



**REPUBLIC OF KENYA**

**State Department for Housing and Urban Development  
MINISTRY OF LANDS, PUBLIC WORKS, HOUSING & URBAN DEVELOPMENT**

**Second Kenya Urban Support Program (KUSP 2)**

**Project No.: P177048**

**Credit No.: 7349-KE; 7350-KE; IDA Grant Number E208-KE**

**Terms of Reference for**

**Consulting Services for the Development of Guidelines for Integrated Service Delivery for Host  
and Refugee Communities – Solid Waste Management Services**

**CONTRACT NO: KE-MOTI-537132-CS-INDV**

**Client:**

Principal Secretary  
State Department for Housing and Urban Development  
P.O. Box 30119-00100  
6th Floor, Ardhi House  
1st Ngong Avenue  
Nairobi, Kenya  
Tel: +254-02-2729200  
E-mail: [ps@housingandurban.go.ke](mailto:ps@housingandurban.go.ke)

**FEBRUARY 2026**

## 1. Background

### 1.0 Program Context

The Kenya National Urban Development Policy (NUDP), 2016, envisions secure, well governed, competitive, and sustainable urban areas and cities, and aims to facilitate sustainable urbanization through good governance and the delivery of accessible quality and efficient infrastructure and services. The Government in 2017 developed Kenya Urban Program (KenUP), a five (5) year program, as one of the programs to implement and operationalize aspects of the National Urban Development Policy and the Urban Areas and Cities Act 2011 with a clear focus on Kenya’s urban areas. The total cost for the program was estimated at USD 1 billion.

Through its support to the urban sector in Kenya, the World Bank, in collaboration with the then Ministry of Transport, Infrastructure, Housing and Urban Development (MTIHUD), prepared the Kenya Urban Support Program (KUSP) at a cost of USD300million, which supported the implementation of KenUP. KUSP became “effective” on 11<sup>th</sup> January 2018 and ended on 31<sup>st</sup> December 2023. KUSP established and strengthened urban management institutions through county governments. It was delivered through three windows: Window 1 at the National Government through the Urban Development Department (UDD) of the State Department for Housing and Urban Development (\$30.3m). County governments received capacity-building funding through window 2 (\$22.2m). The bulk of the funding was for urban infrastructure through urban boards under window 3 (\$247.5m).

As the first phase of KenUP ended in 2022, the Government of Kenya developed the second Kenya Urban Programme (KenUP2) strategy which is a deliberate government-led process of coordinating and rallying various actors for a common goal/vision for the desired resource mobilization to fund the National Urban Development Policy (NUDP) strategies in a set period of the next cycle of 5 years, horizon from July 2022.

As a continuation of its support to the urban sector in Kenya, the World Bank, together with the State Department for Housing and Urban Development (SDHUD) in the Ministry of Lands, Public Works, Housing and Urban Development (MLPWHUD), has prepared the Second Kenya Urban Support Program (KUSP2) at a cost of USD 350million (approved by the Board of Directors on June 15, 2023), which will support the implementation of KenUP2.

KUSP2 will be implemented in 45 counties and 79 municipalities including 2 refugee hosting urban areas under the SDHUD in liaison with the Council of Governors (CoG) and the Department of Refugee Services (DRS).

## 2.0 KUSP 2 Program Description

The Program Development Objective (PDO) is to strengthen the capacities of urban institutions to: -

- (i) Improve the delivery and resilience of urban infrastructure and services.*
- (ii) enhance private sector engagement in urban planning, and*
- (iii) Support the transition of refugee camps into integrated host communities and refugee settlements.*

The program objective will be achieved through five main result areas:

**RA1.** Strengthened institutions for urban service delivery;

**RA2.** Integrated planning for Inclusive and resilient urban areas;

**RA3.** Inclusive and resilient urban infrastructure & services;

**RA4.** Improved private sector engagement/involvement; and

**RA5.** Improved integrated development between refugees and host communities.

In order for the refugee hosting municipalities to be able deliver services efficiently there is a need for clear, practical, and context-specific guidelines to support the municipalities in planning, coordinating, and delivering services that are accessible, efficient, and responsive to the needs of diverse populations

The Government of Kenya, through SDHUD, now intends to use part of the KUSP2 funds to finance Consulting Services for the **Development of Guidelines for Integrated Service Delivery for Host and Refugee Communities – Solid Waste Management Services.**

### 2. Objective of the Assignment

The purpose of this assignment is to develop comprehensive, evidence-based, and context-appropriate Guidelines for Integrated Service Delivery on solid waste management that reflects international best practices, local realities, and the voices of both the Host and Refugee Communities and develop transitional guidelines for the provision of the services.

### 3. Scope of the Consulting Services

The consultant will undertake the following key tasks:

i. **Inception**

- a. Develop a comprehensive Inception Report, including (but not limited to) the methodological approach, validated workplan, initial stakeholder mapping, draft Key Informant Interview (KII) and Focus Group Discussion (FGD) instruments, and a preliminary Literature Review.

ii. **Literature Review;**

Undertake a comprehensive Literature Review that will include:

- a. Review the existing situation in the provision of services
- b. Review existing global frameworks, national policies and strategies, municipal by-laws, and existing solid waste management (SWM) baselines on service integration in Dadaab and Kakuma.
- c. Identify best practices and lessons learned from comparable contexts.

iii. **Field Survey**

Undertake field visits to:

- a. Collect and collate socio-economic data on solid waste generation and management
- b. Carryout stakeholder mapping and consultations
- c. Carryout mapping of SWM chain and any service mapping

iv. **Stakeholder Consultations**

- a. Conduct Key Informant interviews and Focus Group Discussions with key stakeholders including government representatives (SDHUD/KUSP2, DRS), county and Municipal officers), United Nations High Commission for Refugees (UNHCR) and other relevant UN agencies, NGOs, community-based organizations, and community members (refugees and host), including the women and youth.

v. **Gap Analysis**

- a. Undertake a diagnosis of the current SWM chain (collection, transfer, disposal, financing, institutional roles). Data to be collected include: no. of households producing solid waste, no. of collection points, volume of solid waste generated disaggregated by type of waste, mode of transfer, distance of transfer, mode of disposal, no. of disposal sites, etc
- b. Identify barriers and opportunities in current service delivery models being undertaken in Kakuma and Dadaab, including considerations of equity and inclusion as well as community and private sector engagement.
- c. Analyze needs, preferences, and expectations of host and refugee communities regarding service integration.

vi. **Draft Guidelines**

Develop draft guidelines that cover:

- a. Principles of integrated service delivery
- b. Institutional roles and Coordination mechanisms (national–county–municipal–DRS/UNHCR)
- c. Budget and financing
- d. Community engagement and accountability
- e. Equity and inclusion strategies
- f. Institutional, operational, financial and service integration
- g. Private sector engagement (including informal sector and tariff/affordability considerations)
- h. Resilience and occupational health and safety (OHS) in SWM operations
- i. Standard Operating Procedures and service standards for the Solid Waste Management chain (collection, transfer, disposal)
- j. Monitoring and evaluation framework (results chain, indicators, data sources, responsibilities)

Transitional framework towards the provision of the integrated service

vii. **Validation and Finalization**

- a. Present draft guidelines to stakeholders for validation.
- b. Incorporate feedback and submit final guidelines

#### **4. Duration and Location of the Assignment**

The assignment will be executed within a duration of **six (6) calendar months** from the contract commencement date, with time divided between field work in Kakuma and Dadaab, and planning, analysis and preparation of deliverables in Nairobi.

The Consultant will generally be based in Nairobi (Kenya). The assignment will involve very close technical consultations with the Department of Refugee Services and the UNHCR as well as involve travels to the Window for Host Communities and Refugees (WHR) participating counties and Municipalities.

## 5. Reporting Requirements and Timelines For Submission of Deliverables

The Consultant will submit deliverables in form of reports as follows

**Table 1: Reporting requirements and timelines for deliverables**

S/No.	Deliverable	Timelines for submission of deliverable after commencement date	Format of submission
1.	Inception Report	4 weeks	4 hard copies and 1 digital copy
2.	Summary of Consultations and Gap Analysis.	12 weeks	4 hard copies and 1 digital copy
3.	Draft Guidelines	16 weeks	4 hard copies and 1 digital copy
4.	Validation Workshop Report	22 weeks	4 hard copies and 1 digital copy
5.	Final Guidelines	24 weeks	4 hard copies and 1 digital copy

Reports will be submitted to the Principal Secretary, SDHUD, through the KUSP2 Program Coordinator, with attention of KUSP2 Result Area 5 Lead.

Upon submission of every report, the consultant is expected to make a presentation of the submitted report to the Client in a scheduled meeting. The acceptance of the report shall be recorded in the minutes of the meetings.

## 6. Payment Schedule

The proposed payment schedules based on satisfactory performance of the contract which will be negotiated with the successful consultant will be as presented on the Table below;

**Table 2: Payment Schedule**

S/No.	Outputs/Deliverables	Timelines for submission of deliverable after commencement date	Percentage of the Contract Amount
1.	Inception Report	4 weeks	30%
2.	Draft Guidelines	16 weeks	40%
3.	Final Guidelines	24 weeks	30%

## 7. Minimum Requirements for Consultant's Qualifications and Experience

The shortlisting criteria for the Consultant other than demonstrating relevant local experience will involve the following:

- a) **Qualification:** A minimum of a master's degree in the following fields: Environmental, Urban or engineering Sciences from a university/institution recognized in Kenya.
- b) **General experience:** At least five (5) years of demonstrable solid waste management experience covering policy, strategy, and operations, including the design and implementation of collection/transfer/disposal systems, service standards, occupational health and safety (OHS), and financing/tariff design.
- c) **Specific experience:** A specific experience in at least two (2) similar assignments in policy, strategy and guideline development, with at least one (1) assignment in the last five years. One should demonstrate their expertise in solid waste management.

## 8. Management and Accountability of the Assignment

The State Department for Housing and Urban Development (SDHUD) in the Ministry of Lands, Public Works, and Housing and Urban Development is the Client for these services. The consultant will report to the Principal Secretary, SDHUD through the KUSP2 National Program Coordinator on all contractual matters, with technical validation by DRS/UNHCR liaisons.

The Program Coordinator will also be responsible for all payments to the consultant once the work has been accepted and cleared for payment. The Consultant will work closely with the Result Area 5, the Department of Refugee Services (DRS) liaison and the UNHCR liaison.

## 9. Obligations of the Client

The Client will provide the following support to the Consultant:

- a) All relevant documentation available to the consultant, such as the Project Appraisal Document, Periodic reports, Implementation Manual, etc.
- b) Contacts of key stakeholders.
- c) Introductory letters to key stakeholders to facilitate engagement.
- d) Facilitate review and dissemination meetings with key stakeholders; and
- e) Facilitate liaison with other program implementing partners.
- f) Facilitate workshops for presentation of consultant's outputs
- g) Approve a travel schedule for both Kakuma and Dadaab.

## 10. Obligations of the Consultant

The Consultant shall be responsible for the provision of own computer, with requisite software to perform the assigned duties, own transport, accommodation, insurance, communication, and other associated costs. Transport schedule for both assignment sites (Kakuma and Dadaab) may be agreed with the client during inception and approved with the Inception Report.

The consultant will undertake activities that will ensure that outputs are consistent with the professional and legal requirements.

## 11. Propriety Rights of Client in Reports and Records.

All the reports, data, and information developed, collected, or obtained from the implementing agencies etc Client, and other Institutions during this exercise shall belong to the Client. No use shall be made of them without prior written authorization from the Client.

At the end of the Services, the Consultant shall relinquish all data, manuals, reports, and information or any related documentation to the Client and shall make no use of them in any other assignment without prior written authority from the client.