



Coastal and Marine Resource Development

Strategic Plan

2023- 2027

Supporting thriving
communities and coastal cities
along the Western Indian Ocean



Contents

LETTER FROM THE DIRECTORS	4
----------------------------------	----------

EXECUTIVE SUMMARY	7
--------------------------	----------

INTRODUCTION	8
---------------------	----------

BACKGROUND	10
▶ History	
▶ Understanding COMRED's Context	
» Key Achievements	
» Organizational Strengths and Achievements	
» Organisational Weaknesses	
» Threats	
» Opportunities	

STRATEGIC FRAMEWORK	20
▶ What Guides Us	
» Vision	
» Mission	
» Value Proposition	
» Values	
» Problem Statement	
▶ Theory of Change	
▶ Goals and Objectives	
» Improved governance and management of coastal and marine resources in coastal communities and cities	
» Conservation of coastal and marine resources is supported	
» Enhanced and diversified sustainable livelihoods and access to finance	

IMPLEMENTATION AND RESOURCING	32
» Team	
» Communication and Knowledge Management	
» Funding and Partnerships	

Letter from the Directors

COMRED has come a long way in 16 years, from having two staff to 15 full-time staff and 20 associates and from running one project to above five at any time. We started as a small organisation driven by a passion for conserving coastal and marine resources, working mainly with communities at the time. Today we have expanded our stakeholder base to include government agencies, donor agencies, the private sector and other like-minded civil society organisations. Our work has expanded from conservation to management of resources, capacity building of governance amongst communities, research, modelling of future scenarios of smart cities and port cities, livelihood, and access to finance for communities as an incentive to conservation. Although many metrics have changed, our core values, passion and dream remain the same.

Projects and other people's aspirations drove our story, but now, we have decided it is time we chart our journey and lead in the direction we want to go. This way, we focus on specific, targeted, and impactful actions. We get to share our aspirations, and hopefully, donors become our partners who share a similar vision. Our new strategic plan consolidates our previous work yet charts new pathways for growth and sustainability.

We are excited to share our plans and intervention areas for the next five years with our partners, communities, and stakeholders. We anticipate the expansion of our team, our reach, and our resources to achieve a higher level of lasting impact.

We hope to see well-managed and conserved coastal and marine resources to enhance the well-being of the communities we work with and see cities with well-functioning environments at the heart of their operations. We want to build this resilience through concerted efforts with the communities.

We are grateful to the communities of Msambweni, Shimoni-Vanga Seascape, Mombasa and Kilifi for buying into our vision from the start and accepting to work with us. We want to thank our past and current donors and partners who have walked this journey with us, including Western Indian Ocean Marine Science Association (WIOMSA), Blue Ventures, NORAD, UNDP-GEF-Small Grants Programme, European Union, WWF-Kenya, among others. We are grateful to government agencies and NGOs in Kenya working in the marine space in Kenya whom we have collaborated with, including Kenya Fisheries Service, Kenya Coast Guard Service, Kenya Wildlife Service, Kenya Marine and Fisheries Research Institute, Kenya Forest Service, Jumuiya ya Kaunti za Pwani, Fisheries and Environment departments at the County Governments of Kwale, Mombasa and Kilifi. We are thankful to our Civil Society partners, CORDIO, Reefolution and WWF, with whom we have collaborated in various actions.

This strategic plan has been a genuinely collaborative effort, and we would like to thank all the members of the team who contributed their time, energy, and ideas to develop this plan and their commitment to our work overall.



Patrick Kimani

Patrick Kimani is a founding director. He is passionate towards building communities' capacity and stewardship to manage and conserve marine resources while improving livelihoods. With 20 years of experience in these fields, he continues to actively promote the improvement of access to finance through innovative solutions.



Innocent Ngao

Ngao's academic background is interdisciplinary in Environmental Science. With over 20 years of experience. He builds synergies with like-minded local, national, regional, and international partners to find innovative solutions to topical coastal marine issues in the Western Indian Ocean (WIO).



Joseph Tunje

He's of high ethical and professional integrity, a passion for environmental conservation, and the ability to work in a team to achieve desired goals within the required timeframe. Being an experienced educationist, he enjoys disseminating environmental literacy in informal settings.



Andrew Wamukota

A professional lecturer and researcher, interested in the socio-economic and ecological drivers of resource use and management, particularly the human dimensions in the use and management of terrestrial and marine resources, mainly semi-arid lands, coral reefs, and marine turtles.



Nyaga Kanyange

An environmentalist, fisheries scientist, and conservationist with a passion for sound management and good governance of natural resources for better human well-being. An altruist and an eccentric person who believes in unconventional means of transforming communities.



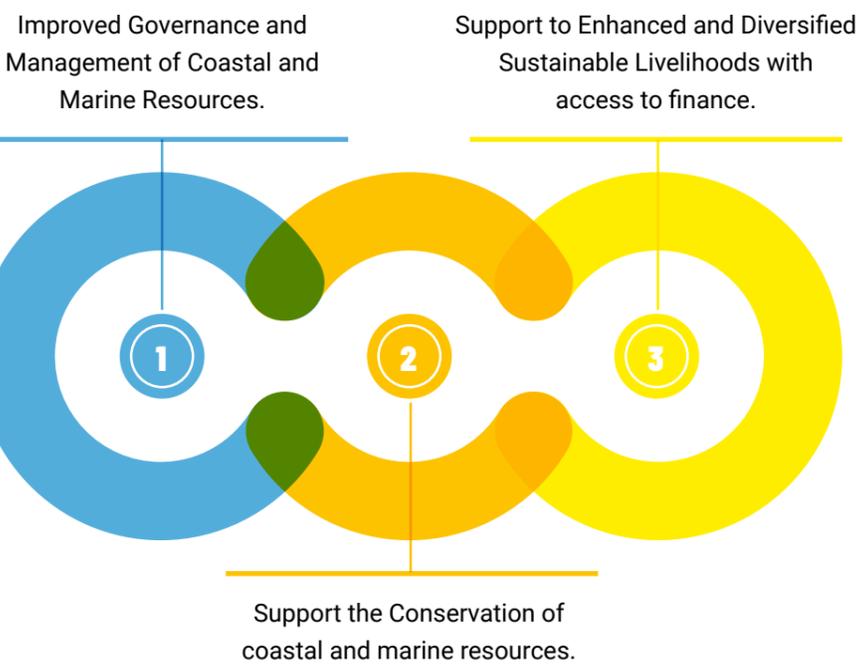
Executive Summary

Coastal and Marine Resource Development, COMRED, was formed in 2006 with the aim and mission to nurture practical solutions to the problems facing coastal and marine environments and inhabitants for sustainable development. An ambitious plan for six young professionals at the beginning of their career journey.

Sixteen years later, COMRED continues to grow and transform the lives of coastal communities and cities in the Western Indian Ocean, growing the organisation from 6 staff to a team of 15 with various skills and competencies to deliver the organisation's mission. They have been an essential player in the development of Beach Management Units (BMU) in the Shimoni - Vanga co-management area, supporting the ecosystem's conservation and improving livelihoods for the communities there. COMRED has also played a crucial role in developing the Mombasa County climate change policy 2021, a first of its kind for the city and a blueprint for other cities in the WIO.

This year COMRED has embarked on developing a strategic plan to guide its journey for the next five years.

The following goals will guide this strategy:



Introduction

The Kenyan coast has diverse marine and coastal ecosystems, stretching about 600 km from Kiunga in the north down to Vanga on the border with Tanzania, including mangroves, wetlands, coastal forests, estuaries, sandy beaches and dunes, coral reefs, and seagrass beds supporting marine and coastal species. The ecosystems constitute an important life-support system for local communities, supporting livelihoods and economic development. Additionally, these ecosystems maintain the health and diversity of marine and coastal landscapes and seascapes.

The coast is culturally diverse from the historical spice trades with the Middle East, and interactions with different social and cultural traditions, including the dominant native Bantu, are now fully ingrained in the fabric of life along the coast. Some of these traditions provide social, cultural, and economic opportunities by using the marine and coastal ecosystems for food, trade, recreation, and transport.

Despite this, the Kenyan coast is one of the least developed regions of the country, with more than 62% living below the poverty line and most relying on the coastal and marine ecosystem for employment, livelihoods, and nutrition. Over the years, droughts and dwindling fish stocks in the waters and threats to Kenya's tourism due to insecurity have resulted in coastal populations being pushed further into poverty, with reduced employment opportunities and growing food insecurity, making the region more fragile and marginalised.

Coastal and Marine Resource Development (COMRED) was formed in 2006 when three ambitious marine conservationists identified an opportunity to support coastal communities that rely on marine resources for survival. They have worked with various partners and associates to deliver impactful solutions for coastal communities and cities and conserve coastal and marine environments.

COMRED is based in Mombasa and works along the Kenyan coastline and beyond Kenyan borders in the Western Indian Ocean (WIO) region. Their areas of particular focus are Mombasa, the second largest city in Kenya and the main coastal gateway into East Africa, and the Shimoni Vanga seascape, an ecologically sensitive area of global and national significance bordering the southern coast of Kenya and Northern Tanzania. COMRED focuses on working with students and interns and budding scientists to train them as future leaders in this field to deliver impactful solutions for coastal communities and cities and enhance the conservation of coastal and marine environments.

This strategic plan seeks to consolidate all the successful work COMRED has done over the last 16 years and create a unified vision and mission for the organisation to enable growth and incredible achievements.

Background

HISTORY

Key Achievements

- 2006** A Non-Profit Organisation- COMRED is born
3 Marine professionals came together and conceived the idea to establish a Non-Profit Organisation
- 2007** COMRED is formally registered in Kenya under the Companies Act as a Company Limited by Guarantee, with charitable objectives.
- 2008** COMRED is awarded its first grant to research on the role of communities in resource management along the Kenyan coast, culminating in publishing a book as an output.
COMRED recruits 3 associates who later join the board of directors and employ its first 3 staff (Project Manager, Project Assistant, Accounts Assistant).
- 2009** COMRED implements EU-Funded Kilifi Integrated Project (KIP) that transformed solid waste management (waste recycling) in Kilifi Town Council, improved fish nutrition in one village through mariculture, restored mangroves along Kilifi creek and rehabilitated quarries in Kilifi County (then district).
- 2010** COMRED repositions to include devolved governments as additional target beneficiaries of its interventions with an initial focus on Kwale County.
COMRED Consulting is registered as a Partnership to offer consulting services.
- 2013** COMRED recruits 20 associates who are experts in various fields.
- 2018** COMRED is awarded a grant to become the GEF-SGP-UNDP Strategic Partner for the Shimoni-Vanga Seascape to empower 13 community groups to implement projects on marine biodiversity conservation and livelihoods.
- 2019** COMRED Consulting Ltd Company is registered to offer consulting services and COMRED Consulting Partnership is dissolved.
COMRED enters a strategic partnership with Blue Ventures to implement and promote fisheries management and governance.
- 2020** Two Directors participate in the African Marine Leadership Course run by Maliasili and Blue Ventures. This changes their perspective in leadership.
WIOMSA awards COMRED a grant to undertake research on sustainable cities and provide a peer-to-peer learning platform between Mombasa and Durban in partnership with the local authorities.
COMRED spearheads the development process of the Mombasa County Climate Change Policy 2021 and supports the establishment of the Mombasa Smart City Forum.
- 2021** WIOMSA awards COMRED a grant to research on aspects of sustainable port cities planning in Mombasa and Durban.
COMRED, in partnership with Blue Ventures, implements the Eco-credit scheme that provides loans to communities as an incentive for conservation.
COMRED joins the Maliasili East Africa Portfolio and begins the process of developing its strategic plan.
- 2022** COMRED is awarded its largest grant yet by NORAD in consortium with Blue ventures, Maliasili, Mwambao and Sea sense to implement the "Building a sustainable and inclusive coastal community marine economy on the East African coast" project.

UNDERSTANDING COMRED'S CONTEXT

Since 2006, COMRED has worked on advancing practical and sustainable solutions to problems facing coastal and marine environments and communities on the East African coast. The following situational analysis frames the context in which we work. To expand our impact, we must find ways to continue supporting marine communities, despite the ever-growing challenges in the Western Indian Ocean (WIO).

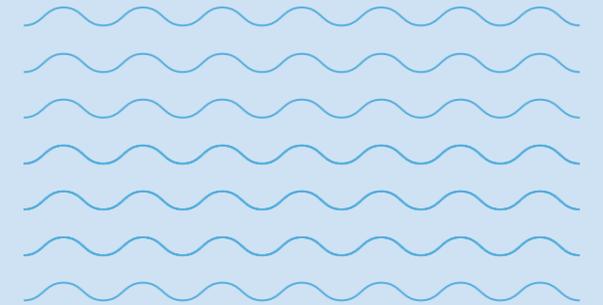
Key Achievements

1. Co-management of the Shimoni Vanga seascape

Over the last 15 years, the focal area of COMRED's work has been the Shimoni-Vanga seascape, an ecologically sensitive area of global and national significance bordering the south coast of Kenya and Northern Tanzania.

We have provided technical support to develop the co-management plan between the government (through the Kenya Fisheries Service) and the communities. This included implementing strong governance structures at the community level to manage the coastal and marine resources. This was an essential move for coastal communities, giving them a role and responsibility in protecting their marine ecosystem. We helped secure USD 400,000 (UNDP /GEF) in funding to form and support 13 community groups (6 Community-Based Organisations, CBOs) and 7 Beach Management Units (BMU). Communities are embracing Locally Managed Marine Areas (LMMA) as they are more sustainable and, with the network created, can have a more significant positive impact. This co-management plan can serve as the blueprint for developing more inclusive community-led conservation areas across the Kenyan coast.

"Communities are happy to embrace Community Conservation Areas (CCAs also referred to as LMMAs) instead of MPA (Marine Protected Areas) as they are more sustainable and with the network created, they can have a bigger positive impact."



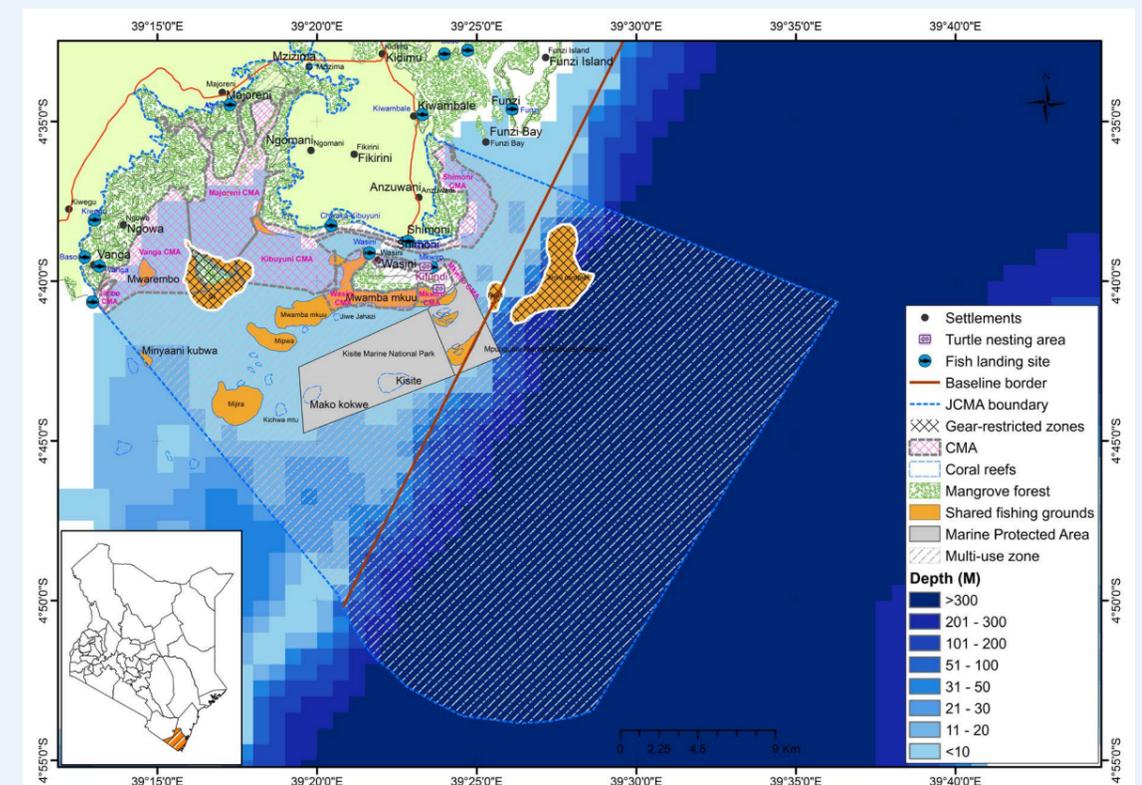
SHIMONI VANGA SEASCAPE

AREA: 86,000HA

POPULATION: 18,000

LIVELIHOOD OPTIONS: FISHING, FARMING, MANGROVE HARVESTING, TOURISM, TRADE

The Shimoni-Vanga ecosystem is an ecologically sensitive area of global and national significance, bordering the south coast of Kenya and Northern Tanzania. This ecosystem is among the 21 Seascapes under the Eastern African Marine Ecoregion (EAME), with high biodiversity that requires special attention. The Seascape also harbours coastal indigenous communities with rich cultural connectedness with the sea and coastal marine resources. The seascape provides essential ecosystem services such as food, employment, and income to fishers, fish traders, fish processors, and tourism operators, among other dependents. However, the seascape faces different levels of biodiversity loss and land degradation that threaten livelihoods and increased conflict overuse of limited and declining resources.



2. Miji Bora (Smart Cities)

COMRED led the drafting of the climate change policy 2021 for the County Government of Mombasa, a major achievement. This was a first-of-a-kind bill for a coastal city in Kenya and influenced city planning, waste management, and integration of coastal marine resource management in the expansion and redevelopment of the city.

MOMBASA COUNTY CLIMATE CHANGE POLICY 2021

The Mombasa County Climate Change Policy was developed to enhance the county governments' and local communities' capacity to mitigate and adapt to the impact of climate change by creating a resilient and thriving environment and economy using a participatory approach. The development of the policy is in line with the Climate Change Act 2016, which requires the government to develop action plans to guide the incorporation of climate change in sectoral projects.

3. Innovative Solutions to marine conservation

COMRED is piloting a large eco-credit scheme in Kwale county to facilitate access to credit and encourage community members to be part of sustainable resource management. These eco-credit schemes allow the BMU and community members to access personal and community development loans with credits earned by engaging in conservation and fisheries management. This has been an innovative and novel activity, and the pilot's success shows us the potential of scaling this to other BMUs along the coast.

4. Multi Stakeholder Forum

We have been at the centre of a coastal community stakeholder forum, bringing together various stakeholders along the Kenyan coast to learn and share best practices, improving existing processes, ensuring that there is limited replication, and scaling to new areas. This has enabled us to play a niche role, bridging the gaps between different NGOs, building connections with partners and the communities, and ensuring the communities' voices are heard and considered. The Mombasa Sustainable and Smart City Forum (MSCF) for stakeholders around the urban coastal cities can be a blueprint for engagement for other coastal cities in the WIO.



Organizational Strengths and Achievements

Kenyan-founded, Kenyan-led

We are a Kenyan-founded, Kenyan-led coastal marine resource organization. Our six Directors have worked in this field for over 20 years and have developed strong networks with the communities they work with and the various partners in the field. Our leadership team comprises a diverse range of skills, interests, and capabilities, and we are passionate about the work we do, the communities we work with, and the impact we want to have.

Building community marine management and governance capacity

Our method of community engagement involves strengthening governance capacity for natural resource management and conservation. This means we are listening and adapting to community needs, ensuring that the systems of governance and projects they engage in are community-led and community-owned. We have also supported BMUs with technical assistance and monitoring and building capacity for the co-management of natural resources and the structures that support them, focusing on creating sustainable fisheries, seaweed farming, and conserving mangroves. This inclusive approach ensures that projects are implemented as per the community's need, coupled with continuous mentorship, follow-up training, identifying gaps, and skills development, which leads to long-term sustainability.

"Before COMRED, we were not organised. We have learned so much through them; our seaweed project and the fishermen work well together, we continue to grow, and through their guidance, our communities can come up." (Community member)

Promoting training and mentorship of young coastal marine professionals.

Our organisation provides a launchpad for over 20 newly graduated marine and coastal conservation students to conduct research and gain valuable first-hand project experience. This creates a space to bring fresh new ideas, perspectives, and opportunities to the organisation. We also hope to collect and develop a range of skill sets, supporting a robust, inclusive, and diverse team.

Trusted Partner

We are well-known in the Shimoni Vanga Ecosystem for our strong foundation and community links. Many of our team began their careers and research in the area. They have a strong network with other regional marine conservation professionals and organisations, and we are considered a trustworthy and respected leader in this space.

"COMRED welcomes anyone who wants to work in the space (PhD, Master's students, etc.). No restrictions, it is a home of scientists with diverse skill sets and taps into the associates who add value to their work - promoting people to do more work." (Partner)

Organisational Weaknesses

Looking inward, like many organisations, COMRED faces several internal challenges that impact our ability to deliver on our mandate:

Limited organisational financing

Our financial resourcing is generated from running several projects initiated by the directors or the associates. However, we do not have general or unrestricted funding to support the core function and running of the organisation. This has led to three long-term effects: difficulty retaining high-quality or well-trained staff. Second, gaps in communications and M&E support, including funding support for these roles, and finally, conducting several projects at a go that are often not directly aligned with our organisation's overall vision and mission. There is a need for a strategic focus and alignment to direct our team and work forward in a unified fashion and to mobilise the core, aligned funding that will enable the delivery of that mission and focus.

"They have not managed to attract funds, mostly relying on short contracts - usually as individuals, not for the organisation as a whole."

Organisational structure

COMREDS' organisational structure and model are unique. The organisation was founded by three Directors, all in the early stages of their careers, focusing on coastal and marine conservation and with a broad diversity of skills and expertise. Although the organisation model is unique, it does present weaknesses as there are potential gaps in ownership and management. We need to develop stronger internal cohesion that may help us fundraise or secure long-term financing.

"On paper, they might have a clear structure, but it isn't clear from the outside. The organisation is growing but not having the clarity of structure might hold them back. They need to implement stronger governance structures that will enable them to attract more funding."

An established Board would help provide advisory support and oversight, enabling thoughtful investment and strategic thinking for our organisational development. There is also a need to improve the standard operating procedure to manage our growth and transparent working practices to engage with other organisations and external partners.

Communications

Our team generates various valuable data, information, and knowledge; however, this could be better documented and shared with our broader audiences. Communication is key to helping COMRED build a strong brand and communicate about our work clearly and compellingly to raise funding and cement our presence in the landscapes in which we work. A significant effort must be made to publish more and tailored information packaging for specific audiences, as the results and data we collect could support scientific learning, share best practices, and demonstrate the impact. By strengthening our communications capabilities, we have an excellent opportunity for us to boost our visibility and impact.

Threats

Below are the external threats that will challenge how COMRED plans the next five years.

Marine threats and Climate change

Climate change is the greatest threat to the coastal ecosystems in the Western Indian Ocean (WIO), affecting both the environments and communities depending on these fragile ecosystems. Adding to the intensifying risks related to climate change, there are several other marine challenges; ranging from illegal or unregulated fishing, piracy, illicit trade of crude oil, degradation of ecosystems through toxic waste dumping, discharging of oil, and illicit harvesting sand, all contributing to threaten the future livelihood and ecological security of coastal communities.

Government-led infrastructure and development projects

These challenges are exacerbated by several Government-led development and infrastructure projects, including new roads, railways, port developments, urban settlements, energy, and power projects. Infrastructure and development projects often come at a high cost, and these building projects could negatively impact the areas that marine communities seek to protect. For example, the proposed Fishing port in Kwale County would disrupt the local environment through seafloor dredging, destroying the mangroves and seaweed planting sites. Steel production plants and power station infrastructures also threaten to affect surrounding areas by polluting the rivers feeding into the ocean and other likely environmental damage.

Working with New Players in the Ecosystem

The great success COMRED has had in the Shimoni Vanga area is attracting new and more prominent players in the landscape. While it is essential for us to develop solid relationships and avenues for collaboration and partnership, we must also safeguard our authentic identity, processes and structures working with communities to cement our role and prevent working in silos or duplicating the efforts of other stakeholders and organisations.

As COMRED, our role is, therefore, critical. By engaging communities in the discussions for potential development projects, we are helping to ensure they are as informed and involved as possible. They can better participate in safeguarding and conserving their environments through improved knowledge and access to information systems.



Opportunities

Although internal challenges and external threats pose a variety of hurdles for COMRED, we are situated in an ideal position to drive a positive impact. The following opportunities can help chart our direction over the next five years.

The Shimoni Vanga Seascape and beyond

Shimoni-Vanga is a critical Seascape that forms part of the transboundary Msambweni-Tanga seascape, located in the south of Kenya and bordering Tanzania. Within Shimoni-Vanga is the world-famed Kisite-Mpunguti Marine National Park and Reserve; this vibrant ecosystem includes coral reefs, fish and mammals, mangroves, seagrasses, and estuaries and beaches, and the seascape is surrounded by several fishing communities depending on it for their livelihoods.

COMRED has developed a strong presence within this area, supporting seven BMUs and several other CBOs that directly or indirectly participate in the management and use of this seascape. The site is socio-ecologically complex, and local communities share natural ecosystems. However, these resources are under intense pressure due to degradation and overexploitation, triggering conflicts among and between users. Building on previous success and existing community relationships, we can leverage this to expand the work north towards Msambweni, increasing the area under conservation from 85,000 hectares to 140,000 hectares.

Blue Economy

The Blue Economy presents an excellent opportunity to benefit Kenya's agenda for the sustainable use of ocean resources for economic growth, livelihoods and jobs, and ocean ecosystem health. COMRED can play a central role in empowering the communities we work with by taking a more active part in the potential opportunities that the Blue economy presents. As a trusted partner of the local government, Kenya Fisheries, and other critical stakeholders in the Blue Economy landscape, we could play a valuable role at the interface between the government and communities to ensure that they are both benefiting from the opportunities within this space. The Blue Economy also presents several opportunities for resource mobilisation that COMRED could tap into, aligning with our goals and work.

Advocacy

Engaging communities in conservation initiatives is a long but increasingly essential journey toward supporting the people that rely on the oceans for survival to be better equipped to deal with the effects of climate change. COMRED is uniquely positioned, and we can scale our impact by advocating for the communities we work with and influencing policy to impact livelihoods positively. Advocating for the community could be done in two ways; First, by influencing policy by using the data collected and stories of impact to advocate for policy changes to support the coastal communities. Second, using the stakeholders' forum and the strong links with the government to get communities' voices into spaces where they can speak for themselves on issues affecting them.



Strategic Framework

Vision

Sustainable marine and coastal environments support thriving communities and cities in the WIO region.

Mission

To build resilient coastal communities and environments in the WIO region supporting livelihoods and marine conservation.

Value Proposition

We are a **Kenyan-led, Kenyan-founded**, coastal-based organisation passionate about creating a **diverse inter-generational pool of expertise and competencies**. We bridge science and management through an **inclusive, participatory process focused on results and impact**.

We design a unique thematic blend of programs to deliver impactful results and drive positive change. We establish **long-term partnerships built on trust** to co-create, develop, and innovate adaptive solutions to threats facing coastal communities and marine environments.

Values

The foundations of our values are rooted in the following:

Integrity

We choose to do what's right over what's easy. We are open and accountable in our work.

Trustworthy & Reliable

We create long-term trusting relationships with partners. We are available and prioritize delivering work on time.

With these as a starting point, our other values have a firm base on which to stand:

Teamwork

We are one team developing individual skills for a common goal. We acknowledge that working together builds trust and brings out our best.

Collaboration

We work with decision-makers, academia, researchers, and coastal communities to co-create sustainable solutions to achieve mutual goals.

Making a difference

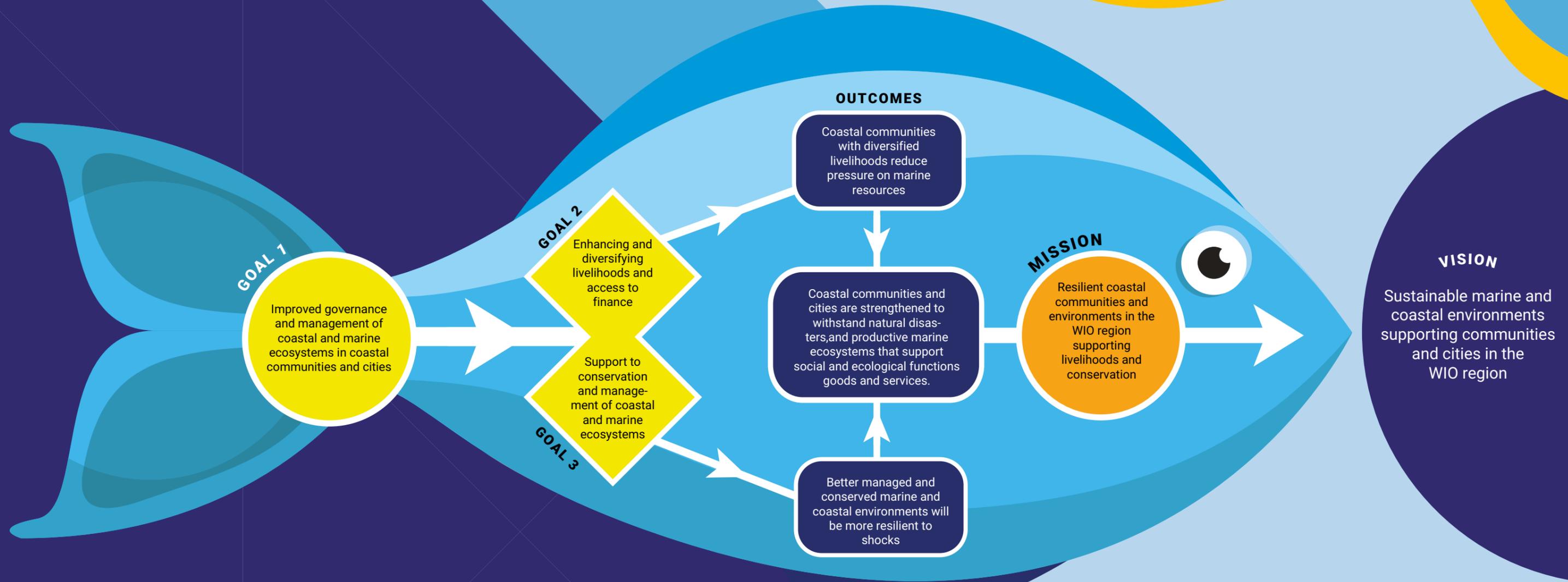
We create change through our innovative solutions, which deliver value to partners and stakeholders.

Problem Statement

Coastal communities in Kenya face various challenges affecting their environments and livelihoods, such as marine and coastal degradation, poverty, and climate change. While we cannot solve all the problems, we have made the strategic choice to focus our work on this specific problem:

Communities have limited power and authority to manage the finite coastal and marine resources sustainably. As a result, overuse and degradation of these resources force these populations into poverty. Poverty increases dependence on limited natural resources and exacerbates competition between nature and human survival, especially in the face of climate change.

THEORY OF CHANGE

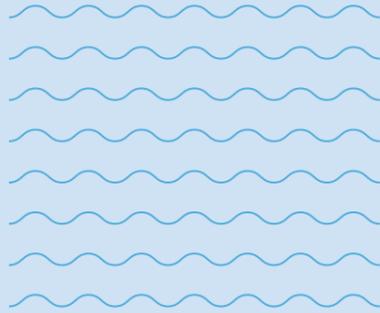


This diagram describes our theory of change. How we believe the work we choose to do will bring about the changes in the coastal and marine environments that will create sustainable and thriving communities and cities.

We believe coastal communities and cities in the WIO region will be resilient through the improved governance and management of coastal and marine ecosystems. Coastal communities with structured power and authority to manage and conserve these resources will do so sustainably and use it to secure alternative livelihood activities.

By improving the governance and management of these ecosystems and diversifying and strengthening livelihoods, communities will have the right foundations to withstand vulnerabilities and support the conservation and management of marine ecosystems, leading to resilient coastal communities and environments.

Coastal communities with diversified livelihoods will reduce pressure on marine resources. Better-managed and conserved marine and coastal ecosystems will be more resilient to shocks and more productive, supporting social and ecological functions and services.



The fundamental principles that guide how we work:

1

Collaboration and connecting - working with different stakeholders to connect, bridge the gap and share information and experiences. Strengthening links and creating access. We endeavour to include and involve women and youth voices in all our work.

2

Training and mentorship - transferring our knowledge to communities and learning from them to create solutions for the challenges to marine and coastal ecosystems.

3

Creating space - we aim to bring on board young scientists and marine practitioners to learn, grow, adapt, and get the experience they need for their careers.

4

Knowledge management - using what we gather to implement our work and sharing findings with partners, supporters, and the wider community.

5

Community health and well-being - we work with marginalised communities and seek to support access to health and sanitation among the communities we work with by linking them with service providers.

6

Our planet - we strive to address the three planetary crises of climate change, biodiversity loss and pollution within the context of sustainable development. Our activities are guided by the complementary policies of UNFCCC climate Change Adaptation and mitigation, Global Biodiversity Framework and UN Sustainable Development Goals. We work with local communities to support adaptation practices and promote transformative pathways.



GOALS AND OBJECTIVES

We have identified three key goals to help us achieve our mission. Each of the three goals has the following shorter-term objectives, which detail the actions we will take to accomplish each goal.

“It all begins and ends with governance.”

GOAL 1

Improved governance and management of coastal and marine resources in coastal communities and cities

We guide sustainable resource use and management by supporting communities to form strong governance for co-management. By addressing the governance issues, we solve the challenge of dependence on natural and marine resources. With better management and governance, communities understand better and appreciate the help.

1. Improve knowledge and skills in governance and resource management for co-management institutions

By 2024:

- ▶ Fifteen trained and mentored Beach Management Units (BMUs) in Kwale county (8 existing and five new) and two new in Kilifi County.
- ▶ One trained Community Forest Association (CFA) in Kwale County
- ▶ Three conservation CBOs trained in Kwale, Kilifi and Mombasa

By 2026:

- ▶ 18 trained and mentored BMUs in Kwale (15 existing) and Kilifi (3 new) Counties
- ▶ 3 CFAs trained in Kwale, Kilifi and Mombasa Counties
- ▶ Six conservation CBOs trained in Kwale, Kilifi and Mombasa

2. Support collaborative research with coastal communities and cities

By 2024:

- ▶ Mapping of octopus fisheries stakeholders in 1 BMU in Kilifi County and 2 in Kwale County.
- ▶ Status of urban drivers in Durban and Mombasa
- ▶ Profile of port-city infrastructure in Moroni
- ▶ Status of 2 existing dumpsites in Mombasa (Mwakirunge and Shonda)
- ▶ Socio-Ecological quality of marine resources two new BMUs in Kwale County
- ▶ Integrated spatial development framework for coastal cities

By 2026:

- ▶ Mapping of octopus fisheries stakeholders in 1 BMU in Kilifi County and 4 BMUs in Kwale County
- ▶ Status of urban drivers in 3 WIO cities
- ▶ Profile of port-city infrastructure in 1 new city
- ▶ Pollution assessment in 4 dumpsites. Evaluation of 1 new dumpsite
- ▶ Socio-Ecological quality of marine resources four new BMUs in Kwale and Kilifi County
- ▶ Biodiversity assessment in 4 BMUs in Kwale County

3. Establish And support existing community networks and multi-stakeholder platforms

By 2024

- ▶ Three multi-stakeholder forums established in Kwale and Mombasa counties
- ▶ Membership of 2 forums expanded to include new actors in Kwale and Mombasa Counties
- ▶ City lab processes integrated into one new city multi-stakeholder forum
- ▶ Coordinated implementation of sustainable city framework

By 2026

- ▶ Three functional multi-stakeholder forums with expanded membership in Kwale and Mombasa counties and one new one in Kilifi
- ▶ Multi-Stakeholder forums established in 2 cities and two counties
- ▶ City lab processes integrated into one new city multi-stakeholder forum
- ▶ Sister-city program for Mombasa and Durban

4. Support the development and implementation of resource management plans and policies, spatial plans, strategies, policies, and action plans

By 2024

- ▶ Four resource management plans in Kwale, Diani and Msambweni
- ▶ Two strategies in Mombasa (1 existing on solid waste) and (1 new on climate action)
- ▶ 4 (2 New) policies developed in the WIO region
- ▶ One port-city plan in Mombasa (Integrated spatial development framework)

By 2026

- ▶ Six management plans for four BMUs were successfully implemented in Kwale County
- ▶ Three strategies in Mombasa, Moroni, and Durban (2 existing and one new)
- ▶ 2 New policies developed in the WIO region

5. Support enforcement of resource management by-laws, regulations, and laws in Kwale and Kilifi Counties.

By 2024

- ▶ 13 BMUs trained and supported in understanding and implementing bylaws in Kwale County
- ▶ 2 BMUs trained and supported in understanding bylaws in Kilifi County
- ▶ 2-3 legislations passed in 2 cities in the WIO

By 2026

- ▶ 18 BMUs trained and supported in understanding bylaws in Kilifi and Kwale Counties
- ▶ Review of legislation

GOAL 2

Conservation of coastal and marine resources is supported

Fostering community stewardship and ownership leads to community-owned interventions, reducing fishing pressure, increasing the protection of marine ecosystems, and allowing communities to adapt to changes. As the first step in managing and conserving marine resources, communities need to be aware of the existing marine resources in their area and clearly understand why it is critical to protect and value these resources.

Better managed and conserved marine and coastal environments will be more resilient to shocks, enhance their health and have higher productivity, thus contributing to the resilience of communities.

Objectives:

1. Raise awareness of co-management-based entities on sustainable resource utilisation, climate change impacts and vulnerabilities to co-management-based entities.

By 2024

- ▶ Awareness of climate change for 14 community entities (in Kwale and Kilifi) and 60 youth reached on climate change innovation.
- ▶ Awareness of resource utilisation for 14 community entities (in Kwale and Kilifi)

By 2026

- ▶ Awareness of climate change and resource utilisation for 14 community entities in Kwale and Kilifi, and 90 youth reached on climate change innovation.
- ▶ Initiate awareness for ten new communities in Kwale and Kilifi.

2. Support the establishment and management of well-functioning LMMAs and closures in Kwale and Kilifi County

By 2024

- ▶ 6 LMMAs in Kwale supported in management, and two new LMMAs established in Kwale
- ▶ Initiate discussions for the establishment of 2 new LMMAs in Kwale and Kilifi

By 2026

- ▶ Eight well-managed and functioning LMMAs in Kwale
- ▶ Establishment of 2 new LMMAs in Kwale and Kilifi

3. Support the restoration of mangroves and coral reef ecosystems in Kwale and Mombasa counties

By 2024

- ▶ Management support in 1 CFA established in Kwale, and 1 CFA in Mombasa
- ▶ 100,000 mangrove seedlings planted in Kwale and Mombasa.
- ▶ Coral restoration supported in 4 (2 new) BMUs supported.

By 2026

- ▶ Support and management of one CFA
- ▶ 5 hectares of mangrove forest restored (in Kwale)
- ▶ 4 BMUs conserving and benefitting from restored corals in Kwale and Kilifi

4. Support BMUs in coastal and marine resource monitoring

By 2024

- ▶ 11 BMUs trained and supported on data collection (9 in Kwale, 2 in Kilifi)
- ▶ 11 communities supported in resource monitoring

By 2026

- ▶ 11 BMUs actively involved in data collection and resource monitoring
- ▶ Initiate data collection and resource tracking in 5 additional BMUs in Kwale

5. Test and adopt appropriate actions for sustainable socio-environmental initiatives

By 2024

- ▶ Best practices in conservation supported in 3 BMUs, and 3 CFAs in Mombasa and Kwale Counties (e.g., ecotourism)
- ▶ Two new sustainable socio-environmental initiatives supported in Kwale and Kilifi

By 2026

- ▶ Initiate the carbon certification process by drafting the Project Idea Note (PIN) and Project Design Document (PDD) certification process. 1 CFA/community benefits from carbon trading.
- ▶ 2 CBOs supported in mangrove forest beekeeping and 2 CBOs supported in waste value addition

6. Design and implement collaborative conservation research to address identified issues.

By 2024

- ▶ Climate change vulnerability and risk assessments in 2 WIO cities
- ▶ Biodiversity surveys for two sites in Kilifi and 3 in Msambweni
- ▶ Support 3 masters and one PhD student.

By 2026

- ▶ Production of knowledge management materials (reports, case studies, publications)
- ▶ Monitor biodiversity trends in 8 LMMAs and closures in Kilifi and Kwale

GOAL 3

Enhanced and diversified sustainable livelihoods and access to finance

Providing diversification of income sources will create a buy-in to conserve coastal and marine resources by communities. We are contributing to reducing exposure to externalities by providing access to sustainable financing resources. Coastal communities with access to diversified and sustainable financing will reduce pressure on marine resources and build resilience.

Objectives:

1. To skill and upskill local communities to develop community conservation enterprises (in Mombasa, Kwale and Kilifi counties)

By 2022

- ▶ Identify the baseline:
 - No of people are to be trained
 - Number of enterprises
 - Key areas of training
- ▶ Develop training and evaluation guidelines
- ▶ Incubate and mentor enterprises determined at the baseline

By 2024

- ▶ 50% skilled and upskilled through training and mentorship
- ▶ 50% of trained individuals evaluated on progress and performance
- ▶ Knowledge and skills gaps identified, and lessons communicated

By 2026

- ▶ 100% skilled and upskilled through training and mentorship
- ▶ 100% of trained individuals evaluated on progress and performance
- ▶ Communicate lessons learnt and documented best practice

2. To support the diversification of community-level enterprises to improve livelihoods, and the ability to withstand shocks

By 2022

- ▶ Status of community livelihood and level of vulnerability identified in Mombasa, Kwale and Kilifi counties
- ▶ Additional community livelihood activities and enterprises identified in Mombasa, Kwale and Kilifi counties
- ▶ Guidelines, training, and incubation programs developed

By 2024

- ▶ 50% of recognised enterprises supported in Mombasa, Kwale and Kilifi counties
- ▶ 50% of the new livelihood activities supported
- ▶ Guidelines, training, and incubation programs used, and document best practices and lessons learnt.

By 2026

- ▶ 100% of identified enterprises are supported in Mombasa, Kwale and Kilifi counties
- ▶ 100% of the new livelihood activities supported
- ▶ Communicate best practices and lessons learnt

3. To support access to finance for local communities (in Kwale and Kilifi counties)

By 2024

- ▶ 19 eco-credit groups supported
- ▶ 800 community members benefit
- ▶ 19 eco-credit groups evaluated on performance and success
- ▶ Access to alternative finance options amongst community groups in Kwale, Mombasa and Kilifi
- ▶ Communicate lessons learnt

By 2026

- ▶ 30 eco-credit groups supported
- ▶ 1500 community members benefitting
- ▶ 30 eco-credit groups evaluated on performance and success reported
- ▶ Access to alternative finance options among Kwale, Mombasa and Kilifi community groups
- ▶ Communicate lessons learnt

4. To support communities in the value addition of coastal and marine products in Kwale and Kilifi Counties

By 2022

- ▶ Baseline study to identify needs in Post-harvest handling, processing, storage, and marketing
- ▶ Establish and create awareness of guidelines for post-harvest handling, processing, storage, and marketing
- ▶ Baseline study to document profitability levels of community operators

By 2024

- ▶ 50% of persons trained in post-harvest handling, processing, storage, and marketing
- ▶ Post-harvest guidelines implemented
- ▶ Evaluate profit margins based on baseline

By 2026

- ▶ 100% persons trained in post-harvest handling, processing, storage, and marketing
- ▶ Post-harvest guidelines progress evaluated.
- ▶ Improved profit margins.

Implementation and Resourcing



Team

Our greatest asset is our team. Ensuring that our team is well equipped and in a clear and organised structure is a crucial priority to help us deliver this strategy. COMRED will provide effective management and support of all program teams and increase investment in core functions such as communications, monitoring and evaluation, GIS, and business development.

- Objective 1:** Develop a human resource strategy with a clear organogram to deliver this strategic plan. Hire communications, fundraising, M&E roles, GIS, and business development roles to achieve this strategy's goals effectively.
- Objective 2:** Strengthen our internal oversight and administrative capacity with clear standard operating procedures.
- Objective 3:** Build and develop an Advisory board. Reduce our top-heavy management. Expand the advisory board to include critical functions such as legal, fundraising, marketing, and strategic direction within a more extensive and diverse board.
- Objective 4:** Build Strategic partnerships in critical areas; Business and entrepreneurship, innovation and technology, and national and devolved government.



Communication, Knowledge Management and Impact Monitoring

Communications play a crucial role in fundraising and building the brand and profile of COMRED. Our planned activities will require increased communication capacity to disseminate results effectively. Part of communications will be developing a robust knowledge management system supported by an organisation's overall monitoring evaluation and learning system.

The key objectives will be to:

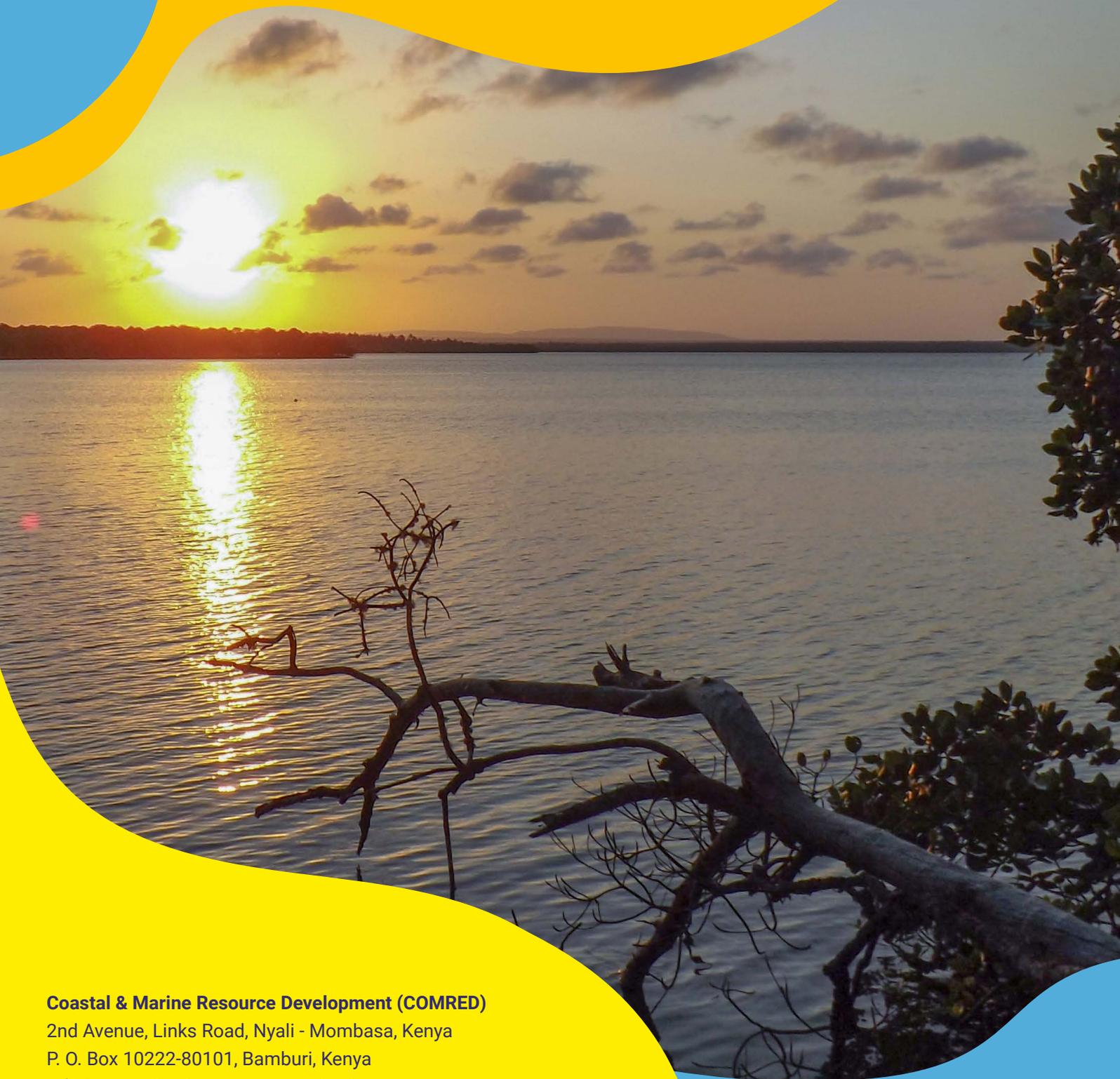
- Objective 1:** Increase our internal communications capacity to communicate COMRED's impact and support fundraising efforts strategically.
- Objective 2:** Develop a communications strategy with clear goals and objectives. We are focusing on increasing visibility on social media and our website.
- Objective 3:** Increase access to knowledge, using monitoring, evaluation and learning to create a knowledge hub (database, library, repository) leveraging technology to share our impact and provide information for other organisations.



Funding and Partnerships

COMREDs has become a significantly larger organisation with a growing team, reach and budget. Further growth to address key staffing gaps and strengthen critical internal functions projects an ever-increasing budget. COMRED will focus on strengthening its core long-term partnerships, diversifying its sources of funding, and increasing the amount of unrestricted funding in its budget to provide greater flexibility and internal investment in staff capacity.

- Objective 1:** Increase unrestricted funding to enable us to strengthen our core functions and build a strong team.
- Objective 2:** Diversify funding sources to include corporate funding, grow individual and partnership-based financing, and develop new opportunities from community development funders where there is alignment with COMRED's mission.
- Objective 3:** Strengthen and grow partnerships with funding partners such as Blue Ventures, WIOMSA, research institutions such as universities and strategic partners such as; county and national governments in the WIO.



Coastal & Marine Resource Development (COMRED)
2nd Avenue, Links Road, Nyali - Mombasa, Kenya
P. O. Box 10222-80101, Bamburi, Kenya
info@comred.or.ke www.comred.or.ke