key policy action, reforms, programmes and projects that the Government of Kenya will implement in the 2013-2017 period in line with its priorities, the Kenya 2010 constitution and the long-term objective of Vision 2030. Theme of this MTP is Transforming Kenya: Pathway to Devolution, Socio-economic Development, Equity and National Unity.

services. For agriculture, the national level remains responsible for policy development, planning and financing, while counties are responsible for direct service provision and monitoring. The county agriculture offices in many cases would benefit from improving their project management and implementation skills and technical capacities to provide adequate support and extension services. Institutional weaknesses, both at national but certainly at county level need to be addressed ensure KSIVAP objectives are met and sustained beyond project duration. In addition, in the project target counties there is a need to strengthen the capacities of private small-scale business development service providers to provide tailored technical assistance and support to the smallholders targeted by the KSIVAP activities. Improved irrigation, market and road infrastructure by KSIVAP and entrepreneurial skill development and capacity building activities will boost rural households and vulnerable groups' (out-of-school youth, female headed households) income and further strengthen inclusiveness. Experience has shown that strong and well- organized Producer Organizations (POs) are key in facilitating market linkages and inclusive business models, such as contract farming, for smallholder farmers. However, governance issues and weak capacity to manage and build resilience hamper economic inclusion and resilience in the rural communities. There is therefore a need to strengthen POs in the target counties in order to be able to fulfil this role and other support functions. The Technical Assistance (TA) project however, targets support to training trainers at county level and complementing KSIVAP training of trainers' activities. The project intervention will therefore seek to develop skills that will assist extension service providers to build strong community based institutions (Farmer Associations, Irrigation Water Users Associations and Women Groups) that will maintain the infrastructure as well as manage marketing of their products while infusing sustainability into the project activities "Remedial" reinforcing of building the skills of producers, however, will be taken into consideration in case it poses too large a risk to the success of the investment project. The Food and Agriculture Organization of the United Nations (FAO) has been supporting Kenya's efforts to develop the food and agricultural systems for improved food and nutrition security through increased productivity, commercialization and competitiveness. The TA project aims to strengthen technical and organizational capacities of national and county government staff to successfully implement KSIVAP activities. The TA-KSIVAP will contribute to realizing the impact of the KSIVAP which is to "contribute to poverty reduction by enhancing agricultural productivity and income, and food security" and to the realization of FAO's core mandate which is to: "raise levels of nutrition, improve agricultural productivity, better the lives of rural populations and contribute to the growth of the world economy". Specifically the TA project will strengthen the national and county coordinating units in project management activities such as the Monitoring and Evaluation (M&E), contract and information management, and complement technical training activities on agrobased nutrition sensitive interventions, agribusiness management and market development initiatives.

KSIVAP will be implemented by the Ministry of Agriculture, Livestock and Fisheries (MoALF) over a period of six years (2015-2021). The total costs of the programme are estimated at USD 70.69 million, of which USD 7.14 million will be funded by the Government of Kenya, USD 39.55 million through a loan from AfDB, and USD 24 million



through a grant from the Global Agriculture and Food Security Program (GAFSP), for which AfDB is the Supervising Entity (SE) for the Investment activities (USD 22.8 million) and FAO is the SE for the Technical Assistance activities (USD 1.2 million - five percent).

The Board of Directors has approved financing of the KSIVAP by AfDB, and the investment project including the GAFSP funding is effective as per the KSIVAP project work plan. The TA project is expected to take off after the 2<sup>nd</sup> Quarter of 2016 as per the investment project work plan.

### **1.1.2 Alignment and Strategic Fit**

The Republic of Kenya is strongly committed to reducing hunger and malnutrition. The Food and Nutrition Security Policy (FNSP, 2011) provides an overarching framework that aims to add value, build synergies and assist with the implementation of national and sectoral policies and strategies to effectively address issues of food insecurity and malnutrition in Kenya. The FSNP recognizes that economic performance has a direct bearing on people's food security and nutrition status; although it is acknowledged that improved economic status alone is not sufficient to ensure nutrition security.

The Kenya Vision 2030 Second MTP (2013-2017) Economic Pillar: "Moving the Economy up the Value Chain" lays out the Government's strategy for increasing agricultural production in an environmentally sustainable manner, to achieve food security and rural prosperity. Under Priority Area Agriculture the second MTP gives top priority to increased acreage under irrigation in order to reduce the country's dependence on rain-fed agriculture and aims to have an "Innovative, commercially-oriented, competitive and modern agricultural sector". KSIVAP responds directly to these objectives.

The Agricultural Sector Development Strategy (ASDS, 2010-2020) identifies several high priority challenges to sectoral development. KSIVAP aims to reinforce the Government's capacity to address several of these challenges, focusing specifically on ASDS first priority area: "increasing productivity, commercialization and competitiveness of the agricultural sector". Likewise, KSIVAP will contribute towards achievement of United Nations Development Assistance Framework (UNDAF, 2014-2018) Strategic Result 3: on "Inclusive and Sustainable Economic Growth". The project is aligned with Kenya's CPF Outcome 2: "Agricultural productivity and production of medium- and small-scale producers increased, diversified and aligned to markets" and; CPF Outcome 4: "Improved livelihood resilience of targeted, vulnerable populations". The project objectives also align to FAO Strategic Objectives (SO) 2: "Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner" and SO 3: "Reduce rural poverty."

The TA project will provide technical support to and complement KSIVAP institutional strengthening and capacity building activities that contribute to the political and economic stability of Kenya by supporting the building of resilient economies and through improved capacity building, knowledge transfer in nutrition-sensitive agricultural interventions, agribusiness and market development, strengthen the market-based approach to increase productivity for poverty reduction and income generation.

### **1.1.3 FAO's comparative advantage**

FAO has been selected as the SE for the TA support activities for the KSIVAP. FAO has a comparative advantage for the implementation of the project due to its expertise and experience in capacity development. The target of most of KSIVAP's capacity development activities at field level will be local community based institutions such as women groups, POs, agribusiness associations and Water User Associations (WUAs). FAO has been working with various farmer organizations at the federal and national levels across African, Caribbean and Pacific Group of States (ACP) regions to support development of institutional mechanisms that improve smallholders equitable participation in value chains. FAO has a longstanding working relationship with the East African Farmers' Federation (EAFF) and Kenya National Farmers Federation (KENAFF) formerly Kenya National Federation of Agricultural Producers (KENFAP).

Through implementation of various projects in Kenya, FAO gained valuable and hands-on experience in agribusiness and value chains development in particular on building the capacity of Farmer Field School (FFS) networks on crops and pastoral livelihoods; strengthening technical and organizational capacities of public institutions (former Ministries of Agriculture, and Cooperative Development and Marketing); and development of business partnerships and market linkages to ensure that smallholder farmers and Micro, Small and Medium Agricultural Enterprises (MSMAEs) are able to benefit from broader commercialization trends.

FAO will add value by providing complementarity with other FAO supported activities, such as the "Increased Productivity and Profitability of Smallholder farmers through promotion and up scaling of the Good Agricultural Practices (GAP) and CA in productive Semi-Arid areas of Kenya (IPP-GAP)" project (2015-2018). Focusing on GAP and Conservation Agriculture (CA), the IPP-GAP is building the capacity of agricultural producers to work collectively in order to access credit, benefit from economies of scale and better influence market forces.

TA-KSIVAP will build on the enhanced human and organizational capacity and will look for synergies between ongoing and planned activities in Kitui, Machakos, Makueni, Meru, and Tharaka Nithi counties where the IPP-GAP project is being implemented to ensure a greater beneficiary coverage and scaling-up of impact. In the pipeline too for 2016/2017 is the proposed "Support to Smallholder Farmers through Irrigation Opportunities in the Eastern ASALs of Kenya" that aims to improve productivity and the capacity farmers to manage their farming businesses more reliably in the semi-arid lands of Kenya, targeting Embu, Kitui, Machakos, Makueni, and Tharaka Nithi counties. The proposed project will also support households with children under two years to improve complementary feeding and overall family feeding and facilitate producer- buyer linkages. TA-KSIVAP will take advantage of synergies in the planned activities in the participating counties where the KSIVAP and the new project is being implemented to ensure a greater beneficiary coverage and scaling-up of impact.

Through the FAO's Agricultural Development Economics Division (ESA), FAO continues to appraise, formulate strategies and develop capacity-building methodologies and training materials related to the strengthening of farm-agribusiness linkages with specific topics such as: agribusiness management for POs, farm management extension, value chain financing, contract farming, marketing and agro-industrial development among others addressed. This institutional knowledge will be accessed to implement this project.

The FAO's nutrition strategy seeks to improve diets and raise levels of nutrition through developing organizational and human resources capacities for implementation of nutrition sensitive food system changes, improving consumer knowledge and awareness about healthy diets and supporting government and development partners' decision-makers to develop policies, legal framework and programmes to make food systems more nutrition and health-focussed among other mandates. The FAO Nutrition and Food Systems Division (ESN) which coordinates FAO's work on nutrition both at the subregional and regional offices will provide the requisite technical support to the FAO Kenya Nutrition office while focussing on the distinctive relationship between agriculture and nutrition to ensure that KSIVAP capacity building efforts and project activities lead to improved access, availability and consumption of foods for better nutrition.

The multidisciplinary team of FAO's Subregional Office for Eastern Africa (SFE) has strong knowledge of and experience in the subregion and Kenya in particular, and will provide technical and operational support to the FAO Representative (FAOR) in Kenya for implementation of the project.

The FAO Representation in Kenya has the facilities and staff to support the project administratively, and the knowledge and experience to enhance networking among and between project stakeholders.

#### **1.1.4 Stakeholder Consultation and Engagement**

##### **1.1.4.1 Stakeholders**

The stakeholders involved in this TA support project are the MoALF and other government staff at national and county levels, the agrobased organizations and institutions targeted in the KSIVAP impact area and FAO. FAO will provide support to managerial and technical MoALF staff to successfully manage and implement KSIVAP as well as to develop the technical skills and knowledge of stakeholders and beneficiaries in the KSIVAP sites.

The direct beneficiaries of the project are the MoALF staff at national and county levels and the county level stakeholders. Indirect beneficiaries are the targeted 104 000 farming households with more than 301 600 women and youth in the KSIVAP impact area.

The women and youth are also expected to benefit from the entrepreneurial outreach programme with the aim to improve their self-reliance, livelihood opportunities and contribute to economic growth as well as existing or emerging micro, small- and medium-scale entrepreneurs and local business associations who will provide business development and support services. None of the stakeholders are expected to be negatively affected by the

TA-KSIVAP.

#### **1.1.4.2 Stakeholder engagement**

During the formulation of KSIVAP the MoALF, AfDB and FAO undertook various missions to the targeted counties where stakeholders indicated willingness to engage in KSIVAP activities. The design process of KSIVAP also consisted of consultations with development partners, national government including the envisaged Executing Agency (the Project Coordination Unit [PCU] of SHDP). All support activities proposed under this project initiative were discussed and agreed upon with local stakeholders and development partners. A more detailed assessment of the needed technical capacity at national and county levels to successfully implement KSIVAP will be carried out at the beginning of the project.

#### **1.1.4.3 Grievance Mechanism**

FAO's *Guidelines for Compliance Reviews Following Complaints Related to the Organization's Environmental and Social Standards* outlines the procedures related to accountability and grievance handling. FAO facilitates the resolution of concerns of beneficiaries/stakeholders regarding alleged or potential violations of FAO's social and environmental commitments and these will be taken into account through regular monitoring. Where possible FAO will conduct the necessary adjustments and will report to the respective authorities. Mechanisms for receiving and handling grievances at the local level will be publicized during the project inception phase.

Project management of both KSIVAP and the TA will have the responsibility of addressing any concerns brought to the attention of the projects focal points, including those regarding environment and social dimensions.

In those cases where a concern is not resolved through consultation with the programme/project management, country office or Regional Office as set out in the guidelines, beneficiaries may file a complaint with the FAO Office of the Inspector-General (OIG), which will conduct an independent review. (Contacts and details for filing complaints can be found in <http://www.fao.org/aud/>. E-mail: [Investigations-hotline@fao.org](mailto:Investigations-hotline@fao.org)).

#### **1.1.4.4 Disclosure**

As the TA is part of KSIVAP, AfDB has disclosed the environmental and social management plan in the project Appraisal report of October 2015 ([Kenya - Small Scale Irrigation and Value Addition Project SIVAP Final V .pdf](#)). To enable stakeholders to participate effectively in the project, FAO will disclose information in a timely manner. The information will be easily accessible and culturally appropriate, paying due attention to the specific needs of targeted groups (such as literacy, gender, differences in language or accessibility of technical information or connectivity).

## **1.1.5 Knowledge Sharing and Lessons Learned**

### **1.1.5.1 Lessons learned from projects implemented by FAO in Kenya**

FAO has obtained valuable knowledge and expertise in improving high-value crop production through irrigation development and value chain development, as well as delivering capacity development support through the implementation of various projects.

During the International Fund for Agricultural Development (IFAD) funded Rural Knowledge Network Project (2007-2010) relevant lessons were learned on providing business training to small and medium entrepreneurs and on facilitating business-to-business learning and services provision in support of establishing AgriTrade based on the approach of Market Access Companies (MAC).

From 2007 to 2011, with the support of the European Union, FAO pilot tested the inclusive business model approach in sixteen countries (Kenya included) across Africa, the Caribbean and Pacific. The approach contributed to improving business relationships between groups of organized smallholders and their direct buyers by prioritizing interventions that focused on core competences, collective marketing and procurement, low cost value addition, reduction of transactions costs, and business-to-business coordination. Relevant lessons learned were the identification of critical success factors required for improving supplier-buyer business relationships under different contexts and market structures. These critical success factors that affect buyer decisions and satisfaction with products and services were identified as price, quantity, and quality, and delivery reliability, conformance to specifications, packaging, safety, and perishability.

The Agribusiness Support for Smallholders Project (AbSS) (2010-2013) - GCP/KEN/070/GER, funded by the Federal Republic of Germany and executed by the FAO and MoALF, aimed at ensuring smallholder farmers and MSMAEs were able to benefit from broader commercialization trends. AbSS supported the development of commercially viable business partnerships between small farmers and MSMAEs, by reinforcing the effectiveness and sustainability of business and market linkage support services and the broader institutional support system needed by small producers and MSMAEs. End of project evaluation report (<http://www.fao.org/evaluation>) indicated visible evidence of commercially viable business models linking producers to MSMAEs in place and significantly improved public sector capacity to support agribusiness models at the time of the evaluation (January-February 2014). The lessons learned from these three experiences on reinforcing the effectiveness and sustainability of business and market linkage support services and the broader institutional support system needed by small producers and MSMAEs are very relevant for this TA support project.

### **1.1.5.2 Lessons learned from other projects being executed by the MoALF and with similar objectives**

KSIVAP is a follow-up and upscaling of lessons learned from the Small-Scale Horticulture Development Project (SHDP, 2008-2015) funded by the AfDB and implemented by the MoALF. Relevant lesson learned is the importance of having the right technical capacity at the PCU to properly manage and supervise project activities subcontracted to contractors and

service providers. Another relevant project is the Kenya Agricultural Productivity and Agribusiness Project (KAPAP) executed by the MoALF with funding from the World Bank (2010-2015). KAPAP has an overall objective to increase agricultural productivity and the incomes of participating smallholder farmers in 19 counties among which are: Makueni, Meru, Nyandarua, Nyeri, and Tana River (targeted in KSIVAP). Important lesson learned from the KAPAP on enhancing market access for smallholder is the importance to build sustainability through creation of strong links between market participants, capacity building of viable producer groups, and measures to improve the enabling environment to transform farming from subsistence to commercial business entities.

### **1.1.5.3 Lessons learned from other FAO TA project executed by national institutions and or funded by the International Financial Institutions (IFIs)**

Within the framework of FAO's Technical Cooperation Programmes (TCPs), several projects have been carried out by FAO and participating government ministries including "Strengthening of the Operational and Technical capacities of the Agribusiness and Policy Departments of the Ministry of Agriculture" (2008), "Strengthening of the Fisheries Department" and "Capacity building of the Ministry of Cooperative Development and Marketing to support Implementation of Agricultural Sector Transformation" (2012-2015). The lesson learned is the importance of strengthened public sector institutional capacity to assess and enact enabling policy, reform the regulatory and institutional environment, and to technically support increased agricultural productivity, commercialization and competitiveness through agribusiness development of the smallholders. Another lesson learned is that improved institutional capacity also provides support to small-scale producers and buyers and can be used to upscale and replicate commercially viable and mutually beneficial business models inclusive of small-scale farmers and provide complementary support for improving market access, value addition and competitiveness. Reinforcing institutional capacity and awareness for addressing and strengthening product-market linkages also accelerates and sustains progress in agribusiness development as there is reasonable evidence that the public sector's capacity to support agribusiness initiatives has significantly improved. The achievements made and lessons learned through these projects and other regular programme initiatives have enabled FAO to position itself as one of the key players in supporting agricultural development and related institutional strengthening in the region.

## **1.2 EXPECTED RESULTS**

The expected results of KSIVAP are improved incomes and food security among communities in the eleven 11 counties with increased economic off-farm activities. Interventions supported by the FAO-supervised TA KSIVAP will be aligned with the KSIVAP which overall objective is to contribute to poverty reduction by enhancing agricultural productivity and income, and food security among beneficiaries of the 11 counties. Specifically, TA KSIVAP resources will prioritize capacity development support through various approaches and modalities to contribute to activities that are required to be implemented to achieve the KSIVAP overall objective. The TA project will focus on strengthening technical and organizational capacities at national and county levels for project

management and implementation and developing technical skills and capacities of public and private stakeholders to deliver efficient extension services and technical support. Technical skills to be developed will include diversified food production for increased dietary intake and livelihoods diversification, improved efficiency in food processing, storage, and utilization for preservation of nutritional quality, reduced post-harvest losses, enhanced market access, agribusiness planning and management.

### **1.2.1 Impact**

The TA project contributes directly to the successful implementation of the KSIVAP and therefore shares its expected impact which is to: “contribute to reduced poverty and food insecurity in the 11 counties”. The TA project is part of the KSIVAP project; therefore, it will contribute to reduced poverty and food insecurity in the 11 counties through capacity (knowledge and skills) development of government technical staff in the areas of agrobased nutrition-sensitive interventions, agribusiness and market development.

### **1.2.2 Outcome**

The expected outcome of the KSIVAP is increased agricultural productivity to be achieved through accomplishment of four main components which include: (i) Irrigation and Water Infrastructure Development; (ii) Access to Markets and Strengthening Value Chains; (iii) Institutional Strengthening and Capacity Development; and (iv) Project Coordination and Management. The proposed activities under each of these components will be linked with each other to achieve project objectives through efficient project management and implementation techniques. FAO will provide technical assistance to support capacity building and training on food and nutrition, agribusiness management and market linkages, and other subcomponents of KSIVAP Component 3. The expected outcome of the TA-KSIVAP is a strengthened technical and organizational capacity at the national and county level that will lead, together with conducive external conditions (assumptions in logical framework), to achievement of the KSIVAP outcomes.

### **1.2.3 Outputs and Activities**

**Output 1: KSIVAP’s PCU and County Coordination Unit members’ knowledge and skills to oversee and coordinate the implementation of KSIVAP enhanced.**

Activity 1.1 Conduct a joint stakeholder capacity assessment to identify the capacity gaps at national and county level to successfully implement KSIVAP activities.

The TA project will conduct and incorporate the outcome of a need assessment, which will involve extensive consultations and interviews with the concerned stakeholders of the institutions involved. The TA needs assessment will be integrated in the KSIVAP start-off baseline survey. The needs assessment will inform the TA Capacity Development (CD) activities which will be further detailed in the work plan for the first half of the project. It will also assist in the identification of gaps in knowledge, and enable the targeting of project beneficiaries.

Activity 1.2 Provide training, guidance and support in developing managerial and organizational capacity at national and county level to strengthen their operations and mandates in order to implement KSIVAP activities successfully.

KSIVAP national and county coordination units will be trained, guided and supported in workshops and seminars to successfully undertake their roles. Training support will be in areas of project management such as M&E, recording, documenting and communicating. This will improve transparency, sharing of information, documenting of lessons learned and contribute to strengthened coordination with other interventions. Training and guidance will also be provided on mainstreaming cross cutting themes and concerns including gender, youth, risk preparedness, the environment and climate change.

The KSIVAP has planned to conduct at its onset, a start-up workshop, with the aim of sensitizing and training PCU staff, implementing partners and project beneficiaries on the project objectives and scope and review the Results Based Logical Framework. The TA-KSIVAP will participate actively in this workshop and carefully plan and coordinate systematic capacity development activities to enhance complementarity and synergies with KSIVAP.

Activity 1.3 Provide organizational advice, guidance and support to KSIVAP PCU and County Coordination Units (CCUs) to coordinate and implement project activities.

Technical advice and guidance will be provided during implementation to support the PCU and CCUs in carrying out their roles effectively and efficiently. Supervision and assessment of capacity development outcomes will be undertaken. Depending on assessed performance, development of additional managerial and organizational capacities such as strengthening networking and partnerships will be recommended.

**Output 2: Capacity of County government technical staff and local private extension service providers to facilitate increased agricultural productivity, incomes and food security enhanced.**

Activity 2.1 Conduct a capacity assessment to identify the technical capacity gaps at county level to successfully implement KSIVAP CD activities.

The TA will propose the approaches for conducting the assessment to the CCU and conduct the TA CD assessment at the start-off baseline survey. The outcome of this exercise will inform the TA CD activities which will be further detailed in the work plan for the first half of the project, identify gaps in knowledge and properly target project beneficiaries.

Activity 2.2 Support regeneration of training curricula and materials for developing the skills and capacities at county level based on the outcome of the capacity assessment.

The TA project team will work with the KSIVAP PCU and KALRO to develop a training compendium, making use of existing toolkits, to support the quality and outreach of the extension services and promote adoption of appropriate agricultural practices. The majority of the material will be drawn from FAO technical publications complemented by other relevant reference material.



Activity 2.3 Technical staff provided with competencies required to promote increased agricultural productivity, improved household nutrition, agribusiness and market development.

The TA-KSIVAP will support short- term technical, business and managerial training of both public (subject matter specialists at county level) and private sector frontline service providers using the Training of Trainer's (ToT) model to complement KSIVAP training courses/workshops. The proposed trainings to be supported/undertaken by the TA KSIVAP include: GAPS in crop and livestock production, irrigation agronomy, entrepreneurial skills development, business plan development, producer associations' formation and governance, contract farming, post-harvest handling and quality management, branding and marketing, food and nutrition, and value chain financing. The TA project will also provide training and support to the County technical staff to develop their skills to support effective extension provision through the FFS methodology. Qualified master trainers from participating counties will be used to support the dissemination of the FFS methodology.

Activity 2.4 Support KSIVAP in organizing appropriate study tours/exposure visits.

Study tours, including exposure field visits, planned for in KSIVAP for experience sharing and information exchange will be carried out in-country for extension staff and lead farmers. The purpose of these tours is to consolidate training concepts that have been acquired. The TA project will provide support in identifying best practice sites and organizing the visits.

### **Output 3: Support to the KSIVAP M&E system provided.**

Activity 3.1 Support the PCU's M&E team in planning, monitoring and evaluating key project results in the project areas.

This will be done in accordance with the established KSIVAP M&E framework. This will involve support in development of monitoring tools with special emphasis given to indicators for tracking capacity development outcomes. For instance, FAO's Capacity Development Learning Module 2 on programming and other modules provide useful information on the various tools available for CD assessments and tracking of CD outcomes. Training the PCU and CCUs in use of these tools, as a management tool for result tracking and accountability on use of resources will be conducted.

Activity 3.2 Support monitoring of KSIVAP's capacity development activities and provide technical backstopping at county level.

Regular monitoring and assessment of both KSIVAP and TA project training and workshop outcomes will be done using defined criteria including use of a qualitative training assessment form that measures the relevance and impact of these activities on participants themselves, and through periodic reports on the training provided. Follow-up of the trainees will be done regularly to assess transfer of acquired capacities in the field, validate training materials and approaches in the KSIVAP sites. Technical backstopping and follow-up will be done during implementation to assess capacity building and TA activities and recommend remedial corrective measures and/or development of other organizational capacities relevant

for the application of already acquired ones including strengthening networking and partnerships of beneficiaries.

#### Activity 3.3 Hold county stakeholders' implementation progress review meetings.

Stakeholder meetings will be held biannually to assess both KSIVAP and TA implementation progress and challenges, and how to address the challenges. These meetings will be convened at the county level in conjunction with the PCU and will be attended by the CCU and representatives of KSIVAP project sites.

These reviews will be facilitated by TA project staff and based on the pre- and post- intervention analysis conducted, lessons learned, and M&E, project activities will be re-oriented preferably by completion of the second year of implementation in consultation with the PCU.

#### Activity 3.4 Prepare and submit progress reports

All project material including training curricula and reports will be printed and broadly disseminated in order to improve both the impact of the project as well as the transparency of the implementation process.

### **1.2.4 Assumptions**

A number of assumptions have been identified for the KSIVAP project. This include: continued national and county Governments' support to agriculture, favourable climatic conditions, excellent working relations between counties and the national government level, and farmers willing to adopt new production technologies. Another assumption is that KSIVAP will receive the needed (financial, political, etc.) support from the Republic of Kenya and MoALF to implement all activities as planned.

An assumption regarding the success of the TA-project is that it is conducted in close coordination with the KSIVAP activities, otherwise there is a risk that the activities will get out of synchronization. Another important assumption, relating specifically to the TA KSIVAP, is that the people responsible for the implementation of KSIVAP at national and county level, who have received technical capacity development support through the TA-KSIVAP, will remain in their positions and stay involved in the implementation of KSIVAP during the entire six years of project implementation. Another TA specific assumption is that Organizations subcontracted by PCU-KSIVAP for implementing the KSIVAP capacity development activities at the KSIVAP sites are willing to work with the TA-support project. It is assumed that extension officers will receive all the required support from KSIVAP to implement the planned KSIVAP capacity development activities in their KSIVAP sites and that the participating counties will out scale the capacity building activities beyond the selected individuals and sites for increased coverage.

## **SECTION 2 – FEASIBILITY**

### **2.1 RISK MANAGEMENT**

The KSIVAP was categorized by the Quality Assurance and Results Department (ORQR) of the AfDB as Category 2 projects which are likely to have detrimental and site-specific environmental and social impacts that can be minimized by the application of mitigation measures included in an Environmental and Social Impact Assessment (ESIA), conducted by the project and approved by ORQR.

#### **2.1.1 Significant risks facing the project**

During the implementation of the project, there will be always a low risk that, as result of political, institutional or environmental changes, the scope and/or size of KSIVAP activities will have to be adjusted, which consequently will have an impact on the TA project activities which are to support capacity building and training and nutrition subcomponents of the KSIVAP.

An expected medium risk is that the implementing staff of KSIVAP, who has received capacity development support from the TA project, will not be able to implement all scheduled KSIVAP activities because of early transfers, changes in planned KSIVAP implementation, etc.

There is a low risk that the beneficiaries of TA support are actually not the right persons responsible for implementing the respective activities of KSIVAP but have been selected for more political or other reasons for TA support.

#### **2.1.2 Environmental and social risks**

The KSIVAP's overall objective of environmental and social monitoring is to ensure that mitigation measures are implemented and are effective considering climate change and enable response to new and developing issues of concern during implementation, hence ensuring compliance with environmental provisions and standards of the AfDB and the Government of Kenya. Climate change with erratic patterns of rainfall and an increase of drought in the target areas was identified as an issue of concern in the environmental and social risk assessment. Awareness and training including agricultural techniques specifically adapted to the area's climatic variability will be provided to build and sustain social resilience for the farmers and their communities as a mitigation measure. Based on the FAO's social and environmental screening and categorization process, the proposed TA project is low risk and therefore no further Environmental and Social Analysis is needed.

### 2.1.3 Risk management strategy

For each of the risks identified the mitigation measures are presented in the last column of the table below.

Risk Description		Potential impact	Likelihood of occurrence	Mitigation measures
Key Assumptions	Associated risks			
Changes in scope and/or size of KSIVAP activities as result of political, institutional or environmental changes	Different types of technical capacities needed by SIVAP's implementing staff as planned for in the TA-support project	Reduced impact of the TA-support provided	Low	Regularly adjusting TA support to the needs of the KSIVAP implementing staff
KSIVAP implementation staff will not be able to implement all scheduled activities	KSIVAP implementation staff will not be able to make optimal use of the technical capacities developed through the TA-support due to early transfers, changes in planned KSIVAP implementation, etc.	Reduced effectiveness of the technical capacity support provided through the TA support	Medium	MoALF should minimise transfers of staff responsible for implementation of KSIVAP TA-support project should work in close coordination with the PCU to learn about possible changes in KSIVAP in an early stage and be able to adjust its TA support accordingly
Selection of target beneficiaries for TA-support not based on who is actually responsible for and/or practically involved in implementing the respective KSIVAP activities	Selection of non-committal beneficiaries	Delayed progress in the implementation of KSIVAP, low	Low	Transparency/prudence with policy-makers and selection criteria
Delays in the start of the either components (TA or investment) activities	Arbitrary /haphazard implementation of project activities	Implementation inefficiencies, activities delayed, missed outputs	High	Observe timeliness in project appraisal
Non-synchronization of the two component activities	Project activities getting out of sync	Implementation inefficiencies, duplication of efforts, misuse of limited funds and time	High	Sequencing of the activities in the logframe between the two components (TA and the investment), regular consultative meetings between KSIVAP and TA

## **2.2 IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS**

At the request of the Government of Kenya, FAO will implement the TA activities, in close consultation and coordination with the KSIVAP PCU which has been set up in the Ministry of Agriculture, Livestock and Fisheries, and with the CCUs. The activities will be implemented in accordance with FAO's Project Cycle Management Guidelines, procurement and financial management and reporting procedures.

### **2.2.1 Institutional Framework and Coordination**

The TA support project is closely linked to KSIVAP and its implementation will be in line with the arrangements made for the implementation and management of the KSIVAP. The KSIVAP will be implemented by a PCU within the Ministry of Agriculture, Livestock and Fisheries with support of CCUs. The PCU will be responsible for the design and technical supervision of the wider KSIVAP project activities in addition to the procurement, financial management and M&E. The implementation of project activities at the county level will be carried out through the office of the County Director of Agriculture and a County Project Coordination Committee which will be formed at each county.

At the national level, a Project Steering Committee (PSC) will be established to oversee project implementation. The PSC would be chaired by the Principal Secretary (PS), State Department of Agriculture, MoALF and comprise representatives from the PS or his/her nominee of National Treasury/Ministry of Finance, Ministry of Environment and Natural Resources, Ministry of Water and Irrigation, Director-General of the National Environmental Management Authority (NEMA) or their representatives, and two representatives of project beneficiaries. The National Project Coordinator, KSIVAP will be the Secretary to the PSC. AfDB and FAO may be invited to PSC meetings as observers. The main task of the PSC would be to review and approve the project's annual work plans and related budget to ensure adherence to project development objectives. The PSC will also provide guidance to project management and resolve problems that might arise during project implementation. The PSC will also monitor performance of the project and advise it on policy issues. The Committee shall meet at least twice a year.

FAO will lead the activities included in this TA project on behalf of the Government. A multidisciplinary Project Task Force will be set up by the FAOR-Kenya to support the project. The FAOR will be the budget holder of the project. The budget holder, working in close consultation with the Lead Technical Officer (LTO), will be responsible for timely operational, administrative and financial management of the project. The budget holder will head the multidisciplinary Project Task Force that will be established to support the implementation of the project and will ensure that technical support and inputs are provided in a timely manner. The budget holder will be responsible for financial reporting, procurement of goods and contracting of services for project activities in accordance with FAO rules and procedures.

The LTO will be drawn from the Multidisciplinary Team of the Subregional Office for Eastern Africa (SFEMD). The LTO will provide technical guidance to the project team to ensure delivery of quality technical outputs. The LTO will coordinate the provision of appropriate technical backstopping from all the concerned FAO units represented in the

Project Task Force. The Investment Centre Division (TCI), as part of the Project Task Force, will provide support to the implementation of the project. In addition, TCI, as the FAO GAFSP focal point, will act as a liaison between the project and the GAFSP Steering Committee and will provide support to ensure all requirements are fulfilled.

FAO will recruit a national Team Leader/Agribusiness expert/to lead this TA project (Terms of Reference [ToRs] of the Team Leader and other staff are presented in Annex 2). The Team Leader, who will have day-to-day responsibility for coordinating and managing project activities and will work in close consultation with the KSIVAP PCU, will coordinate the consultants to be recruited by FAO and ensure the timely provision of the TA activities. When providing TA support at county level, the project will make use of the existing FAO technical expertise, FFS expert, Nutrition expert, irrigation, Agribusiness, M&E, working with other FAO implemented field projects. The content of the FAO-supervised technical assistance component will be worked out in close coordination with the AfDB – supervised investment components of KSIVAP. An organogram of TA-KSIVAP in relation to the main project KSIVAP is presented in Annex 1.

The Project Team Leader will work for 60 months as the TA project starts in Quarter 3 of 2016, until Quarter 2 of 2021 and other consultants will work 12 months on average during the duration of the project. The TA and KSIVAP will have a functional relationship where the TA team leader and the KSIVAP PCU will work in close coordination to ensure synchronization of activities and to guarantee successful achievement of project objectives.

### **2.2.2 Strategy/Methodology**

The public sector units targeted by the TA project receive the highest priority for support and capacity building as a major strategy of the project implementation. The project's first step will be to conduct a capacity need assessment of managerial and technical government staff responsible for implementing KSIVAP at national and county level. Based on the results, and in close coordination with the PCU of KSIVAP, the project will develop a detailed capacity development programme covering both the project management aspects as well as technical aspects. Capacity development activities will be supported by existing in-country, subregional, regional and headquarters expertise. FAO technical publications and other relevant materials will be used. The project will build on experience from other FAO supported field projects and will look for synergies with other initiatives in the counties.

The TA-project will cover five years of the project, the first three of them intensively. It is envisaged that, by project year 2021, the MoALF will have the capacity to implement fully the KSIVAP with minimal additional external support.

### **2.2.3 Technical Support**

The foreseen technical backstopping on irrigation agronomy and crop management, nutrition sensitive agrobased interventions, postharvest management, agribusiness and inclusive business models for building market linkages, etc. will be provided by FAO's Plant Production and Protection Division (AGP), ESA, ESN and/or SFE.

#### **2.2.4 Government Inputs**

The Government of Kenya through the MoALF will be expected to make suitable arrangements for project staff in the KSIVAP. In addition, the government will be responsible for providing support in coordination, communication, planning, implementation and monitoring of KSIVAP activities. The MoALF will be responsible for the implementation and financing of all scheduled KSIVAP activities including travel and accommodation costs related to all trainings for the PCU, CCU and other government technical staff targeted in the investment project.

#### **2.2.5 Resource Partner Inputs**

The GAFSP funds will be used to support TA project activities and for institutional strengthening, catering for staff time enumeration, travel allowances, consultancies and other TA project related costs that contribute to both the project outcome and outputs. The FAO Representation in Kenya will coordinate the procurement of a laptop and printer, office furniture, stationery and fuel for the TA support unit and its field offices in the counties. The utilization of resources will be according to FAO budget categories.

#### **2.2.6 Management and Operational Support Arrangements**

The project will be managed by the FAO TA support team, which will work closely with the PCU of KSIVAP in the MoALF. The PCU will be responsible for the design and technical supervision of the wider KSIVAP project activities in addition to the procurement, financial management and M&E. As part of KSIVAP, the PSC of KSIVAP will also oversee the implementation of TA-KSIVAP. The Team Leader will coordinate the implementation of the TA-KSIVAP activities as per the logframe and will be responsible for the day-to-day management of the project and timely and efficient implementation of and monitoring of approved annual work plans. FAO's county field officers, consultants and Technical Support Services (TSS) support will report to the TA-support team. In close consultation with other partners involved in the execution of project components, the PCU of KSIVAP, the TA support unit will:

- organize project meetings and workshops, as required;
- prepare Annual Work Plans and detailed Budgets (AWP/B) and submit these for approval by the FAOR and Project Task Force;
- coordinate and monitor the implementation of the approved AWP/B;
- during project inception period, review the KSIVAPs M&E plan and propose refinements, as necessary, and support implementation of the plan;
- align TA M&E plan to KSIVAP;
- prepare the six monthly Project Progress Reports (PPRs) and give inputs in the preparation of the annual Project Implementation Review (PIR) to support AfDBs supervision visits and reports;
- coordinate the project with other related ongoing activities and ensure a high degree of interinstitutional collaboration;
- provide technical support to midterm and final evaluations.

During the start-up, the FAO Representation in Kenya will provide assistance in hiring project consultants/experts required and in purchasing laptops, projectors, office furniture and stationary for the TA support unit. During the implementation, the FAO Representation in Kenya will assist with some administrative support related to contracting of consultants.

As the budget holder of the project, the FAO Representative in Kenya will provide, with the help of his support team (Operations Officers and/or Assistants), management and operational support to the project management.

Administrative and operational support costs will be tracked directly to the contribution of the staff that provides their services to the programme. The tracking of their support will be accounted for through financial mechanisms (reports, etc.). It will be much more cost-effective to contribute to the corporate and operational costs of FAO and have their support at all times for the duration of the project. The same rationale and mechanism will apply for technical expertise to be sourced from the FAO headquarters so that their contribution is correctly accounted for.

With regard to the execution of the TA components, the required expertise will be drawn from the appropriate sectors in FAO Kenya (Crops and Agribusiness, Livestock, Nutrition, and Natural Resources Management).

## **2.3 MONITORING, PERFORMANCE ASSESSMENT AND REPORTING**

### **2.3.1 Scope and Purpose**

The KSIVAP PCU and external M&E unit has a very detailed and current database on the key indicators of: (i) household income; (ii) food scarcity index; (iii) nutrition level and (iv) crop yields; and (v) post-harvest loss reduction in selected sites of the 11 counties. However, a baseline survey will be conducted in each command area and associated communities at project start-up to assess the physical and socio-economic baseline status of the project area and to measure the additional selected project indicators. Through External M&E consultancy and PCU's based M&E, KSIVAP will provide: (i) timely and accurate information on project implementation progress and constant feedback for decision-making and addressing potential work plan deviations and problems during implementation; and (ii) the basis for assessing the achievements of the project as per the Results Based Logical Framework. PCU's M&E experts will be responsible for planning, monitoring and evaluating key project results in the project areas, prepare progress reports and implement studies as required.

The TA project is part of the KSIVAP and progress of the TA project will be monitored through KSIVAP's monitoring system for which KSIVAP will contract external M&E support. As the Supervising Entities, AfDB and FAO will contribute to the overall supervision of KSIVAP. The projects will be supervised twice each year and FAO will provide regular reports to the GAFSP Steering Committee in compliance with the GAFSP framework document. According to GAFSP requirements, PCU of KSIVAP will undertake a Mid-Term Review (MTR) of both projects by end of Project Year 3 and will prepare a Project Completion Report (PCR) towards end of Project Year 6. The team leader,



TA-KSIVAP, in conjunction with LTO will prepare a draft terminal report in the concluding months of the project in accordance with FAO reporting guidelines. The TA project terminal report prepared as a phasing out will be an input into the KSIVAP PCR.

A logical framework has been derived from the KSIVAP to synchronize activities and serve as basis for monitoring of project progress. A capacity needs assessment will be conducted at project inception and the gathered data will serve as the basis against which to plan CD activities and measure project progress towards the achievement of output targets. Furthermore, the Team Leader will prepare semi-annual PPRs for submission to the GAFSP Steering Committee, AfDB, PCU and FAO. The PPRs will be cleared by the budget holder, LTO/TCI and submitted by the budget holder to the South-South Cooperation and Resource Mobilization Division (TCS). The final evaluation will be part of the KSIVAP as the TA is a component of the KSIVAP.

KSIVAPs work plan and budgeting will follow the Government of Kenya rules and procedures on budgeting and will follow the Government of Kenya financial year of 1 July to 30 June. The TA project financing will be disbursed through the FAO Kenya country office and the obligation under the financial and auditing will follow FAO financial regulations.

### **2.3.2 Focus on Achievement of results (Outputs and Outcome)**

The FAO Representative in Kenya who will also serve as the budget holder will ensure the timely submission of project progress reports, and terminal reports with the support of the Team Leader. The Team Leader will take the lead in producing semi-annual progress reports to review progress in implementation, achievements as well as challenges to be addressed. The progress reports will include: (i) an account of actual implementation of the activities compared to the work plan; (ii) identification of achievements against outputs based on the objectively-verifiable indicators; (iii) identification of any problems and constraints encountered during implementation; (iv) recommendations for corrective measures; and (v) a detailed work plan for the following reporting period; (vi) description of organizational arrangements and related roles and responsibilities for participatory monitoring, performance assessment and reporting.

Further, upon completion of the KSIVAP, an independent end of project evaluation will be done as per GAFSP requirements and will include evaluation of the TA project which is a component of KSIVAP. A final completion report will be prepared within six months of the closure of the KSIVAP and will include the TA-KSIVAP so as to assess project performance and lessons learned from implementation.

It is the responsibility of the LTO in FAO to ensure technical validity of the reports as well as to ensure inputs from multidisciplinary Project Task Force which is comprised of other Technical Officers.

## **2.4 COMMUNICATION**

The KSIVAP has planned to conduct at its onset, a start-up workshop, with the aim of sensitizing and training PCU staff, implementing partners and project beneficiaries on the project objectives and scope and review the Results Based Logical Framework. The TA project will take advantage of this and other major meetings to effectively provide information on all aspects of the project.

The TA-KSIVAP will carefully document all its TA support activities, scheduling regular briefing meetings with the PCU for project progress information sharing. Lessons learned, knowledge gathered and good practices promoted will be documented in understandable languages and accessible formats for wider dissemination. TA-KSIVAP will ensure that the project will be visible in the form of project logo on banners during workshops and training activities, in flyers, brochures, FAO newsletters and Web site, etc.

## **2.5 PROVISION FOR EVALUATION**

Provisions have been made to evaluate the implementation of TA-KSIVAP which would, *inter alia*, highlight lessons learned and make recommendations regarding the sustainability of project results and any future interventions.

## **SECTION 3 - SUSTAINABILITY OF RESULTS**

Technical and managerial capacity developed by TA-KSIVAP of government staff will have a longstanding positive effect in Government institutions well beyond the life of KSIVAP assuming that a good percentage of the staff trained will remain in the public administration.

Developing the capacity to train others within the counties ToT will sustain the project activities and foster the acquired knowhow for future training and dissemination. The agribusiness and market development trainings, building of commercially viable business partnerships and support to develop business plans will strengthen particularly the POs and the MSMAEs to mobilize resources for upscaling investment.

The capacity developed will reinforce the institutional support system needed by smallholders and agro-entrepreneurs in the KSIVAP sites and the services provided by government will help ensure the commercial viability of business models linking producers and buyers, thus contributing directly to economic sustainability and longer-term benefits of the technical assistance provided.

### **3.1 ENVIRONMENTAL SUSTAINABILITY**

The positive impacts of the KSIVAP implementation were found to outweigh the negative impacts. To ensure that mitigation measures are implemented and are effective taking into consideration climate change which was identified as an issue of concern in the targeted areas, TA-KSIVAP will support KSIVAP in environmental and social concerns' monitoring and

mitigation during implementation through ensuring compliance with environmental provisions and standards of the Government of Kenya. During its capacity development activities the project will pay special attention to issues related to sustainable management of natural resources including, for example, the promotion of sustainable soil and water management practices to improve efficiency in the use of soil and water resources in the KSIVAP sites and the protection of the upper catchment areas.

### **3.2 GENDER EQUALITY**

The project will actively support the management of KSIVAP in ensuring that the needs and priorities of both men and women particularly are taken in consideration when deciding on value chains and value addition/processing activities and capacity building supported by KSIVAP to allow and facilitate equal participation and benefits for both men and women including youth. The TA-KSIVAP will conduct a gender-sensitive stakeholder analysis during the needs assessments taking into consideration KSIVAP's target of having at least 58 percent of the beneficiaries being women and youth. Results of the gender-sensitive stakeholder analysis could be of help in the implementation of the multistakeholder and consultative approaches being promoted through KSIVAP.

### **3.3 INDIGENOUS PEOPLES<sup>2</sup>**

One of the criteria used during the selection of the KSIVAP sites was to select sites where the project would not cause any disturbance or negative impact on indigenous people. KSIVAP realizes that the rural population in Kenya is diverse and that sometimes problems between crop producers and livestock keepers do occur. Therefore, KSIVAP provides support both to crop and to livestock farmers. It is unlikely that the project will cause any negative impact on indigenous people. KSIVAP foresees farmers whose land will be subjected to right of way of civil works suffering some disruption to farming activities, and loss of crops in the field. KSIVAP states that the Government of Kenya/PCU will compensate the farmers according to the size, type of crop and anticipated economic loss by involving them in the project subactivities.

### **3.4 HUMAN RIGHTS BASED APPROACH (HRBA) AND ACCOUNTABILITY TO AFFECTED POPULATIONS**

KSIVAP is targeting counties that have historically experienced regular/recurring food insecurity and malnutrition due to harsh climatic conditions and recurrent prolonged droughts. KSIVAP's aim is to enhance agricultural productivity, food and nutrition security in these targeted counties and promote increased participation of women and youth. Through its TA support to KSIVAP the project will contribute to the right to food of the population and will support the principle of non-discrimination and promotion of gender equality. The project will promote use of Participation; Accountability; Non-discrimination; Transparency;

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<sup>2</sup> Indigenous peoples is the internationally agreed term (United Nations Declaration on the Rights of Indigenous Peoples) and it encompasses tribal peoples, natives, First Nations, *pueblos originarios*, *pueblos autóctonos*, nomadic and pastoralists, aboriginal and traditional peoples.

Human Dignity; Empowerment; and the Rule of Law (PANTHER) principles by KSIVAP in addressing the right to adequate food during all its activities. It will also contribute to the creation of additional employment in agriculture, agroprocessing and agribusiness in the targeted KSIVAP sites thus improving livelihoods, access to food and better nutrition. The project will promote decent rural employment in line with the right to Decent Work for rural people, in accordance with the Decent Work Agenda endorsed by the UN World Summit of 2005 and by the UN Economic and Social Council (ECOSOC).

The project will assist KSIVAP in following a people-centered approach, sensitive to the dignity of all human beings, the varying needs of different segments within a community, and the importance of ensuring that women, men, girls and boys can equally access and benefit from assistance provided by KSIVAP.

### **3.5 CAPACITY DEVELOPMENT**

KSIVAP is a project implemented by MoALF to which the FAO will provide capacity development support on food and nutrition security, and strengthening agribusiness development and market linkages. The extension service providers will be facilitated to strengthen community based institutions (Farmer Associations, Irrigation Water Users Associations and Women Groups) that will maintain the infrastructure as well as manage marketing of their farm produce. Training will be on postharvest management, marketing and agribusiness management, integrating nutrition-sensitive interventions, environmental management, irrigation and GAPs to accelerate, agricultural productivity, commercialization and competitiveness and increased food and nutrition security. Capacity development is expected to infuse sustainability into the project activities so that benefits are sustained long after the project period. In addition, capacity development in agribusiness and market linkages will contribute to increased market access and trade and offer opportunities for increased income thereby contributing to the improvement of the ultimate beneficiaries' livelihood and expansion of their activities. The type of capacity development support will be further refined at the beginning of the project following the capacity need assessment of the different targeted public sector units.

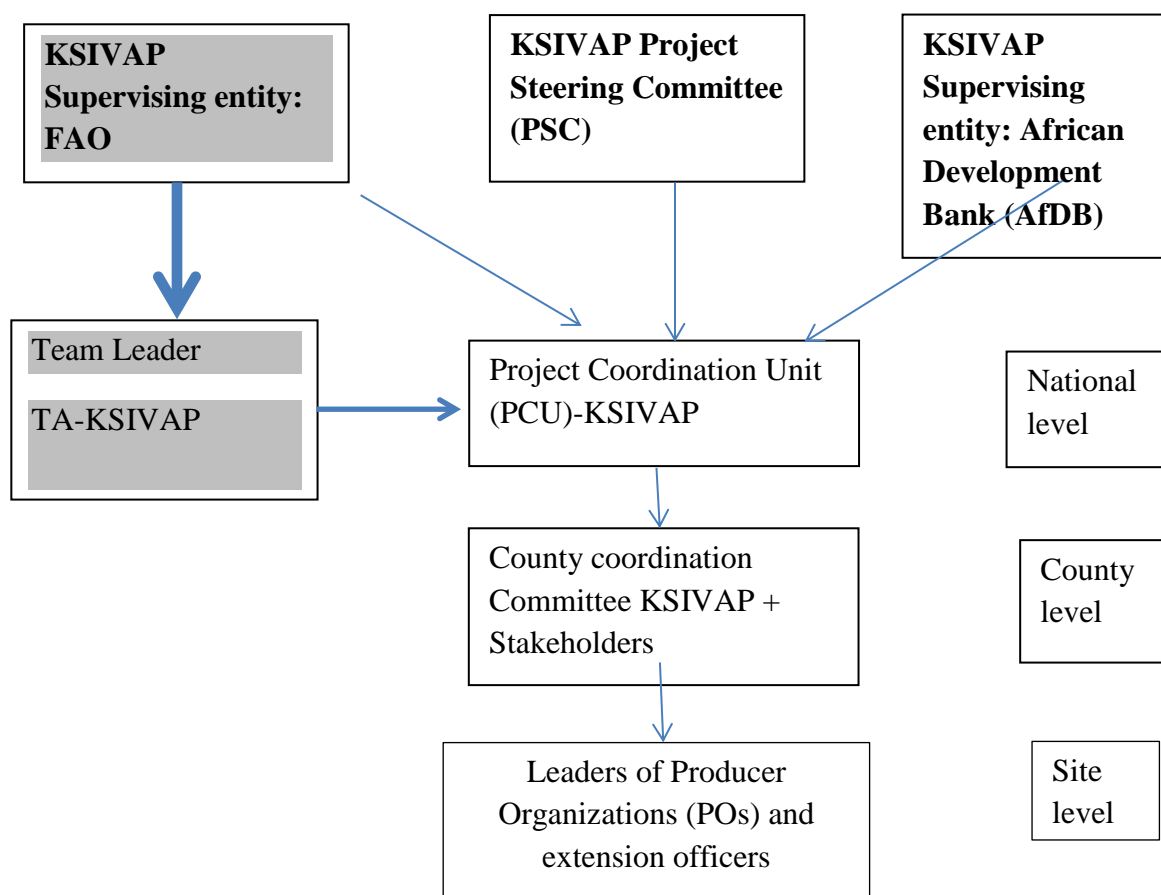
ANNEXES

Annex 1

**Organogram – Technical Assistance (TA)-Kenya Small-Scale Irrigation and Value Addition Project (KSIVAP) in relation to KSIVAP**

TA-KSIVAP: unit , internal relation ➔, relation to KSIVAP ➔

KSIVAP: unit , internal relation ➔



## **Terms of References (ToR) for Personnel**

### **National Team Leader**

Under overall technical supervision of the Lead Technical Officer (LTO) and operational guidance of the FAO Representative (FAOR) in Kenya and the programme coordinator, the Team Leader will be responsible for the overall management and coordination of the Technical Assistance (TA)-Kenya Small-Scale Irrigation and Value Addition Project (KSIVAP) project as well as providing substantive technical guidance to project staff and contracted consultants as well as technical assistance to implementing staff of KSIVAP. In particular, the Team Leader will be responsible for ensuring the needed capacity development support will be provided to enable the implementing staff of KSIVAP to obtain the needed skills and knowledge to successfully implement KSIVAP. More specifically, the Team Leader will:

#### **Duties and Responsibilities:**

- take overall responsibility for the day-to-day management of the project and coordination of planning, implementation supervision of activities to ensure efficient provision of both administrative and technical support services;
- liaise with the Project Coordination Unit (PCU)-KSIVAP in all aspects of the project work and coordinate project activities at national, county and site level;
- provide technical assistance to the PCU and county coordination teams of KSIVAP in developing their capacity to successfully implement KSIVAP and, when requested, on the daily management of KSIVAP;
- support capacity development of government staff and partners on agribusiness management and market development through trainings and guide all staff through knowledge sharing activities and by the development of learning materials;
- provide strategic and technical guidance and support to the KSIVAP's county teams to facilitate capacity development of farmer leaders, agribusiness associations and extension field staff at the KSIVAP sites;
- prepare ToRs and supervise work carried out by international and national consultants and organizations/companies through subcontracts;
- prepare work plans, annual and quarterly reports, budget revisions as and when required;
- monitor procurement/inventory; and distribution of project equipment/inputs for project activities; monitor subcontracts;
- prepare reports and documents, including Quarterly Project Implementation Reports, semi-annual reports and the terminal report;
- perform any other tasks as required.

**Qualifications:**

The Team Leader should hold a postgraduate degree in agriculture, or a related subject and experience in agribusiness as well as soil and water management. The Team Leader should have over ten years' experience in project management including implementation of agricultural and irrigation projects. The Team Leader will have to have the ability to work with a team of professional staff from diverse technical expertise as well as with farmer producer and agro-entrepreneur groups. Good communication, writing and presentation skills (English) are required.

**Duration:** 60 months.

**Duty Station:** Nairobi, Kenya (with regular trips to the project counties).

## **Programme Coordinator**

Under the guidance of the Lead Technical Officer (LTO) and direct supervision of the FAO Representative (FAOR) in Kenya, the programme coordinator will be responsible for ensuring the complementarity between this project and other projects managed both by the Government and FAO. In particular, the Programme Coordinator will be responsible for ensuring that the work on a joint FAO / WFP / IFAD project entitled the Kenya Cereal Enhancement Programme is complementary to and supportive of the KSIVAP. More specifically, the Programme Coordinator will:

- Coordinate delivery of the KSIVAP against the Outputs and Outcomes defined in the FAO Country Programme Framework and the United Nations Humanitarian Assistance Framework (UNDAF);
- Support the process of strategic engagement with the counties and through this enable the success of the KSIVAP;
- Liaise with senior government officials (at both national and county level), UN agencies, humanitarian and development partners and beneficiaries on the KSIVAP programme implementation and delivery;
- Coordinate the identification of policy implications and monitor relevant policy environment issues for the implementation of the KSIVAP;
- Coordinate annual planning processes focussing on work / travel plans, procurement / LoA plans and staff recruitment plans and ensure that these plans remain updated throughout the year;
- Take on budget holder and sign off responsibility as delegated by the FAOR and in line with the FAO rules;

### **Qualifications:**

The Programme Coordinator should hold an advanced degree in in agriculture, or a related subject and experience in the management of multi stakeholder programmes. The Programme Coordinator should have over fifteen years' experience in project and programme management. The Team Leader will have to have a proven ability to work with a team of senior professional staff from both government and international organisations. Good communication, writing and presentation skills (English) are required.

**Duration:** Two months.

**Duty Station:** Nairobi, Kenya (with occasional trips to the project counties).



## **Monitoring and Evaluation (M&E) Specialist**

Under the general supervision of the FAO Representative in Kenya and the programme coordinator, the direct supervision of the TA-KSIVAP Team Leader, and in close collaboration with the Head of Sector, Project Monitoring Unit, the M&E Officer will perform the following duties:

- design monitoring and reporting tools, support implementation of KSIVAP M&E system and ensuring that indicators are monitored and reported;
- develop the capacity of government staff and partners on M&E through trainings and guide all staff involved in monitoring on the utilization of monitoring tools and processes to ensure quality control of M&E activities, both at management and operational levels;
- organize and implement and/or support baseline and outcome monitoring/panel surveys as required; and ensure that evaluations are carried out as planned and recommendations implemented;
- analyse monitoring data and produce reports that show progress in achievement of outputs and outcomes, reasons for not achieving results and recommendations for improvement and lead the process of dissemination and suggest avenues and modalities for implementation of findings and recommendations;
- plan and establish frameworks for regular monitoring of project activities which includes ensuring process monitoring is undertaken with representative coverage and follow-up mechanisms for implementing monitoring recommendations;
- liaise with TA-KSIVAP team, communications officer and head of technical units to document good practices, success stories and lessons learned for organizational learning and improvement;
- perform any other duties as required.

### **Qualifications:**

Degree in economics or another social science. Minimum seven years' experience working in a similar position; more specifically experience in programme design and project cycle management. Fluency in English is desirable. Good communication, analytical, presentation and reporting skills and an excellent team-player. Competency in the use of MS Word, MS Excel, MS PowerPoint computer packages, as well as with statistical software.

**Duration:** 21 months.

**Duty Station:** Nairobi, Kenya (with regular trips to the project counties).

## **Nutrition Expert**

Under the general supervision of the FAO Representative in Kenya and the Deputy FAO Representative in Kenya, the direct supervision of the TA-KSIVAP Team leader and in close collaboration with the Head of Sector, Food Security Analysis, Gender, Policy and Nutrition, the Nutrition Officer will perform the following duties:

- work closely with the KSIVAP Nutrition officer to promote nutrition security in the eleven counties;
- support the overall implementations of FAO's Nutrition Strategy; in particular provide technical/policy advice in nutrition sensitive agriculture;
- provide technical support and backstopping in implementation of nutrition sensitive activities of the project (including nutrition integration in field schools and other farmer groups);
- support capacity development of KSIVAP staff and partners on nutrition sensitive interventions and food-based approaches through trainings and guide all staff through knowledge sharing activities and by the development of learning materials;
- support the government in M&E of nutrition activities and in documentation of the nutrition sensitive activities and impact.

### **Qualifications:**

Advanced university degree in nutrition, agriculture or a related field; Seven years of relevant experience working in integrating nutrition objectives into food and agricultural policies and programmes. Working knowledge of English. Possess computer/word processing skills.

**Duration:** 15 months.

**Duty Station:** Nairobi, Kenya (with regular trips to the project counties).

## **Farmer Field School Expert**

Under the general supervision of the FAO Representative in Kenya and the Deputy FAO Representative in Kenya, the direct supervision of the TA-KSIVAP Team leader and in close collaboration with the Head of Sector, Livestock, the Farmer Field School Specialist will perform the following duties:

- support field assessments to determine approach to field schools;
- harmonize procedures and quality of implementation for field schools;
- develop a strategy, curriculum and practical framework for field schools implementation and coordinate Field Schools (FS) activities amongst implementers;
- formulate and develop FS training materials and support training of facilitators among government staff and other partners on Field Schools;
- give recommendations for the selection of Master Trainers (MTs) and organize training of the same;
- formulate, collate and distribute information relevant to Field Schools to partners and other interested parties;
- carry out M&E missions for FS as required.

### **Qualifications:**

Advanced university degree in agriculture or a related field; Seven years of relevant experience working in integrating Farmer Field School (FFS) into agricultural and livestock programmes. Working knowledge of English. Possess computer/word processing skills.

**Duration:** Nine months.

**Duty Station:** Nairobi, Kenya.

## **Irrigation Expert**

Under the general supervision of the FAO Representative in Kenya and the Deputy FAO Representative in Kenya, the direct supervision of the TA-KSIVAP Team leader and in close collaboration with the Head of Sector, Crops, the Irrigation Officer will perform the following duties:

- work closely with the KSIVAP Irrigation Engineers and make necessary arrangements for the successful project implementation in a timely manner particularly in design and construction works in accordance to the best engineering design and construction practices, contract management regarding the Letters of Agreements (LoAs) and contracts to be signed with the contractors for construction of irrigation;
- support capacity development of government staff on irrigation agronomy, efficient water use and general implementation of irrigated agriculture taking into account climate change, environmental, soil and water management issues;
- contribute to preparation of necessary progress reports to monitor the outputs and results of the project against the agreed work plan, and to identify constraints and issues that require timely resolution and corrective actions.

### **Qualifications:**

Advanced university degree in agricultural/irrigation engineering or a related field. Seven years of relevant experience in planning and implementation of water resources and irrigation projects. Working knowledge of English. Possess computer/word processing skills.

**Duration:** Nine months.

**Duty Station:** Nairobi (with regular trips to the project counties).

## **Crops Expert**

Under the general supervision of the FAO Representative in Kenya and the Deputy FAO Representative in Kenya, the direct supervision of the TA-KSIVAP Team leader and in close collaboration with the Head of Sector, Crops, the Crops Officer will perform the following duties:

- work closely with the KSIVAP Horticultural experts and make necessary arrangements for the successful project implementation in a timely manner particularly in providing technical support on the latest technologies that advance crop production and backstopping technical agronomic activities of the investment project;
- support capacity development of government staff through training on Good Agricultural Practices including postharvest handling, climate smart agriculture practices for environmental, soil and water conservation, market-oriented farm and production planning;
- contribute to preparation of necessary progress reports to monitor the outputs and results of the project against the agreed work plan, and to identify constraints and issues that require timely resolution and corrective actions;
- perform other related duties as required.

### **Qualifications:**

Advanced university degree in Crop Science, Agronomy, Plant Science or a related field. Five years of relevant experience in planning and implementation of high-value crops agronomy projects. Working knowledge of English. Possess computer/word processing skills.

**Duration:** Nine months.

**Duty Station:** Nairobi (with regular trips to the project counties).

## **Data Management Expert**

Under the general supervision of the FAO Representative in Kenya and the Deputy FAO Representative in Kenya, the direct supervision of the TA-KSIVAP Team leader and in close collaboration with the M& E Officer the Data Management Expert will perform the following duties:

- support in reviewing the project work plan database information and work with the project team to make the necessary changes;
- assist in verifying that all project outputs outlined in the project-specific log frames are captured in the work plan tool;
- support in updating of the M&E information systems;
- map the KSIVAP project sites using the Who, where, what, When (4Ws) template and STATPLANET;
- consolidate all the KSIVAP and TA-KSIVAP beneficiary data submitted to M&E;
- assist in data cleaning, preliminary analysis and preparation of M&E reports when required;
- support in formulation and updating monitoring tools , guidelines and report formats as guided by the M&E Officer;
- participate in trainings and meetings as and when required;
- perform any other duties as required.

### **Qualifications:**

A degree in Social Science. Project Management, Development Studies, Agriculture or statistics. Strong attention to detail and accuracy is essential. Able to maintain accurate/precise records. Tact and the ability to work effectively with people of different national and cultural backgrounds. Excellent computer skills.

**Duration:** Nine months.

**Duty Station:** Nairobi, Kenya.

## **Operations Assistant - TA-KSIVAP**

Under general supervision of the Head of the Project Management Unit (PMU), the direct supervision of the TA-KSIVAP National Team Leader and in full collaboration with all relevant FAO staff, the staff member will:

### **Key responsibilities:**

- ensuring the timely delivery of all project related operational inputs;
- maintaining excel records of planned project expenditure and commitments.

### **Key activities:**

- immediately after project operationalization, plan with the National Team Leader the services to be provided under MS 507 and MS 502, taking account of timing, linkages and consider the appropriateness of each manual section;
- support the project Team Leader to develop procurement requests, track all procurement requests and follow up where necessary in order to ensure timely delivery to the field;
- maintain a register of all assets procured by the project and ensure proper hand over of assets. Provide this information to Cooperate Services Unit (CSU) for entry into the official FAO assets register;
- insert all project commitments into excel allotment forms and appraise the project team leader and sector heads on delivery on a monthly basis;
- maintain an up to date register of all project contracts and LoAs;
- review the adequacy of the Financial Reports submitted from service providers and (in collaboration with the PMU and CSU) request additional information where appropriate;
- submit financial and narrative reports (from service providers) to CSU for payment once cleared by the team leader and sector head;
- perform other related duties upon instructions from the team leader or sector head.

### **Qualification:**

Secondary school graduate, preferably with a university degree in Business Administration or a related field. Two years of progressively responsible experience in operational support to projects. Ability to work quickly and accurately and to maintain good working relationships. Ability to effectively use standard office software, such as MS Office (Windows, Word, Outlook, Excel, Exchange, Access). Working knowledge of English,

**Duration:** 18 months.

**Duty Station:** Nairobi, Kenya.

## **Administrative Support Staff**

Under the direct supervision of the TA-KSIVAP Team Leader and in close collaboration with the Assistant FAO Representative (Administration) and the FAO administration's personnel, the Administrative Assistant will provide administrative support functions to facilitate the implementation of project activities.

### **Specific Tasks:**

- provide day-to-day administrative support to project staff, including personnel matters, attendance and travel arrangements and equipment;
- retrieve, enter, select and analyse data from a wide variety of sources;
- prepare routine correspondence of administrative nature; draft correspondence to verify data, answer queries, and obtain additional information on transactions and financial matters, as required;
- maintain local inventory records with responsibility for proper recording of assets, their maintenance and safeguard;
- maintain a filing system of administrative documents;
- perform other related duties as required.

### **Qualifications:**

Secondary school graduate, preferably with a university degree in Business Administration or a related field. Two years of progressively responsible experience in administrative support to projects. Ability to work quickly and accurately and to maintain good working relationships with people from different nationalities and cultural backgrounds. Ability to effectively use standard office software, such as MS Office (Windows, Word, Outlook, Excel, Exchange). Working knowledge of English, etc.

**Duration:** Nine months.

**Duty Station:** Nairobi, Kenya.



## Capacity Assessment Team

A Capacity Assessment Team (CAT), comprising of six subject matter specialists, (Irrigation, Nutrition, Agribusiness and Market Development, Crops, FFS, M&E), will be responsible for fulfilling the ToRs of Capacity assessment. The CAT will be responsible for the overall design and conduct of the assessment in consultation with and under the technical and administrative management of the team leader KSIVAP.

### Responsibilities:

- characterize and profile the KSIVAP public sector institutional units (PCU, County Coordination Units [CCU], County Government Staff);
- clarify and assess the scope of services provision related to project management and smallholder farmers such as M&E, irrigation agronomy, nutrition and food based approaches, agribusiness management and market linkages, agricultural value chains, extension services, etc.;
- identify opportunities to further improve effectiveness and efficiency in provision of smallholder support services;
- appraise specific capacity building needs for the programmed training topics;
- develop recommendations on the scope of capacity building support that might be provided by the Project through programmed training and other capacity building activities;
- identify and prioritize the training courses identified in the programmed training (five above), and for each training course identified:
  - provide a brief description of the curricula (may include, *inter alia*: training course layout and design, entry skill competency of target participants, learning approach to be used, overall behavioural objectives, possible evaluation tools; etc.);
  - prepare ToR for the conduct the training course;
  - identify local training service providers capable of providing the training course;
- consolidate the identified Public Sector Partner programmed training courses into a Project Training Plan (PTP) taking into account wherever possible other non-state actors to encourage training synergies and more importantly facilitates partnership formation, through mixed training groups;
- report on recommendations on what the project might do as concerns capacity building priorities to strengthen effectiveness and efficiency; services provision capacity; and indicative targets for programmed training – numbers, locations, and topics.

**Duration:** Twelve months.

**Duty station:** Nairobi, Kenya (with travel to target counties).

## FAO Logical Framework Matrix

Results Chain	Indicators				Assumptions
	Indicators	Baseline	Target	Means of Verification (MOV)	
<p><b><u>Programme Objective</u></b> Income and food security of poor people improved in selected countries</p>	(Global Agriculture and Food Security Program [GAFSP] core indicator): % Change in Household income of direct beneficiaries	<ul style="list-style-type: none"> <li>To be Determined (TBD)</li> </ul>	X% increase of household incomes	<ul style="list-style-type: none"> <li>Baseline survey</li> <li>Household surveys Kenya Integrated Household Budget Survey (KIHBS)</li> </ul>	Kenya Small-Scale Irrigation and value Addition Project (KSIVAP) will implement all planned activities as scheduled
<p><b><u>Impact</u></b> Contribute to reduction of rural poverty and food insecurity in the eleven counties</p>	Rural Poverty index Global hunger index	43.4 35	42.4 <35	Rural Poverty Index for Kenya <ul style="list-style-type: none"> <li>Baseline survey</li> <li>Household surveys (KIHBS)</li> </ul>	KSIVAP will implement all planned activities as scheduled
<p><b><u>Outcome</u></b> Human and organizational capacity at the national and county level to successfully implement KSIVAP strengthened</p>	<ul style="list-style-type: none"> <li>Percentage of Project Coordination Unit (PCU) and County Coordination Units (CCU) members utilizing knowledge and skills acquired</li> <li>Percentage of technical staff utilizing knowledge and skills acquired</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>Targeted national and county agricultural staff demonstrate improved capacity to implement KSIVAP</li> </ul>	<ul style="list-style-type: none"> <li>Progress reports</li> <li>Capacity assessment reviews</li> <li>Progress reports and final project report</li> </ul>	Minimal staff mobility of the staff responsible for managing and implementing KSIVAP during project lifetime

			activities		
<p><b>Output 1</b> KSIVAP's PCU and CCU Unit members' knowledge and skills to successfully oversee and coordinate the implementation of KSIVAP enhanced</p>	<p>Number of capacity gap assessments conducted at national and county levels</p> <ul style="list-style-type: none"> <li>• Number of PCU and CCU members trained on managerial skills</li> <li>• Number of supervisory and technical backstopping missions to monitor compliance to KSIVAP organizational requirements</li> </ul>	<ul style="list-style-type: none"> <li>• 0</li> <li>• 0</li> <li>• 0</li> </ul>	<ul style="list-style-type: none"> <li>• 1</li> <li>• 60(5 from the PCU and 5 from the 11 CCUs)</li> <li>• 33 (1 per county per annum)</li> </ul>	<ul style="list-style-type: none"> <li>• Project progress reports</li> </ul>	<p>Minimal staff mobility of the staff responsible for managing and implementing KSIVAP during project lifetime</p>
<p><b>Output 2</b> Capacity of County government technical staff and local private extension service providers to facilitate increased agricultural productivity, incomes and food security enhanced</p>	<ul style="list-style-type: none"> <li>• Number of training curricula developed</li> <li>• Number of agricultural staff (disaggregated by gender) trained on relevant technical, business and methodological skills</li> <li>• Number of exposure field visits/study tours supported</li> <li>• Number of missions to support the training of ToTs and to assess transfer of acquired capacities in the field, validate training materials and approaches</li> </ul>	<ul style="list-style-type: none"> <li>• 0</li> <li>• 0</li> <li>• 0</li> <li>• 0</li> </ul>	<ul style="list-style-type: none"> <li>• 1</li> <li>• 33 (3 per county)</li> <li>• 5 study tours/exposure visits</li> <li>• 42 (through 3 clusters with 2 sessions in each cluster in year 1 and 4 sessions in years 2 - 4)</li> </ul>	<ul style="list-style-type: none"> <li>• Project progress reports</li> </ul>	<p>Organizations subcontracted by PCU-KSIVAP for implementing the KSIVAP capacity development activities at the KSIVAP sites willing to work with the TA-support project. Extension officers will receive all the needed support from KSIVAP to implement all planned KSIVAP capacity development activities in their KSIVAP sites</p>

<b>Output 3</b> Support to the KSIVAP Monitoring and Evaluation (M&E) system provided.	<ul style="list-style-type: none"> <li>• M&amp;E framework captures Capacity Development (CD) outputs and outcomes</li> <li>• Monitoring tool kit developed</li> <li>• Number of PCU M&amp;E team members mentored on use of monitoring tools</li> <li>• Number of stakeholder review meetings held</li> <li>• No. of reports prepared and disseminated</li> </ul>	<ul style="list-style-type: none"> <li>• 0</li> <li>• 0</li> <li>• 0</li> <li>• 0</li> <li>• 0</li> </ul>	<ul style="list-style-type: none"> <li>• 1</li> <li>• Number of PCU members trained: 5</li> <li>• 1</li> <li>• 11 (1 per county)</li> <li>• 12</li> <li>• 12 bi-annual reports (PPRs)</li> </ul>	<ul style="list-style-type: none"> <li>• M&amp;E framework</li> <li>• Progress reports</li> <li>• Monitoring formats</li> <li>• Meeting Minutes</li> </ul>	Meeting facilitation and venues available
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Activities linked to Output 1	Verifiable Indicators	Means of verification	Important Assumptions
1.1 Conduct a joint stakeholder capacity assessment to identify the capacity gaps at national and county level to successfully implement KSIVAP activities	<ul style="list-style-type: none"> <li>• Capacity gaps identified for PCU at national level and for each of the targeted 11 counties</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity assessment report</li> </ul>	
1.2 Provide training, guidance and support in developing managerial and organizational capacity at national and county level to strengthen their operations and mandates in order to implement KSIVAP activities successfully	<ul style="list-style-type: none"> <li>• Number of training sessions, topics covered and attendees</li> </ul>	<ul style="list-style-type: none"> <li>• Training reports</li> <li>• Project progress reports</li> </ul>	
1.3 Provide organizational advice, guidance and support to KSIVAP PCU and CCUs to coordinate and implement project	<ul style="list-style-type: none"> <li>• Number of backstopping missions</li> </ul>	<ul style="list-style-type: none"> <li>• Project progress reports</li> </ul>	

activities			
<b>Activities linked to Output 2</b>			
2.1 Conduct a capacity assessment to identify the technical capacity gaps at county level to successfully implement KSIVAP CD activities	<ul style="list-style-type: none"> <li>• Technical gaps identified</li> </ul>	<ul style="list-style-type: none"> <li>• Project progress reports</li> </ul>	
2.2 Support regeneration of training curricula and materials for developing the skills and capacities at county level based on the outcome of the capacity assessment	<ul style="list-style-type: none"> <li>• CD plan and draft training curricula developed</li> </ul>	<ul style="list-style-type: none"> <li>• CD plan</li> <li>• ToRs</li> <li>• Training curricula</li> </ul>	
2.3 Technical staff provided with competencies required to promote increased agricultural productivity, improved household nutrition, agribusiness and market development	<ul style="list-style-type: none"> <li>• Number of training sessions, topics covered (segregated by thematic areas) and trainees (segregated by gender and organization)</li> </ul>	<ul style="list-style-type: none"> <li>• Training reports</li> <li>• Project progress reports</li> </ul>	
2.4 Support KSIVAP in organizing appropriate study tour/exposure visits	<ul style="list-style-type: none"> <li>• Number of study tours undertaken</li> </ul>	<ul style="list-style-type: none"> <li>• Project progress reports</li> </ul>	
<b>Activities linked to Output 3</b>			
3.1 Support the PCU's M&E team in planning, monitoring and evaluating key project results in the project areas	<ul style="list-style-type: none"> <li>• Number of monitoring missions</li> <li>• Monitoring tools developed</li> </ul>	<ul style="list-style-type: none"> <li>• Project progress reports</li> </ul>	
3.2 Support monitoring of KSIVAP's capacity development activities and provide technical backstopping at county level	<ul style="list-style-type: none"> <li>• Number of technical backstopping missions</li> </ul>	<ul style="list-style-type: none"> <li>• Technical backstopping reports</li> <li>• Project progress reports</li> </ul>	
3.3 Hold county stakeholders' implementation progress review meetings	<ul style="list-style-type: none"> <li>• Number of county stakeholder review meetings conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Project Progress reports</li> </ul>	
3.4 Prepare / disseminate reports	<ul style="list-style-type: none"> <li>• Number of reports disseminated</li> </ul>	<ul style="list-style-type: none"> <li>• Final report / evaluation</li> </ul>	

## Work Plan

		2016				2017				2018				2019				2020				2021			
Output	Activity	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Output 1</b>																									
KSIVAP's Project Coordination Unit (PCU) and County Coordination Unit (CCU) members' knowledge and skills to successfully oversee and coordinate the implementation of KSIVAP enhanced																									
	1.1 Conduct a joint stakeholder capacity assessment to identify the capacity gaps at national and county level																								
	1.2 Provide training, guidance and support in developing managerial and organizational capacity at national and county level																								
	1.3 Provide organizational advice, guidance and support to Kenya Small-Scale Irrigation and value Addition Project (KSIVAP) PCU and CCUs to coordinate and implement project activities																								
<b>Output 2</b>																									
Capacity of County government technical staff and local private extension service providers to facilitate increased agricultural productivity, incomes and food security enhanced																									
	2.1 Conduct a capacity assessment to identify the technical capacity gaps at county level to successfully implement KSIVAP Capacity Development (CD) activities																								
	2.2 Support regeneration of training curricula and materials for developing the skills and capacities at county level based on the outcome of the capacity assessment																								

	2.3 Technical staff provided with competencies required to promote increased agricultural productivity, improved household nutrition, agribusiness and market development					■	■	■	■	■	■	■	■													
	2.4 Support KSIVAP in organizing appropriate study tour/exposure visits								■	■	■															
<b>Output 3 Support to the KSIVAP Monitoring and Evaluation (M&amp;E) system provided</b>																										
	3.1 Support the PCU's M&E team in planning, monitoring and evaluating key project results in the project areas				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	3.2 Support monitoring of KSIVAP's capacity development activities and provide technical backstopping at county level				■	■	■	■	■	■	■															
	3.3 Hold county stakeholders' implementation progress review meetings					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	3.4 Prepare and disseminate progress reports	■		■		■		■		■		■		■		■		■		■		■		■		■

## Project Budget

	Output title	Total USD	%
Direct costs	<b>Output 1:</b> KSIVAP's PCU and County Coordination Unit members' knowledge and skills to oversee and coordinate the implementation of KSIVAP enhanced.	231,630	19
	<b>Output 2:</b> Capacity of County government technical staff and local private extension service providers to facilitate increased agricultural productivity, incomes and food security enhanced.	464,955	39
	<b>Output 3:</b> Support to the KSIVAP monitoring and evaluation (M&E) system provided	358,890	30
	General Operating Expenses	60,000	5
	<b>Total Direct Costs</b>	<b>1,115,475</b>	<b>93</b>
Contingency	Contingency	6,020	1
Support costs	Project Servicing Costs	78,505	7
	<b>Total</b>	<b>1,200,000</b>	