MINISTRY OF LANDS, PUBLIC WORKS, HOUSING & URBAN DEVELOPMENT

State Department for Housing and Urban Development

Second Kenya Urban Support Program (KUSP2)

Project No.: P177048

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

Terms of Reference

for

Consulting Services for

Technical Assistance for Customization of Human Resources Instruments In 79 Cities/Municipalities

CONTRACT NO.: KE-MOTI-573514-CS-QCBS

OCTOBER, 2026

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1.0 Introduction

1.1. Background

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. In 2017, the Government of Kenya developed the five-year Kenya Urban Program (KenUP) in an effort to implement and operationalize the aspirations of the Policy with a clear focus on Kenya's urban areas. The total cost for the program was estimated at USD 1 billion. In line with KenUP, the Government, with technical and financial support from the World Bank, implemented the Kenya Urban Support Program (KUSP) at a cost of USD300 million from 11th January 2018 to 31st December 2023. The program established and strengthened 59 urban management institutions in 45 participating county governments (excluding Nairobi City and Mombasa) aimed at improved urban service delivery. Window 1 ($30.3m) was utilized by the Urban Development Department (UDD) to support county governments in terms of policy initiatives and capacity building support to the devolved units. Window 2 ($22.2m) primarily channelled the Urban Institutional Grants (UIG) to eligible counties to support capacity building and urban planning activities. Window 3 ($247.5m) channelled the Urban Development Grant (UDG) for development of basic urban infrastructure for improved service delivery. The aim was to provide incentives through the conditional grants to achieve a sound urban management capability at the county level through its urban boards.

Upon successful implementation of KUSP, the Government of Kenya and the World Bank approved financing of USD 350 million for the Second Kenya Urban Support Program (KUSP2) to build on and sustain the gains of KUSP. KUSP2 became effective on 14th March 2024 and is scheduled to end on 30th June 2028. The State Department for Housing and Urban Development (SDHUD) is responsible for the overall implementation and coordination of the program, including collaboration with the Council of Governors (CoG) and other Ministries, Departments and Agencies (MDAs). The Program covers 45 counties (excluding Nairobi City and Mombasa) and 79 municipalities including two refugee hosting urban areas.

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 the private sector engagement in urban planning; and (iii) support the transition of refugee camps into integrated host communities and refugee settlements. The program development 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. More inclusive and resilient urban services & infrastructure; RA4. Improved private sector engagement; and RA5. Improved integrated development for refugees and host communities.

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KUSP 2 is structured into three Components aligned towards delivering outcomes in all the Result Areas (RAs):

Component 1 will support the implementation of activities at national level directly funded through the IPF modality towards the delivery of the program outcome. Component 2 will support activities that contribute to achieving the Program outcomes through performance grants at subnational level under the PforR modality and Component 3, which is the WHR component, and will support establishment and strengthening of urban institutions, as well as improve access to infrastructure services in refugee hosting areas, through performance grants.

The Government of Kenya, through SDHUD, now intends to use part of the KUSP2 funds to build the capacity of the 79 participating Cities/ Municipalities on Human Resources processes. This is an integral part of the Institutional strengthening program which focuses on domestication of Human Resources Instruments already developed,

1.2. Rationale for Institutional Strengthening of Urban Areas on Human Resources

The State Department has conducted Annual Performance Assessments for the 79 Municipalities and noted gaps in the Governance structures existing in the Counties and Municipalities. The results indicated that the Municipal Boards had varied standards in their Governance and Human Resources practices which need to be standardized across Municipalities. This led to the development of a Capacity Building Plan to provide a strategic framework to address capacity gaps amongst implementing agencies, ensuring compliant, efficient and effective programme implementation in line with the Program Appraisal Document (PAD), Program Operations Manuals (POM) and other Program requirements.

The overall objective of the plan is to strengthen the capacities of County Governments, Cities and Municipalities, SDHUD including the National Program Coordination Team (NPCT), and other key supporting agencies to effectively plan, implement, and sustain KUSP2 interventions. Targeted capacity building will directly improve compliance with Annual Performance Assessment (APA) Minimum Conditions and Performance Standards, thereby enhancing Disbursement-Linked Results (DLR) performance. Strengthened institutional and technical capacity will reinforce Municipal governance systems, including planning, financial management, safeguards, and citizen engagement. The plan will also enhance the quality, resilience, and sustainability of Urban Development Grant (UDG) investments through improved project preparation, implementation oversight, and operations and maintenance, ultimately contributing to improved urban service delivery and accountability.

One of the products of the plan was the commissioning a Human Resources Consultancy for the development Of Model Organizational Structures and Standard Human Resource Management Procedures for Urban Areas (Cities, Municipalities, Towns). This was meant to develop adaptable organizational models to improve service delivery, optimize human resource processes and streamline workflows. The consultancy was to cure the gap in HR

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capacity by identifying the need for tailored human resource management strategies across different urban categories and find strategies to attract, retain, and develop skilled personnel, ensuring urban institutions are equipped to fulfill their mandates effectively.

1.3. Tasks Already Undertaken by Previous HR Consultancy

The assignment tasks were organized into specific tasks, namely:

Task 1: Review and analyze relevant policies, regulatory framework and charters on urban areas' governance, norms and standards in the public service and management of public institutions in Kenya to ensure compliance by the urban areas in their structures, grading, staff establishment, career Progression and HRM procedures.

Task 2: Assess the existing situation in the sampled urban areas including gathering data and reviewing existing documentation to understand the current challenges and requirements. Conduct desktop research on best practices in the development of organizational structures, grading, staff establishment, career progression guidelines, inclusion criteria of disadvantaged/persons with disabilities and HRM procedures for urban areas and/or similar urban set-ups.

Task 3: Hold Consultations with relevant stakeholders both at the national and county level including the sampled urban areas in carrying out the assignment; Stakeholder engagement and information disclosure will be carried out following the World Bank Environment and Social Framework, Environment and Social Standard (ESS) 10 as provided in the KUSPII Environment and Social Commitment plan (ESCP). This includes measures such as.

a) Providing stakeholders with information in a timely and understandable manner.

b) Consulting the stakeholders in a culturally appropriate manner that is free of manipulation, interference, coercion, discrimination, and intimidation.

c) Document stakeholder engagement activities including stakeholder mapping, description of consultations and participation mechanism utilized, and records of meetings held, feedback received and responses to feedback,

d) Have measures in place to engage stakeholders who because of particular circumstances are disadvantage and/or members of the vulnerable and marginalized groups

e) **Task 4:** Undertake a functional analysis through unbundling of the mandate and functions of urban areas as stated in respective charters, Urban Areas and Cities Act- UACA and other relevant statutes and guidelines to inform the development of the model organizational structures and grading for the identified urban areas in Kenya.

f) **Task 5:** Conduct a workload analysis for the sampled urban areas to inform the development of model staffing levels (Staff Establishments).

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g) **Task 6:** Develop model staff grading structure for each model organizational structure for the different categories of urban areas (city, municipality and town).

h) **Task 7:** Identify cadres, carry out detailed job analysis, develop job descriptions and specifications (academic qualifications, professional, competencies, years of experience, membership to professional bodies, and other attributes) and career progression guidelines for each cadre in the categories of urban areas.

i) **Task 8:** Review the existing human resource management policy and procedure manuals in respective county governments for each of the sampled urban areas and develop a standard HRM procedures manual that is aligned with relevant statutes and public service norms and standards, to be a benchmark in developing HRM procedures manuals for urban areas; and

j) **Task 9:** Undertake a validation exercise for each of the output of the above tasks

1.4. Outputs of Consultancy Services for the Development of Model Organizational Structures, and Standard Human Resource Management Procedures for Urban Areas

To address the gaps identified under KUSP 2, this assignment helped to develop model organizational structures that will enable urban areas to establish clear functional structures, optimize staffing, address professional development needs and come up with tailored human resource management (HRM) procedures to attract, retain, and nurture talent in cities, municipalities, and towns. The Consultant carried out the tasks, and the following is a summary on each of the consultant's report.

- **Model Organizational structures - Organization Design and Structure**

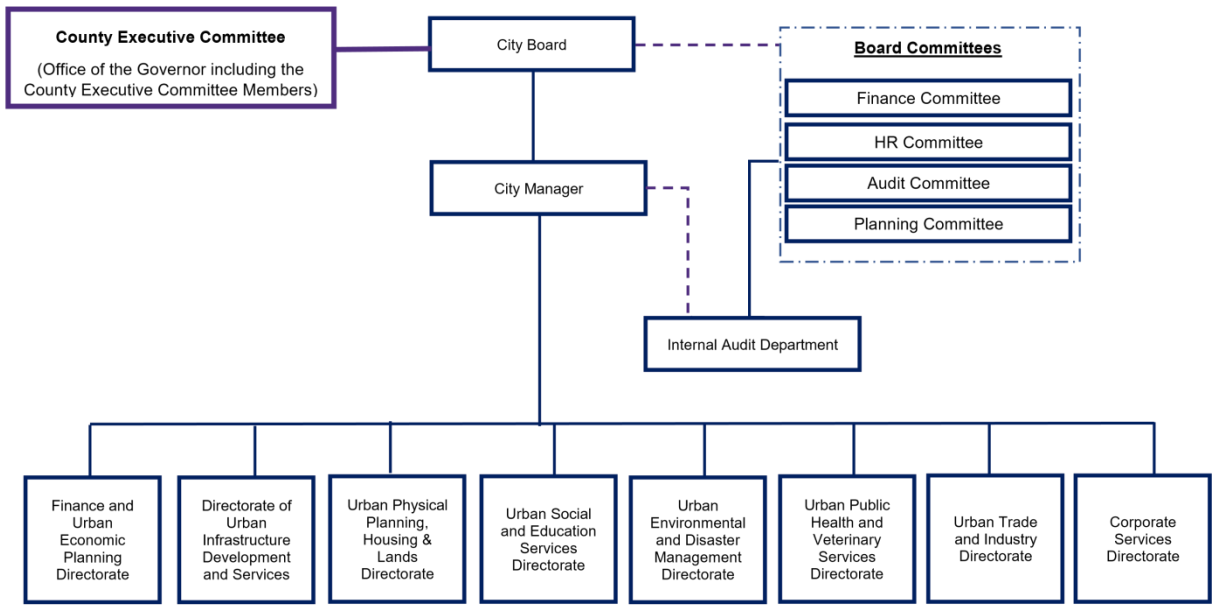


Figure 1: High Level Model Organizational Structure for Cities

- **Model Job Descriptions for positions in the Urban Areas**

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The overall objective of preparing the development of Job Description is to standardize job roles and responsibilities within urban areas, ensuring alignment with the Constitution of Kenya 2010, the County Governments Act, the Urban Areas and Cities Act, and relevant guidelines issued by the Public Service Commission (PSC). Standardizing the roles and responsibilities of existing positions in urban areas provides the following benefits.

a) Enhanced transparency, professionalism, and efficiency in human resource management and development across all urban institutions
b) Better positioning to attract and retain skilled professionals in core service delivery areas such as infrastructure development and urban planning
c) Improved performance management and appraisal systems based on defined duties and responsibilities
d) Clarified reporting lines and functional boundaries to minimize overlap, duplication, and conflict; and
e) Streamlined career progression and talent development within urban institutions. Scope

The Job Descriptions cover a wide range of positions, including executive leadership and technical specialists to administrative and support staff, covering eight (8) proposed directorates.

a) Urban Physical Planning
b) Environment and Disaster Management
c) Urban Infrastructure Development and Services
d) Urban Trade and Industry
e) Finance and Urban Economic Planning
f) Urban Public Health and Veterinary Services
g) Social and Education Services
h) Corporate Services

The positions covered are aligned to the proposed model organizational structures for cities, municipalities and towns and reflect the diverse functions required to manage urban areas effectively.

Each job description outlines the following: purpose of the role, key responsibilities, required academic and professional qualifications, core technical and behavioural competencies, reporting relationships, job grade, financial and physical asset responsibilities, and expected working conditions.

- **Career Progression Guidelines**

The transformation of Kenya's urban governance landscape, as envisioned by the Urban Areas and Cities Act (UACA), has led to the decentralization of key functions from national to county governments and urban boards. This shift has created a pressing need for a responsive and well-structured public service workforce capable of delivering efficient services in complex urban environments. Under UACA, urban areas—including cities,

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municipalities, and towns—are now responsible for critical functions such as infrastructure development, waste management, urban planning, and social services.

These responsibilities demand specialized skills, adaptive leadership, and strategic human resource planning. The Urban Areas' career progression guidelines are therefore essential in:

a) Aligning public service competencies with devolved urban mandates
b) Ensuring merit-based advancement and retention of skilled personnel
c) Promoting equity, transparency, and professionalism in urban service delivery
d) Supporting integrated urban development as outlined in UACA's planning provisions

By embedding career progression within the framework of devolved governance, the Model Career Progression Guidelines ensures that urban public servants are not only prepared for current challenges but are also equipped to lead future transformations.

The Objective of this part was to interpret PSC Career Progression Guidelines in the context of urban governance, highlighting how they support the delivery of devolved functions under UACA and to:

a) Support the Urban Institution in identifying competency gaps and develop strategies for capacity building in urban public service roles
b) Promote Succession Planning and leadership development within urban boards and municipal management structures
c) Support Integrated Urban Planning by aligning career development with the objectives of UACA's integrated development plans

The output for this exercise was the development Model Career Progression Guidelines for urban areas (Cities, Municipalities and Towns Terms of Reference for Domestication of Human Resources Instruments**.**

- **Current Human Resource Policies and Procedures Manual**

The Consultancy reviewed the existing Human Resources Policies and Procedures Manual to gain a deeper understanding of the HR priorities with regard to the terms and conditions of service of the public service. The Consultant held discussions with the stakeholders at the various urban institutions to obtain views on the current policies and possible areas of improvement. They also carried out a comparative analysis of the Public Service's Human Resources Policies and Procedures Manual vis-à-vis the prescribed minimum legislative standards and best practice and compiled a new Human Resource Policies and Procedures Manual and a report outlining key findings and recommendations in line with best practice.

The Key findings in the Gap Analysis were documented and recommendations made on what needed to be added and amended in the manual. It was noted that Some policies do not provide a clear process and therefore lack clarity for implementation purposes. Some key policies that should be in the manual as per best practice have not been included, The document proposed amendments in the HR Policies and Procedures Manual.

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- **Model Staff Establishment numbers for the Urban Areas Institutions**

These challenges of not undertaking a workload Analysis of Jobs result in severe staffing shortages within core departments. Different County Governments used different ways to arrive at required staffing numbers and overall and thus the need for domestication of model Staff Establishment to determine the actual staffing numbers required.

The report on Staff Establishment identified that the critical departments were lacking capacity while others had more than required staffing numbers. There is skewed staffing within departments with a majority of the staff performing support functions, in contravention with public service norms where at least 70% of the available workforce should perform core functions. This results into a ballooning wage bill with staff wages consuming a significant portion of the total revenue in contrast to the provisions of the PFM Act (2012), which requires a 35:65 ratio of recurrent and development expenditure.

2.0 Objective of this Assignment

The overall objective of this Assignment is to enable Cities/Municipalities operationalize the HR Instruments developed to achieve optimal workforce performance.

2.1 Specific objectives shall aim to ensure:

The assignment has the following specific objectives; to ensure that:

1. Each participating urban area has an organization Structure as per standards provided.
2. Every Job Position in the participating Urban Areas has defined Job Description.
3. Every participating urban Area has conducted a workload Analysis and has a Staff Establishment as per model provided.
4. Every participating Area has undertaken a budgetary costing analysis of the proposed staff establishment
5. Every participating Urban Area has implemented standardized HR procedures and strengthen HR compliance;

2.1.1 Expected Outputs

The following outputs are anticipated:

1. Customized Organization Structures.
2. Signed-off customized Job Descriptions for the functions aligned to the customized organization structure for each of the 79 cities/municipalities
3. Recommended Optimal Staffing Numbers in the Municipal departments with requisite budgetary cost estimates to guide the sequencing and phasing of implementation relative to wage bill sustainability
4. Trained County Public Service Board Representatives, Municipal Managers and HR Representatives on the domesticated HR models and instruments; and Performance Management

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At the end of the assignment, the following outcomes are expected: HR guidelines harmonized and implemented in the municipalities; Improved capacity of HR practitioners in urban institutions; Enhanced institutional performance and accountability in urban management; and, Increased compliance with National HR standards

3.0 Scope of the consulting services and specific tasks

3.1 Overall scope

The Scope of this consultancy is the domestication of the HR Instruments in the 79 participating Cities/Municipalities, providing HR Support to the Institutions. Further, the Consulting Firm is expected to train the officers in the municipalities on demand basis during the period of this consultancy.

3.2 Specific Tasks

The Consultant is expected to undertake the following tasks:

a) **Organization Design:** Customize model structures; define spans/layers and decision rights.
b) **Job Descriptions:** Tailor Job Description to functions; validate with managers; map to grading and progression.
c) Conduct workload Analysis to arrive at optimal Staffing Numbers in each City/ Municipal
d) **HR Procedures Manual Rollout**: Adapt Standard Operating Procedures; train HR practitioners, Municipal Managers and other relevant Technical officers; set up compliance and Quality Assurance routines.
e) **Capacity Building and Performance Management**: Training-of-trainers (ToT), Training of selected members of the County Public Service Board, role-based clinics, and peer-learning sessions.

3.3 Guiding framework for the Assignment:

The consultant will undertake training sessions regionally in the following 8 venues: **Eldoret, Mombasa, Nakuru, Kisumu, Garissa, Nyeri, Machakos, Kakamega.**

A total of 553 officer, comprised of 7 officers from each of the 79 municipalities, are targeted for training and capacity building. The distribution of the officers is as follows

a) 2 CPSB Members (Chairperson and Member chairing Performance function)
b) 1 Municipal Manager
c) 1 Municipal HR Officer
d) 1 HR Director (County)
e) 1 HR Officer - CPSB
f) 1 Officer responsible for Performance (Governor's Office)

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4.0 Duration and Location of this Contract

The Assignment will be executed with a period of 8 **(Eight)** calendar months from the Contract commencement date. The Assignment will be implemented in 45 Counties and 79 Municipalities.

5.0 Reporting requirements and Timelines for deliverables

The consulting services deliverables and expected timelines are as tabulated below:

Table 1: Reporting requirements and Timelines for deliverables

No.	Deliverable	Timelines for submission of Report from Contract Commencement date	Format of presentation of Reports
1.	**Inception Report**, including methodology and Work Plan.	2 weeks (after Kick off meeting)	5 hard copies and 1 soft copy in word and pdf formats.
2.	**HR Re-engineering Report** containing: - Summary National Report - Municipal Reports with Organization Structures; Manuals, and Municipality Staffing Establishments; and job descriptions	3 Months	5 hard copies and 1 soft copy in word and pdf formats.
3.	**Training Report** on HR Procedures Manuals with emphasis on Performance Management (both performance-contracting and individual staff performance appraisal).	5 Months	5 hard copies and 1 soft copy in word and pdf formats.
4.	**Hands-on-Support Report** to Municipal Managers and HR Officers in the Municipalities	6 Months	5 hard copies and 1 soft copy in word and pdf formats.
5.	Report Writing and Presentation to Municipal Managers, CPSBs and field sign off	7 Months	5 hard copies and 1 soft copy in word and pdf formats.

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No.	Deliverable	Timelines for submission of Report from Contract Commencement date	Format of presentation of Reports
6.	**Final Report** to SDHUD on the entire assignment	8 Months	5 hard copies and 1 soft copy in word and pdf formats.

The Consultant will report to the KUSP2 Coordinator through Result Area 1 Lead assisted by a supervision team.

6.0 Payment schedule

Payment to the consultant will be made upon approval of the deliverables as detailed below.

Table 2. Payment schedule (Lump sum Contract)

No.	Deliverable	Timelines	Percentage of the contract sum (Lump Sum)
1.	**Inception Report**	2 weeks	20%
2.	**HR Re-engineering Report**	3 Months weeks	30%
3.	**Training Report** on HR Procedures Manuals and **hands-on support** report to municipal managers and municipal HR officers in the cities and municipalities	4 weeks	30%
4.	**Final Report**	2 weeks	20%

7.0 Minimum requirements for Consultant's qualifications and experience

The shortlisting criteria for the consulting firm shall be:

- **Core business and years in business:** The firm shall be registered/incorporated as a consulting firm with core business in the field of Human Resource Management and Training for a minimum period of ten (10) years.

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- **Relevant experience:** The firm shall demonstrate having successfully executed and completed at least three (3) assignments of similar nature, scope, and complexity in the last ten (10) years.

  Details of similar assignments-Name and address of the client, scope, value, and period should be provided_and submitted. Expression of Interest should include enumeration of these similar past assignments. It must demonstrate experience in Training, job evaluation, organisation development, public policy development, performance management, recruitment, and offering HR support to organisations.

- **Technical and managerial capability of the firm:** The firm shall demonstrate as having the requisite technical capacity and managerial capacity to undertake the assignment in the submitted company profile(s). **Key Experts will not be evaluated at the shortlisting stage.**

8.0 Minimum Requirements for the Consultant's Key Staff

The Consulting Team shall contain a Core Team of 4 senior experts and 7 Regional Field Teams, working under the supervision of the Core Team.

8.1 Core Expert Team

The core team shall comprise the following experts:

	Expert	Qualifications & Experience
1.	**Team Leader/** **Human Resources Expert with Organization Development Specialization**	**Academic and Professional Qualifications** a) A minimum of a Master's degree in Human Resources/ Organization Development/Project Management or Business Administration from a university recognized in Kenya b) Validly registered and holding current annual licence from a relevant body recognised in Kenya. c) Member of Institute of Human Resources Management. (IHRM) **Experience:** a) **A minimum of ten (10) years of relevant professional experience** in human resource management, organizational development, institutional strengthening, organizational design and restructuring, staff establishment analysis, job evaluation, job analysis, development of job descriptions, and formulation or review of human resource policies and manuals within the public sector or larger organizations. Proven Experience of not less than 5 years working with the Public Sector especially the National and County Governments in Kenya, having

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	Expert	Qualifications & Experience
		undertaken at least three (3) similar assignment in HR and capacity building. Additionally, the consultant should have knowledge and experience in Kenya Government and Donor-funded projects. **b)** Registered and have Valid certificate from the Institute of Human Resources Management. **c)**
2.	**Human Resources Expert with Management Consultancy Specialization**	**Academic and Professional Qualifications** a) A minimum of a Master's degree in HR Management, Business Administration or Public Policy, or related fields from a university recognized in Kenya b) Validly registered and holding current annual licence from a relevant body recognised in Kenya. **Experience** a) A minimum of ten (10) years of relevant professional experience in HR and/or Training and Development b) Demonstrated at least five (5) years' experience in management Consultancy, Training and Development/ Compensation and/or Benefits and Public Policy c) Experience in Public Service, stakeholder engagement and capacity building activities. d) Experience working with Kenya's devolved system, cities and urban areas and/or donor-funded urban development programmes.
3.	**Policy/ Legal Expert**	**Academic and Professional Qualifications** a) A minimum of a Bachelor's degree in either Law, Public Policy, Administration or related field from a university recognized in Kenya b) Advocate of the High Court of Kenya or similar qualifications from a body recognised in Kenya. **Experience** a) A minimum of seven (7) years of relevant professional experience in Law, Public Policy, Administration or related field b) Demonstrated at least five (5) years' experience in advising on Law, Public Policy, Employee Relations/ Industrial Relations or project Management required, c) Membership in a relevant professional body recognized in Kenya.
4.	**Records/ Project Management Specialist**	**Qualifications** a) A minimum of a Bachelor's degree in either ICT Information Science, Data Management, Project Management or any other related field from a university recognized in Kenya.

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	Expert	Qualifications & Experience
		b) Professional certification in the relevant bodies. **c)** Membership in a recognized professional body with a valid practicing license, where applicable. **Experience** a) A minimum of Seven (7) years of relevant professional experience in ICT, Data Management, information science, Project Management and any other related field. b) At least 3 years' experience working with public institutions, or development partners. .

REGIONAL TEAMS

Each of the Eight regional Teams must have staff composition with the following Expertise

#	Expert	Qualifications and Experience
1.	**Regional Team Leader - Human Resources Expert with Management Consultancy Specialization**	**Academic and Professional Qualifications** a) A minimum of a Bachelor's degree in HR Management, Business Administration or Public Policy from a university recognized in Kenya b) Validly registered and holding current annual licence from a relevant body recognised in Kenya. **Experience** a) A minimum of ten (10) years of relevant professional experience in HR and/or Training and Development management Consultancy, Compensation and/or Public Policy b) At least five (5) years of relevant experience in Public Service stakeholder engagement and capacity building activities with Kenya's devolved system, cities and urban areas, and/or donor-funded urban development programmes.
2.	**Policy/ Legal Expert**	**Academic and Professional Qualifications** a) A minimum of a Bachelor's degree in either Law, Public Policy, Administration or related field from a university recognized in Kenya b) Advocate of the High Court of Kenya or similar qualifications from a professional body recognised in Kenya. **Experience** a) A minimum of seven (7) years of relevant professional experience in Law, Public Policy, Administration or related field

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#	Expert	Qualifications and Experience
		b) Demonstrated at least five (5) years' experience in advising on Law, Public Policy, Employee Relations/ Industrial Relations or project Management required, c) If lawyer, advocate of the High Court of Kenya or similar qualifications from a professional body recognized in Kenya.

Experts Time Input
The following time inputs are anticipated for the core and regional teams.

#	Expert	Time input
Core Team		
1.	Team Leader/ Human Resources Expert with Organization Development Specialization	8
2.	Human Resources Expert with Management Consultancy Specialization	7
3.	Policy/ Legal Expert	7
4.	HR Records/ Project Management Specialist	6
Regional Teams		
1.	Regional Team Leader - Human Resources Expert with Management Consultancy Specialization: x7	3
2.	Policy/ Legal Expert: x7	3

9.0 Management and accountability of the assignment

The State Department for Housing and Urban Development in the Ministry of Lands, Public Works, Housing and Urban Development is the Client for these services. The Principal Secretary, State Department for Housing and Urban Development (SDHUD) has appointed a Program Coordinator to whom the Consultant will report to on all contractual matters.

The Client will be responsible for all payments to the Consultant once the deliverables have been accepted and cleared for payment by the appointed consulting services contract supervision team. The Consultant will report on all technical matters to the supervision team and will work in close collaboration with the Council of Governors team. The Client may assign relevant staff to work with the consultant for purposes of capacity building and knowledge transfer.

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10.0 Obligations of the Client

The Client will provide the following support to the Consultant:

I. Lumpsum payments to the Consultant for mobilization and operations
II. Avail relevant documentation to facilitate the Training Requirements
III. Coordination with CoG to facilitate contacts with CPSBs and Cities/Municipalities
IV. Facilitate liaison with other program implementing partners.

11.0 Obligations of the Consultant

The consulting firm shall report on its day-to-day activities to the NPCT Coordinator through the Result Area 1 Lead, and will collaborate closely with the 45 counties, 79 municipalities, and relevant project staff in implementing and delivering this consultancy.

(ii) The consultant will be responsible for arranging its own travel and accommodation during stakeholder engagements, ensuring that the assignment is undertaken efficiently and completed within the stipulated timelines.

(iii) The Consultant shall engage stakeholders, incorporate their input, and take full responsibility for domestication process and produce the final report

12.0 Confidentiality, propriety rights of Client in reports and records.

All the reports, data, and information developed, collected, or obtained from the implementing agencies, 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.

Upon conclusion of the consultancy, the Consultant shall relinquish all data, manuals, reports and information (including the database, codes, and related documentation) to the client and shall make no use of them in any other assignment without prior written authority from the client.

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