



REPUBLIC OF KENYA

**MINISTRY OF LANDS, PUBLIC WORKS, HOUSING AND URBAN
DEVELOPMENT**

STATE DEPARTMENT FOR HOUSING AND URBAN DEVELOPMENT

Second Kenya Informal Settlements Improvement Project (KISIP2)

Agreement No: CKE 118801 S

Terms of Reference

For

**Consulting Services to Support the National Project Coordinating Team
(NPCT) in Implementing Community Development Plans in Selected
Informal Settlements in Nakuru, Kisumu and Kakamega**

Reference No: MLPWHUD/SDHUD/AFD/KISIP2/04

February 2025

Client :

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1.0 Introduction

The **Agence Française de Développement (AFD)** is managing a grant of EUR 5 million from the **European Union** to support the implementation of **Fifteen (15No.)** Community Development Plans (CDP) in Nakuru, Kisumu and Kakamega in addition to development and implementation of capacity building plan for the Second Kenya Informal Settlements Improvement Project (KISIP2); and mainstreaming of gender and climate within the project. AFD is also co-financing the project jointly with the World Bank through a concessional loan of EUR 45 Million to cater for planning, infrastructure works, capacity building and project management.

The project intends to apply part of the grant for **Consulting Services to Support the National Project Coordinating Team (NPCT) in Implementing Community Development Plans in Selected Informal Settlements in Nakuru, Kisumu and Kakamega**. The settlement level Community Development Plans (CDPs) have been prepared and include sub action plans on; socio economic inclusion, crime and violence prevention, community solid waste management and community disaster Management plan.

The Community Development Plan shall be implemented using the implementation guidelines provided in the **annex 1** and the list of eligible investments in **annex 2**. The main features of the project implementation model come from the lessons learnt of the pilot project called “the Urban Fabric Initiative” in Nairobi. In this model, an implementing partner is hired to implement the CDP and facilitate the interaction between local communities and the County Governments. The requests for proposal to hire the implementing partners (one in each participative county) were published on 21st January 2025. Firm or key experts being hired as implementing partners are not eligible for this consultancy.

The consultant will be procured and managed through the National Project Coordinating Team (NPCT) and will be based at the NPCT for day-to-day administration and support.

2.0 Second Kenya Informal Settlements Improvement Project

The Second Kenya Informal Settlements Improvement Project (KISIP2) aims at improving the livelihoods of people residing in informal settlements in Kenya through creating and testing a policy framework for systematic improvement and continued investments in the settlements. The project also supports the Ministry of Lands, Public Works, Housing and Urban Development and selected County Governments where the project activities are being undertaken in facilitating communities to partner with respective County Governments in addressing their challenges through participatory planning and implementation as part of socio-economic inclusion.

The project has the following four components:

Component 1: Integrated Settlement Upgrading.

This component supports settlement upgrading through two main interventions classified under two sub-components;

Subcomponent 1.1: Land Tenure regularization- Coordinates regularization of land tenure for people living on uncontested public lands whose process includes: Development of a local physical and land use development plan for the settlement which lays out land parcels and wayleaves for infrastructure like roads, drainage, walkways; Surveying with physical placement of beacons to demarcate the parcels as per the plan; Preparation list of beneficiaries and or issuance of letters of allotment based on the survey plan; and Issuance of titles.

Sub-component 1.2: Infrastructure Upgrading- Coordinates infrastructure investment portfolio whose menu includes: water and sanitation systems, storm water drainage, solid waste collection and settlement sorting, pedestrian walkways, cycle paths, roads, street and security lighting, vending platforms, public parks, and green spaces. It further includes investments related to prevention of crime and violence, including but not limited to community centers.

Component 2: Socio-Economic Inclusion Planning

The project through socio-economic inclusion planning seek to enhance social and economic inclusion of the targeted beneficiaries. This component supports settlement level Community Development Plans (CDP) to enhance social and economic inclusion.

Component 3: Institutional Capacity Development for Slum Upgrading

This component supports institutional and policy development at national and county levels; develops a capacity building plan for national and county levels to implement the strategy and to develop understanding of slum upgrading processes; also supports technical assistance, training, workshops and learning events, experience sharing and peer-learning activities with other counties, and other capacity building activities.

Component 4: Program Management and Coordination

This component supports activities of the National Project Coordination Team (NPCT) and the County Project Coordination Teams (CPCTs) related to national and county-level project management and coordination, including planning, surveying, engineering, fiduciary (financial management and procurement), safeguards compliance, monitoring and evaluation (M&E), communication and community development.

3.0 Objective of the assignment

Community Development Plan implementation in each targeted County will be handled by an Implementing Partner recruited through a separate open competitive tender. Implementing partners, hired by the project, shall lead the process to identify and prioritize community project, co-design sub-projects with the community and residents, contracting construction firms and supervision through a labor-intensive approach to works, and support the community in managing and maintaining future services in partnership with the County Government. The list of potential CDP investments includes public spaces and small-scale socio-economic facilities (refer to annex2).

The main objective of this assignment described in these ToR is to support the NPCT in coordinating, supervising and monitoring the development of public space and social facilities, identified in the CDPs (component 2), through a partnership approach.

The consultant will support the CDP implementation process which incorporates participatory approaches in co-design, co-construction and co-management of the identified facilities with residents and users for sustainable operation of investments. This is a new approach that integrates Government and communities in decision making and implementation of community led initiatives to sustainably improve social and economic aspects in urban settlements. The list of eligible investments mentioned in the CDP implementation guidelines and the ToR of the implementing partners.

4.0 Scope of services

The activities fall into four main categories:

1. Support the NPCT in coordinating, supervising and monitoring the CDP implementation in selected informal settlements.
2. Support NPCT in guiding Implementing Partners on the implementation of the CDP through an ambitious participatory approach with residents and CPCTs.
3. Support NPCT in the review of outputs prepared by the implementing partners and offer technical advice to the project;
4. Capitalize on the best practices, strengthen the skills of NPCT and CPCT, and liaise with the KISIP2 communication unit on the CDP implementation to broaden the use of participatory approaches.

Specific activities will include the following:

4.1. Support the NPCT in coordinating, supervising and monitoring the CDP implementation.

- i) Support NPCT in reviewing prioritization of investment, conducted by the Implementing Partner with the community and CPCTs, based on a technical feasibility, Environmental and Social (E&S) due diligence on proposed investments.
- ii) Monitor the CDP implementation process to ensure that activities are aligned to the guidelines for CDP implementation and that gender and climate considerations are mainstreamed in line with the gender and climate Action Plans.
- iii) Support NPCT in monitoring to ensure the constitution of the CDP implementation governance structures stipulated in the guidelines to support projects rolling out in an effective and concerted manner. This will include setting up the various project committees and drafting of agreements/ MOUs for both project implementation and operations and maintenance.
- iv) Support the NPCT monitoring to ensure the secretariat of all steering committee (SC) done by the implementing partner to (i) prepare, (ii) conduct and (iii) review minutes of meeting in the three counties. This would include for the preparation (i) the agenda set up, (ii) the review and dispatch of documents to be approved by SC; and (iii) the follow-up of invitation sent to CS members. After the meeting, the consultant shall review the Minutes of the Meeting and facilitate its approval by all members. The different documentation must be properly archived.
- v) Support the development and follow-up of Evaluation and Monitoring indicators for the program based on the KISIP logical framework and adapted for each Implementing partners
- vi) Review the quarterly activities roadmap and monitoring reports to ensure proper consolidation with other stakeholders
- vii) Support the integration of CDP implementation monitoring within the management system put in place under KISIP2 (KISMIS) to ease its integration within the program.

4.2. Support NPCT in guiding Implementing Partners in implementing the CDP participatory approach with residents and CPCTs

- i) Support NPCT to guide Implementing Partners and CPCTs in community engagement throughout the project implementation, by sharing good practices, conducting field missions and organizing capacity building sessions, to ensure that communities are actively and meaningfully engaged in project identification, co design and co implementation.

- ii) Monitor the entire co-design process to ensure that Implementing Partners develop concept master plans, preliminary design, cost estimates, business plans and operations and maintenance manuals, and support the process by sharing good practices between counties or from other projects, conducting field missions and organizing capacity building sessions.
- iii) Support NPCT to guide Implementing Partners in drafting and implementing the construction strategy to ensure utilisation of local labour for community skills development and implementation of projects in line with the designs and cost estimates. The consultant will also monitor the procurement of the contractors by the implementing partners and ensure that the process is competitive and transparent.
- iv) Support Implementing Partners in defining O&M solutions that ensure sustainable management of facilities through inclusion of users in the governance process, including assisting in the drafting of MoUs for O&M.
- v) Support Implementing partners in conducting capacity building activities toward communities in business models for projects sustainability;
- vi) Support Implementing Partners in activating the sites and ensure proper O&M for the first six months of operation through the preparation of a costed O&M plan with responsibilities assigned as appropriate.

4.3. Support in the review of outputs prepared by the implementing partners and offer technical advice to the project

- i) Support NPCT in coming up with toolkits to monitor and review deliverables prepared by implementing partners as per their requirements given in their ToR.
- ii) Support NPCT to review outputs generated to ensure they are as per specifications and of quality standards.
- iii) Support the project in safeguarding project compliance with World Bank and AFD standards.
- iv) Provide technical assistance in the review of designs and reports generated in the CDP implementation and provide technical advice.
 - a) Support in the review bidding documents for construction firms prepared by implementing partners.
 - b) Support NPCT in review of feasibility study, E&S screening reports, prioritization of investments submitted by implementing partners
 - c) Support in the review of engineering cost estimates, cost of materials, labor and bills of quantities etc.
- v) Support NPCT in the reviewing progress reports submitted by implementation partners to identify and provide prompt and effective mitigation measures on implementation and construction-related issues in CDP implementation.

4.4. Capitalize on the best practices, strengthen the skills of NPCT and CPCT, and communicate on the CDP implementation to broaden the use of participatory approaches.

- i) Coordinate and assist National Government, County Governments and civil society organizations engaged as implementing partners in adopting new approaches to shaping urban spaces, focusing on better adaptation and responsiveness to the local context, shared governance, and consideration of existing uses and residents as key contributors to city development
- ii) Support NPCT in organizing peer learning workshops for enhancing skills of NPCT and CPCT in implementing CDPs.

- iii) Promote project communication to enhance the visibility of CDP implementation within KISIP2 and vocalize urban innovative experiences.
- iv) Conduct project evaluation and document the CDP implementation process with key lessons for knowledge sharing.

5.0 Key considerations for the assignment

1. A Team Leader (full time) will be located at NPCT offices for the duration of the project. The other experts will be mobilised based on needs.
2. The consultant must commit to confirm availability of experts at least 2 weeks in advance.
3. The logistics of peer learning workshops will be handled by the NPCT. The consultant will support NPCT to in facilitating the workshop, preparing materials for the workshop, and drafting of workshop conclusions;
4. Concerning the CDP implementation:
 - The sub-projects must be agreed upon with communities and be distinct from infrastructure projects envisaged under component 1.2.
 - Confirmation of availability of land is key to the success of the projects. The implementing partners will work closely with the CPCTs to ensure that land is reserved early enough for all projects.
 - Sub-projects identified must be implementable within the budgets provided.
 - Gender and climate shall be mainstreamed within the implementation process;

6.0 Expected Outputs.

- i. The project governance structure is in place and operational, in compliance with the CDP implementation guidelines; Ensure members of various committees have the capacity to understand and execute their respective roles.
- ii. The NPCT is efficiently using project implementation toolkits including monitoring tools designed by the existing consultants.
- iii. Implementing partners, CPCTs and the NPCT received hands on technical support throughout the CDP implementation. The institutions will be supported to carry out meaningful and gender responsive community engagement processes, co-designs workshops and labs with residents, construction strategy to include local labour forces, business support to the future service managers.
- iv. The consultants shall provide mission reports after each field mission to support key stages of CDP implementations. A minimum of 12 missions are expected (1 mission per key CDP milestones per county).
- v. Conclusion of at least 4 peer learning workshops organised (one for each CDP milestone)
- vi. The Memorandum of Understanding (or contract legally binding agreements) for the implementation stage and another for the operations and maintenance stage is operational and accepted by all parties.
- vii. The quarterly activities roadmap and monitoring reports are provided on-time to ensure proper consolidation with other stakeholders
- viii. The consolidated CDP indicators are monitored based on the KISIP logical framework and adapted for each Implementing partners
- ix. A Final reporting on CDP implementation is provided to present the main lessons learnt from the program implementation
- x. Reports will be expected for all the itemised outputs listed above.

Note: As the EU funds this project, the deliverables produced by the consultant must include the official EU logo and the usual disclaimer (as stated in the Communication section of the agreement): "This document has been produced with the financial assistance of the European Union. The views expressed herein can in no way be taken to reflect the official opinion of the European Union."

7.0 Duration and Timetable for Reporting

The exercise is expected to run within the CDP implementation period of **Twenty-Four (24no.) Months**. The consultant programme will be aligned to projects implementation. The TA shall submit reports aligned to the tasks listed in 6 above in addition to monthly reports on all activities and deliverables undertaken. Reports will be submitted to AFD and the KISIP2 National Coordinator.

8.0 Institutional Arrangements and reporting requirements

The National Project Coordinator will be the Consultant's supervisor, and shall be responsible for coordination of activities of the consultant. On a day-to-day work basis, the consultant shall work and report to the Head of Component 2 (Socio Economic Inclusion Planning)

The consultant will be required to keep AFD briefed on developments and progress of CDP implementation and will organise joint monthly progress meetings between AFD and NPCT.

9.0 Expertise Required

9.1 The Firm

The consultant **MUST** demonstrate adequate experience in project and partnership management. The firm must demonstrate a solid experience in implementing community led interventions in informal settlements, including public space and social facilities. The TA must have worked closely with communities, civil society organisations, Government and Development Partners.

The shortlisting criteria are :

1. **Core business and years in business** : The firm shall be registered/incorporated as a firm with the core Business in Construction Management/Project Management or related field for a period of at least ten (10) years. NGOs/non-Profit organization are also allowed to apply;
2. **Relevant experience:** The firm shall demonstrate as having successfully executed and completed implementation and supervision of at least two (2) projects of similar nature both in scope and complexity in similar operating environment in the last ten (10) years. Details of the assignment-Name and address of the client, scope, value, and period shall be provided in the submitted expression of interest (EoI) ;
3. **Technical and managerial capability of the firm** : The firm shall demonstrate as having the requisite technical capacity including relevant equipment, tools, software etc. and managerial capacity to undertake the assignment in the submitted company profile(s).

9.2 Key Experts

The key experts required to carry out the services as described in these TORs will include:

1. Team Leader (Full Time Expert)

1. **A minimum of Master Degree** in either Project Management, Social Sciences, Architecture or a related field from accredited and recognized institutions

2. **General experience:** a minimum of **Eight (8) years** of general experience in project coordination involving public authorities
3. **Specific experience:** a minimum of **Five (5) year** experience in working in similar assignment involving community engagement, placemaking and/urban development.
4. Experience in entrepreneurial project management and innovation methodologies (design thinking, lean start-up, frugal innovation, agile methods, etc.)
5. Proven experience in managing projects funded by international development partners and implemented by public institutions. Experience in managing innovative urban project would be a plus.
6. Must demonstrate experience in the region.
7. Knowledge of Swahili is an added advantage.
8. Must demonstrate leadership, team management and communication skills.

2. Community Engagement Expert

1. **A minimum of a Master Degree** in Social Sciences, Management, Development Studies, or a related field from accredited and recognized institutions
2. **General experience:** A minimum of **Ten (10) years** general experience in community engagement and implementing at least 2 socio-economic interventions through a strong participatory approach
3. **Specific experience:** A minimum of **Five (5) years** of specific experience in working in similar assignments in informal settlement upgrading initiatives.
4. Must demonstrate listening capacity and communication skills.
5. Must demonstrate Experience in East Africa, and fluency in Swahili

3. Environment Expert

1. **A minimum of a Master Degree** in Social Sciences, Management, Development Studies, or a related field from accredited and recognized institutions
2. **General experience:** A minimum of **Ten (10) years** general experience in environmental engagement and implementing at least 2 environmental socio-economic interventions through a strong participatory approach
3. **Specific experience:** A minimum of **Five (5) years** of specific experience in working in similar assignments in informal settlement upgrading initiatives.
4. Must demonstrate listening capacity and communication skills.
5. Must demonstrate Experience in East Africa, and fluency in Swahili

4. Design Expert

1. **A minimum of a Master Degree** in Design Studies, Landscape Architecture, Architecture or a related field from accredited and recognized institutions
2. **General experience:** A minimum of **Ten (10) years** general experience in designing (or coordinating design) community led projects (at the concept design stage) and implementing at least 2 socio-economic interventions through a strong participatory approach
3. **Specific experience:** A minimum of **Five (5) years** of specific experience in working in similar assignments in urban upgrading initiatives involving community in design.
4. Must demonstrate leadership and communication skills
5. Must demonstrate proficiency in using design thinking methodology, end-user design approach, and prototyping;
6. Must demonstrate Experience in East Africa. Knowledge of Swahili is an added advantage.

5. Infrastructure Development Expert

1. **A minimum of a Master Degree** in Engineering, Architecture, Landscape Architecture or a related field from accredited and recognized institutions
2. **General experience:** A minimum of **Ten (10) years** general experience in detailed design, works supervision or construction and implementing at least 2 constructions with a strong participation of local community
3. **Specific experience:** A minimum of **Five (5) years** of specific experience in working in similar assignments in urban upgrading initiatives.
4. Must demonstrate leadership, communication skills
5. Must demonstrate proficiency in using design software
6. Must demonstrate Experience in East Africa. Knowledge of Swahili is an added advantage.

6. Business Development Expert / Community Based Organizations Advisor

1. **A minimum of a Master Degree** in Business and Administration, Economic Development or any related field and recognized institutions
2. **General experience:** A minimum of **Ten (10) years** general experience business development, institutional support and implementing at least 2 advisory services to Civil Society Organizations
3. **Specific experience:** A minimum of **Five (5) years** of specific experience in working in similar assignments with Community Based organizations to support urban services.
4. Must demonstrate leadership, communication skills and proficiency in design software
5. Must demonstrate Experience in East Africa. Knowledge of Swahili is an added advantage.

9.2.1 Estimated Time Inputs for Key Experts

The number of key experts and the estimated time input for each key expert for the assignment are presented in the following Table 1.

Table 1: Estimated Time Inputs for Key Experts

S/No.	Key expert	Time Input in Staff-months
1.	Team Leader	24
2.	Community Engagement Expert	12
3.	Environment Expert	5
4.	Design Expert	8
5.	Infrastructure Development Expert	8
6.	Business Development Expert / Community Based Organisation Advisor	6
Total		63

10.0 Responsibilities of the Client

The Client will avail to the consultant the following documents relevant to the project subject to the extent of availability of such information:

1. KISIP2 existing Information on the informal settlements including CDPs for the specific settlements
2. Climate and gender Action Plans and tools developed to facilitate climate and gender mainstreaming
3. KISIP2 Project Appraisal Document (PAD)
4. KISIP2 Operations Manual (POM)
5. KISIP2 Safeguard documents: Environmental and Social Management Framework (ESMF), Resettlement Policy Framework (RPF), Stakeholder Engagement Framework (SEF), Vulnerable and Marginalized Groups Framework (VMPF).

In addition, the client will:

1. Provide access to a desk in NPCT facilities for the TA Team Leader and at least 2 spaces for other key staff (Rotational)
2. Facilitate the Consultant's access to Government departments and county governments, and participating communities.
3. Provide logistical arrangement for workshops and meetings during the CDP implementation

11.0 RESPONSIBILITIES OF THE CONSULTANT

The Team Leader will be responsible for all the Key Experts from the consultant. He/She will direct the activities of the key experts and review/approve their time sheets and monthly reports.

The Consultant shall be responsible for the provision of all the necessary resources to carry out the services such as, project transportation for visits in counties, subsistence allowances, accommodation, information technology, and means for communications, reporting materials, personal insurance and any other required resources/costs.

The consultant is expected to undertake activities that will ensure that outputs are consistent with the professional and legal requirements. All outputs will be presented using modern techniques/technology and will form part of the digital land information systems for informal settlements being generated by the Project. It is also required that the data is generated through a consultative process that guarantees authenticity and ownership.

12. Remuneration

The consultant should submit a financial proposal stipulating a daily rate and appropriate days for all consultants to be engaged, distinguishing desk and field time.

The proposed cost must include consultant remuneration and reimbursable cost for local travel, communication, training and others (if any). The payment is subject to tax deduction as per prevailing government rules but VAT exempt.

International and national flight shall be booked in economy class. Per diem shall be capped by the European Union rates.

Annex 1: Institutional Framework to support Community Development Plan Implementation (Manual to be provided)

Annex 2: Menu of Potential investments

Below is a non-exhaustive list of the type of facilities that can be implemented as part of the project's investment component. It is categorized into investments considered to be large community facilities, and smaller investments considered as associated urban intervention, or as facilities itself.

Category A – At Least One (1) Investment to be picked from this Category

1. Small-scale social infrastructure works such as :-
 - a) Community centers
 - b) Youth centers
 - c) Day care centers
 - d) Gender based violence rescue centers
 - e) Sports/ play fields
 - f) Recreational Parks/ Open public spaces
 - g) Public ablution blocks with toilets and showers
2. Small- scale community-based solid waste management (SWM) investments such as waste collection and containment centers and recycling centers.
3. Water bodies riparian protection and improvements including soil conservation and landscaping/ trees planting activities
4. Food processing and storage facilities

Category B – Other Options of Investments/ Activities

1. Street workout facilities
2. Streets looks enhancement activities e.g. landscaping with potted plants
3. Street furniture e.g. seating benches and rest/ waiting sheds
4. Water collection/ fetching points construction and improvement
5. Behavioral change artwork
6. Disaster management activities e.g. draining and filling of excavated areas
7. Small-scale economic infrastructure such as boda boda and vending platforms.
8. Solid waste management intervention investments e.g. skips, waste receptacles
9. Landscaping activities
10. Soil conservation activities