MINISTRY OF WATER,
SANITATION AND IRRIGATION

WATER SECTOR TRUST FUND

THE REPUBLIC OF KENYA

MINISTRY OF WATER, SANITATION AND IRRIGATION

HORN OF AFRICA - GROUND WATER FOR RESILIENCE PROJECT (HOAGW4RP)

PROJECT ID NO.: P174867 **CREDIT NO. IDA-7082-KE**

REQUEST FOR EXPRESSIONS OF INTEREST (REOI) FOR CONSULTING SERVICES – FIRMS SELECTION

ASSIGNMENT TITLE: CONSULTANCY SERVICES FOR DEVELOPMENT OF 5-YEAR STRATEGIC PLANS AS WELL AS TARGETED BUSINESS PLANS FOR THE SELECTED (IDENTIFIED) O&M OPERATORS FOR SUSTAINABILITY OF WATER SERVICE PROVISION.

REFERENCE NO: KE-WSTF-563842-CS-QCBS - S&BPs.

1. The Government of the Republic of Kenya has received financing from the World Bank toward the cost of the Horn of Africa Groundwater for Resilience Project (HoAGW4RP), and intends to apply part of the proceeds for consulting services.

2. The consulting services ("the Services") include: Development of 5-year Strategic Plans as well as targeted business plans for the selected (identified) O&M Operators of Turkana Rural Water and Sanitation Company, Marsabit Water and Sewerage Company, Wajir Water and Sewerage Company, Mandera Water and Sewerage Company and Garissa Rural Water and Sanitation Corporation. In addition, the services will include review of WaterFund's Strategic Plan.

3. The detailed Terms of Reference (ToR) for the assignment found at the following websites: https://waterfund.go.ke/downloads/tenders; http://www.tenders.go.ke.

4. The Water Sector Trust Fund now invites eligible Consultants to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The short-listing criteria is:

    a. Core business as a consulting firm in the water sector within the last ten (10) years with experience involving developing strategic plans as well as Business Plans.

b. Demonstrated experience in strategic planning, Business Planning, with at least 10 years of operation experience since the firm/consortium began operations. Should preferably have one (1) similar assignment, completed or ongoing, in the last five (5) years. Details of the assignment - Name and address of the client, scope, value, and period shall be provided.
c. Technical and managerial capability of the consulting firm to undertake the assignment which should be supported by detailed company profiles providing details about staff skills and their experience to undertake the assignment.

5. The Consultant will be selected based on the Quality Cost Based Selection (QCBS) method as per the World Bank's Procurement Regulations for IPF Borrowers July, 2016, revised in February 2025 (6th Edition) which can be found at the following website: www.worldbank.org/procurement.

6. The assignment is expected to be completed within nine (9) months of contract effectiveness.

7. The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" Fourth Edition November 2020 ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest.

8. Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected. However, the experience of a sub-consultant will not be considered while short-listing.

9. A Consultant will be selected in accordance with the quality cost-based selection (QCBS) method set out in the Procurement Regulations.

10. Further information can be obtained at the address below during office hours [**weekdays Monday to Friday 0800hrs to 1700hrs local time excluding public holidays**]. Interested Consultants are required to continually check the Water Sector Trust Fund website https://waterfund.go.ke/downloads/tenders for any additional information or clarification that may arise before the submission date.

The Chief Executive Officer
Water Sector Trust Fund,
CIC Plaza, 1st Floor, Mara Road, Nairobi,
P.O Box PO Box 49699 - 00100,
Nairobi, Kenya
Telephone: +254 (0)20 272 90 17 / 8
Email address: info@waterfund.go.ke

11. Expressions of interest must be delivered in a written form to the address above (in person, or by e-mail **hoa_reoi@waterfund.go.ke** by **1st September, 2026**. The physical submission will be placed in a **tender-box** at the Water Sector Trust Fund's office, CIC Plaza 1, 1st Floor.

12. The Expression of Interest should be clearly marked with assignment title and the reference number clearly indicated.

MINISTRY OF WATER,
SANITATION AND IRRIGATION

WATER SECTOR TRUST FUND

HORN OF AFRICA – KENYA GROUNDWATER FOR RESILIENCE PROJECT (Credit No. IDA 7082-KE; Project No. P174867)

Terms of Reference:

CONSULTANCY SERVICES FOR DEVELOPMENT OF 5-YEAR STRATEGIC PLANS AS WELL AS TARGETED BUSINESS PLANS FOR THE SELECTED (IDENTIFIED) O&M OPERATORS FOR SUSTAINABILITY OF WATER SERVICE PROVISION

Activity Reference No. KE-WSTF-563842-CS-QCBS - S&BPs

August, 2026

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1. BACKGROUND

Water Sector Trust Fund (WaterFund) is a State Corporation under the Ministry of Water, Sanitation, and Irrigation (MoWSI) and established under the Water Act, 2016, with the mandate to assist in financing the provision of water services in areas of Kenya without adequate services.

The WaterFund was first established under the Water Act, 2002, as the Water Services Trust Fund with the mandate to provide funding assistance towards water and sanitation projects to underserved and low-income rural and urban areas.

The WaterFund has continued to invest in the implementation of Water, Sanitation Services, and Water Resource Management activities through the following investment programmes:

Rural Investments: These are programmes applied towards financial support to Implementing Agents in the underserved rural areas to apply for, manage, implement, and maintain their own water and sanitation facilities. The main stakeholders are the Community Based Organisations (CBOs) and Rural Water Services Providers, in collaboration with the County Governments.

Urban Investments: These are programmes applied towards improvement of access to underserved Low-Income Areas in Urban Areas of Kenya. The key implementing partners in this approach are the Water Service Providers (WSPs) in collaboration with the County Governments.

Water Resources Investments: These are programmes for supporting Water Resource Users Association (WRUAs), promoted by the Water Resources Authority (WRA), to manage their water resources within sub catchments.

Results-Based Financing: In this investment programme, Water Services Providers and other implementing partners obtain project loans from commercial banks against bankable proposals. WaterFund then subsidises the implementer for the loan at an agreed percentage once deliverables / milestones are attained.

Research and Innovation Financing: Support towards financing of research and innovation initiatives within the sector. The outputs of these initiatives are geared towards generation of new knowledge in the sector, provision of innovative, practical and cost-effective solutions in the realization of sustainable provision of water, sanitation and sewerage services, in addition to water resources management as well as addressing gaps through collaborations and adaption of innovative models for better service delivery.

2. HORN OF AFRICA GROUNDWATER FOR RESILIENCE PROGRAMME (GW4R)

2.1 Problem Context – The Groundwater management and governance challenge

Although groundwater accounts for more than 97% of the world's freshwater supply, the general understanding of its availability, occurrence, and sustainable use remains limited and is still evolving. Its invisibility (being buried beneath the earth's surface) compounds the technical and political difficulty of its sustainable quantification, abstraction, and utilization for human development. While there have been significant investments in the abstraction of groundwater, the acquisition of knowledge on the status of groundwater resource base in most countries or the threats posed by poor land use, pollution, over abstraction, seawater intrusion, and even poor drilling techniques have frequently received inadequate investments. In Kenya, the unsustainable management and governance of groundwater presents numerous challenges. The majority of water policies favor surface water. Over the past two decades, the global development community has engaged in a variety of efforts to elevate and improve knowledge about groundwater at both the technical and policy levels, including the vast opportunities groundwater offers for enhancing adaptive capacity and resilience. Numerous global forums, such as the 9th World Water Forum, which was held in Dakar, Senegal, where the 2022 *UN World Water development Report: Making the Invisible Visible* was released, demonstrate the growing awareness of the importance of groundwater in water supply.

Regional Context of the Project

The Government of the Republic of Kenya (GoK), through the Ministry of Water, Sanitation, and Irrigation (MoWSI), has received a credit by the International Development Association (IDA) of the World Bank Group to implement the HORN OF AFRICA GROUNDWATER FOR RESILIENCE PROJECT (GW4R). The preparation of the GW4R project is built on the foundations of the **Horn of Africa (HoA) Initiative**. During the World Bank Group/IMF Annual Meetings held in October 2019 in Washington, D.C., the Ministers of Finance, and other representatives of the Horn of Africa (HoA) countries highlighted the importance of developing a coordinated approach and came together in the Horn of Africa Initiative, bringing the nations together to address shared regional challenges. The Intergovernmental Authority for Development (IGAD) convened the Finance Ministers of the Horn of Africa (HoA) countries on October 28, 2020, under the auspices of the Horn of Africa Initiative. As part of the HoA Initiative's Resilience Pillar, this meeting emphasized and ranked the importance of groundwater in the HoA region. Following the meeting, the Finance Ministries of Djibouti, Ethiopia, Kenya, and Somalia issued a communiqué in which they committed to continuing investment and policy action and urged development partners to accelerate the preparation and approval of projects they intend to support.

Project Scope and Components

The Development Objective of the GW4R project is to increase the sustainable access and management of groundwater in the Horn of Africa borderlands. The primary project beneficiaries will be an estimated 704,250 people in the rural communities of the five counties of Turkana, Wajir, Garissa, Marsabit and Mandera through the rehabilitation, construction, and sustainable management of boreholes as well as from aquifer restoration, recharge, and conservation activities. The project is also envisioned to benefit the institutions of Kenya that work on groundwater at the National, County, and transboundary levels. These include the Ministry of Water Sanitation and Irrigation, the Water Resources Authority, Water Sector Trust Fund, the Regional Center on Groundwater, the National Drought Management Authority, the County Water Departments of participating counties and Water Service Providers. By giving more visibility to groundwater through policies, strategies, regulations and guidelines, the institutions and groundwater management will be strengthened. These institutions will also benefit from training, capacity building programs and the acquisition of equipment required to undertake their mandate. The Project is structured to be implemented through the four components as shown in figure 1.

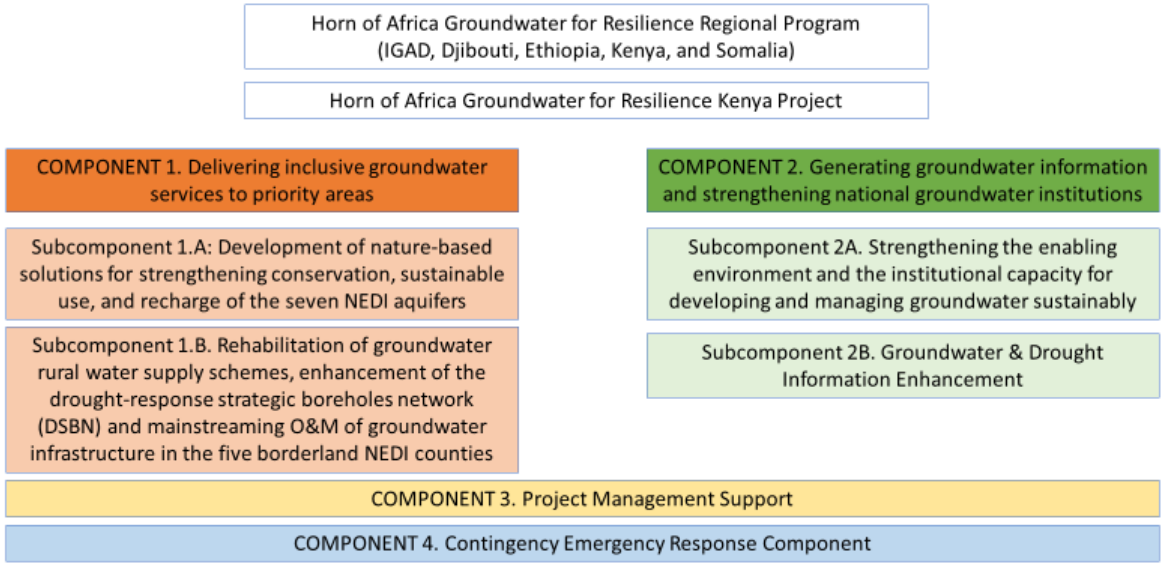


Figure 1 - Kenya GW4R Project Components

2.2 Rural Water supply management and governance in the ASALs of Kenya

In the Arid and Semi-Arid Lands (ASALs) of Kenya, groundwater plays a critical role towards building drought resilience. In times of drought, when surface water dries or pans silt up, communities particularly women and children, walk long distances in search of the few available productive boreholes. Drought does not only threaten the livelihoods and food security of these communities (in the last decade, it's estimated that drought related livestock losses amounted to US$1.08 billion) but also creates water tensions on the few available water points. This exacerbates conflict and fragility within Kenya, particularly in the borderlands.

The Kenyan ASALs remains historically the most under-developed part of the country and are the most vulnerable areas in terms of climate and water scarcity. In order to build the resilience of vulnerable communities living in these areas, tapping the region's groundwater's potential is key. Strengthening the ability of these communities to better prepare for and respond to the impact of shocks and stressors, to adapt to change, and to potentially transform is of paramount importance. This requires robust groundwater development and disaster risk management that tackles the information and infrastructure challenges, as well as institutional and inclusion aspects at local, national, and transboundary levels.

Sustainable management of existing water supply systems is one of the main problems facing dry lands in sub-Saharan Africa and in particular the ASALs of Kenya today. Despite increased investments in rural water infrastructure in the region, the persistent lack of an effective approach to Operations and Maintenance (O&M) has led to a high failure rate of the existing groundwater-based small piped schemes often consisting of stand-alone boreholes, diesel generator or solar PV powered pumping systems, water storage tanks, short distribution networks and water kiosks/public taps. Various studies indicate that up to about two-thirds of rural water systems in the ASALs of Kenya become non-functional within 3-5 years post-construction.

The Kenya Water Services Regulatory Board (WASREB) recognizes that while the voluntary community-based management of small-scale water schemes has been the de facto practice in rural Kenya for over three decades, the approach has failed to ensure sufficient post construction good management practices leading to the high failure rate. Additionally, these operational sustainability challenges are exacerbated by significant reduction of well yield during periods of intense drought coupled with increased demand arising from population and livestock migration.

In summary, key challenges to sustainably managing rural water supply schemes (RWWSS)~~s~~ and strategic boreholes include: (i) the lack of preventive maintenance with a prevalence of a costly "Fix upon Failure" approach; (ii) underfunding of local county government water offices to provide O&M support post construction; (iii) lack of user contribution to cost of service delivery and where present, inadequate tariffs limited by affordability of services, lack of economies and inadequate tariff collection; (iv) use of diesel engine-based pumping systems and other complex technologies that attracts high O&M costs beyond the ability of the users to fully pay for, (v) lack of an adequate information management system for rural WSS limiting sector-wide planning and evidence-based policies and decision making in day-to-day operations, (vi) lack of enabling environment for professional water services delivery, capacity limitations, and poor accountability and oversight structures for the predominant community-based approach to O&M; and (v) lack of political commitment for O&M with a greater emphasis on access through new infrastructure as opposed to service delivery linked to affordability, reliability and safety of water services.

Women and children disproportionately bear the devastating burden of these water system failures. It is estimated that women and girls are responsible for water collection in up to 80% of the households with no water service on premises. These infrastructure failures further

weaken community resilience to climate change induced recurrent droughts in the ASAL regions. Therefore, rehabilitating existing RWSS and addressing the root causes of low reliability/functionality of RWSS through institutional reforms on the systems for Operation and Maintenance (O&M) in place and systematically aligning strategic borehole networks to effectively and efficiently respond to predictable emergencies presents a low-hanging fruit for immediate implementation under the GW4R. This is true, among others, since it is more economical (as it utilizes sunk costs) and could quickly deliver the scarce and badly needed water. In addition, the spillover effect of such investment may influence other stakeholders to make similar new investments. It will also contribute to national efforts of instilling sustainability by planning and working towards sustainability as at entry than the business-as-usual practice of doing the limited short-lived activities, such as training and local Water Users Association formation as part of "exit strategy" witnessed in many initiatives.

2.3 Project Background

The Government of the Republic of Kenya (GoK), through the Ministry of Water, Sanitation, and Irrigation (MoWSI), has received financial support from the International Development Association (IDA) of the World Bank Group, to implement the **HORN OF AFRICA GROUNDWATER FOR RESILIENCE PROGRAMME (GW4R)**. The Water Sector Trust Fund (WaterFund/WSTF) and the Water Resources Authority (WRA) are implementing the Project. The overarching Project Development Objective (PDO) is to increase the sustainable access and management of groundwater in the Horn of Africa borderlands. The primary project beneficiaries will be an estimated **704,250** people in Kenya living in the rural communities of the five counties of Turkana, Wajir, Garissa, Marsabit, and Mandera. This will be achieved through the rehabilitation, construction, and sustainable management of boreholes as well as aquifer restoration, recharge, and conservation related investments.

The project will also benefit the government institutions in Kenya that work on groundwater at the transboundary, National, and County levels. These include the Ministry of Water, Sanitation, and Irrigation, the Water Resources Authority, the Water Sector Trust Fund, the Regional Center on Groundwater, the National Drought Management Authority, County Water Departments (CWDs) and Water Service Providers of participating ASAL counties. By giving more visibility to groundwater through policies, strategies, regulations and guidelines, the institutions and groundwater management will be strengthened. These institutions will also benefit from training, capacity-building programs, and the acquisition of the necessary equipment required in carrying out their respective mandates. GW4R is structured to be delivered in four components as follows.

Component 1: Delivering inclusive groundwater services to priority areas

This component will fund groundwater conservation, infrastructure development and service delivery improvement activities in the five borderland counties of Turkana, Marsabit, Mandera, Wajir, and Garissa. The component comprises of two interrelated sub-components:

- Sub-component 1.A: Development of nature-based solutions for strengthening groundwater conservation, sustainable use, and recharge of seven selected aquifers in the ASALs of Kenya including (i) Elwak aquifer, (ii) Merti aquifer, (iii) Neogene (Lamu Embayment) aquifer system, (iv) Lotikipi Basin aquifer system, (v) Lodwar/Napuu aquifer system, (vi) Walda/Rawana aquifer system, and (vii) the Logologo-Shuur aquifer system.
- Subcomponent 1.B: Rehabilitation of an estimated 150 number groundwater-based rural water supply schemes, enhancement of the designated drought-response strategic boreholes network, and mainstreaming Operations and Maintenance (O&M) of groundwater infrastructure in the targeted five counties.

Component 2: Generating groundwater information and strengthening regional and national groundwater institutions

This component will finance activities focused on strengthening the enabling environment for sound groundwater development and management through two interlinked subcomponents:

- **Subcomponent 2.A:** Strengthening the enabling environment and the institutional capacity for developing and managing groundwater sustainably. The aim is to support (I) the development of a groundwater management and development Strategy, Guidelines, and Regulations; (ii) Address institutional gaps in transboundary instruments for the management of shared aquifers through the completion of Transboundary Waters Policy, and related Memorandum of Understanding (MoUs) with riparian countries; and (iii) Support towards groundwater management capacity improvements across national and subnational institutions.
- **Subcomponent 2.B:** Groundwater & Drought Information Enhancement: Enhancing the knowledge base on the aquifer systems and the usability of this knowledge for management and development purposes through (i) comprehensive Aquifer assessments, and the preparation of development and management plans for the (i) Elwak aquifer, (ii) Merti aquifer, (iii) Neogene (Lamu Embayment) aquifer system, (iv) Lotikipi Basin aquifer system, (v) Lodwar/Napuu aquifer system, (vi) Walda/Rawana aquifer system, and (vii) the Logologo-Shuur aquifer system; and (ii) enhancing groundwater knowledge and information sharing through the upgrade of the existing groundwater database and the development of mobile App to improve users' interface with the database. The project will also include development of Nairobi and Nakuru aquifer management and development plans.

Component 3: Project Management Support

This component will fund operational costs of the National Project Coordination Unit (PCU) at MoWSI and the Project Implementation Units (PIUs) at WRA, WSTF and the Sub-PIUs at the 5 County Governments to manage the project efficiently.

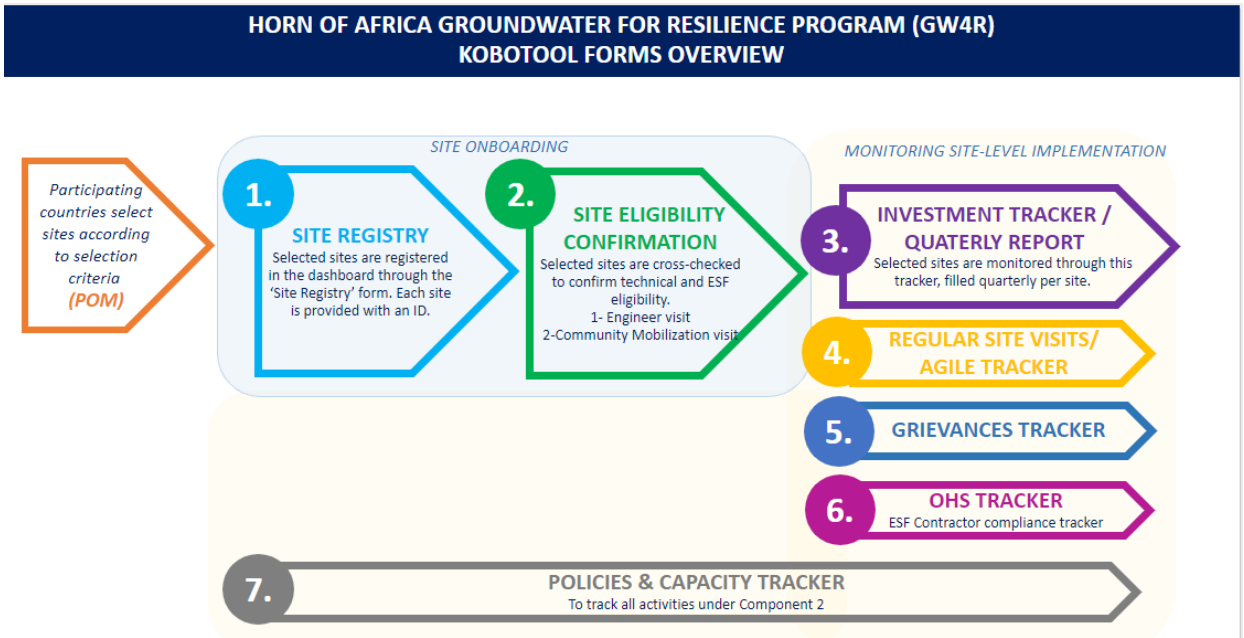
Component 4: Contingent Emergency Response Component

This component is provided as contingency measure to finance eligible expenditures under the Immediate Response Mechanism (IRM) in case of natural or man-made crises or disasters, severe economic shocks, or other crises and emergencies in the project area.

GW4R will be implemented over a period of five years, with an anticipated start and end dates of July 2022 and December 2028 respectively.

2.4 Onboarding and M&E System of the Regional Program

To ensure effective supervision and monitoring in this complex environment, the World Bank team with CIWA donor support is developing, an onboarding and monitoring tool to register all project sites, cross-check their eligibility, and allow quarterly monitoring of its progress. This tool is developed in close consultation with the client will allow supervision and aggregation of data from the three participating countries and IGAD. The data generated from this tool will become key for the project quarterly and annual monitoring reports, to ensure adaptive management and inform upcoming projects. This digital and georeferenced project monitoring dashboard (GW4R dashboard) will feed from a variety of questionnaires. All project actors will be trained and familiarized with these tools for cohesive and coordinated implementation. The consultant is expected to actively interact with these tools and monitoring dashboard.



2.5 Introduction to Sub-Component 1B of the GW4R

Subcomponent 1B of the GW4R will support: (1) rehabilitation of groundwater rural water supply schemes (RWSS), (2) enhancement of the designated drought-response strategic boreholes network (DSBN), and (3) the mainstreaming of operation and maintenance (O&M) of groundwater infrastructure through a ***Performance-Based Grants (PBGs)*** mechanism. The aim is to build resilience of rural communities and water service providers by supporting the establishment of institutional measures for guaranteeing O&M of rural water for reliable and sustainable services.

Further details on specific investments to be financed through the PBG mechanism under Subcomponent 1B are provided below:

1. Rehabilitation and upgrading of groundwater rural water supply schemes - This activity will finance civil works on rehabilitation and upgrading of existing groundwater-based rural water supply schemes (RWSS), to improve the quality of service. Approximately 150 rural schemes are earmarked for this investment.
2. Mainstreaming of O&M for existing rehabilitated, and new boreholes through an O&M Support Facility - This activity will finance an O&M support facility for existing, rehabilitated, and newly developed schemes in the five target counties. Counties, however, will be required to satisfy various operational performance conditions to benefit from PBGs under the O&M support facility.
3. Strengthening and enhancement of the DSBN through rehabilitation and upgrading of existing boreholes, and drilling of new strategic boreholes - This activity will finance the civil works to rehabilitate and/or drill new high yielding boreholes in the five counties.

The funds will be disbursed to the five target County Governments as PBGs contingent on achievement of the following performance objectives:

- Satisfactory completion of civil works on rehabilitation of existing RWSS and expansion/drilling of RWSS/DSBN.
- Continuous operational functionality and financial performance of installed RWSS.

The WaterFund is the Project Implementing Unit for the PBG facility, and will provide the necessary Technical Assistance (TA) through the GW4R to all five participating Counties to support successful delivery of the investment activities above. In addition, the WaterFund will engage a third-party Independent Verification Agent (IVA) who will remain neutral to the PBG contracting parties, for results validation.

3. BACKGROUND AND CONTEXT OF THE ASSIGNMENT

3.1 1.1 The GW4R Project and Sub-component 1B

The Water Sector Trust Fund (WaterFund) is the Project Implementation Unit (PIU) for Sub-component 1B, working with Sub-PIUs in the five county governments of Garissa, Mandera, Marsabit, Turkana and Wajir.

Under Sub-component 1B, the project finances the construction, rehabilitation, upgrading and installation of multi-village groundwater-based rural water supply schemes (RWSS), the enhancement of the designated drought-response strategic boreholes network, and the mainstreaming of professionalised post-construction Operation and Maintenance (O&M) regimes for that infrastructure through a Performance-Based Grant (PBG) mechanism. The PBG mechanism is deliberately designed to incentivise results: it rewards county governments and county-owned rural water utilities for undertaking the institutional reforms needed to move rural water services from a voluntary, community-managed model to a professionalised, accountable and regulated service-delivery model.

A central strategic priority of the project is therefore the **targeted strengthening of the new and existing rural Water Service Providers (WSPs)** expected to operate, maintain and manage the standalone and multi-village schemes constructed under GW4R, **as well as those constructed by county governments and non-governmental partners**. The plans procured under this assignment accordingly cover the full rural service mandate and asset portfolio of each WSP — a system-wide instrument for the county rural water sector, not a project-ring-fenced document. Through this assignment, the WaterFund seeks to procure a qualified consulting firm to develop, for each targeted WSP, a Five-Year Strategic Plan and a targeted **operational O&M Business Plan** as the critical instruments through which that strengthening will be planned, financed and governed.

3.2 The Rural Water Services Non-Functionality Challenge

The evidence indicates that a large number of rural water systems become non-functional within three to five years post construction. It is tempting to read this as a simple technical or capacity problem — broken pumps, untrained operators, weak committees — and to respond with more hardware and more training. A detailed diagnostic of the implementing counties' Policy, Institutional and Regulatory (PIR) environment undertaken under the project indicates instead a repeated pattern: once capital has been sunk into a rural scheme, there are limited, enforceable incentives to continue financing O&M post construction. The symptoms recur predictably across all five counties — a costly "fix-upon-failure" posture; limited availability of O&M budgets within County Water Departments; tariffs too low to meet full O&M costs, poorly collected and not transparently accounted for; diesel-dependent systems whose running costs exceed willingness to pay; limited day-to-day operational data and monitoring; and a sector that has consistently privileged building new infrastructure over sustaining the service the infrastructure was meant to deliver.

3.3 What This Assignment Builds On

This is not a greenfield exercise, and the consultant is not expected to re-diagnose the sector. A substantial body of analytical and instrument-design work has already been produced under the project. The consultant must take the following as binding inputs, build directly upon them, and

ensure the strategic and business plans are fully consistent with them rather than reinventing or contradicting them:

- **The County PIR Diagnostic (August 2025)** — the policy, institutional and regulatory context assessment for all five counties, including the maturity status of each WSP, the four "service ecosystems", the social-accountability triangle, and the catalogue of critical gaps and short- and medium-term reform opportunities.
- **The draft O&M Service Provider Agreement** — the three-party (County Water Department / Operator / Community Water Management Committee) delegated-service contract that is the binding commitment device for rural O&M. It already embeds a results-based subsidy: where water revenues are insufficient, a performance-conditioned O&M subsidy is paid every six months, gated on a service-reliability threshold (mechanical uptime of at least 95%) and on actual user payment.
- **The O&M Management Information System (MIS) and standardised Operational Logs** — the daily data spine (production volumes, downtime, repairs and their cost, energy, spares, chemicals, personnel, consumption and revenue by water point) that operators are required to record and report to the County Water Department.
- **The GW4R scheme designs** — the detailed design reports for multi-village water supply schemes, providing asset, demand, yield, energy and capital-cost data.
- **The national legal and regulatory framework** — the Water Act 2016 (notably section 77 on the establishment of WSPs and section 94 requiring counties to serve non-commercially-viable rural areas), the Water (Services) Regulations 2025 (Legal Notice No. 54 of 2025), and the WASREB Guideline for the Provision of Water and Sanitation Services in Rural and Underserved Areas, which together require the professionalisation, regularisation and regulation of rural water service delivery.

3.4 The Target Water Service Providers

The five-county context is heterogeneous, and this TOR deliberately resists a one-size-fits-all template. Two of the target entities are county-wide utilities of urban origin whose mandate has been extended over dispersed, low-revenue rural areas; two are nascent rural-specific entities still building basic capability; and one operates in a county where rural water committees were dissolved by decree and the service-delivery mandate assigned to the existing urban WSP. The consultant must treat these differences as first-order design variables, not as detail. The baseline below (drawn from the County PIR Diagnostic) is indicative and must be verified and deepened during the diagnostic task.

WSP	Indicative baseline (to be verified)
Turkana — TURWASCO	Turkana Rural Water and Sanitation Company; established 2024 with a county-wide rural mandate. Directly managing about 8 rural schemes (mainly Turkana South), with engagements underway to manage more. Operates alongside TUWASCO (urban) and KALWASCO (refugee-hosting area). Strong legacy O&M actors exist — the Catholic Diocese Pump Maintenance Units (since 1982), FundiFix and Epicenter.
Marsabit — MARWASCO	Marsabit Water and Sewerage Company; urban-origin utility whose mandate has been expanded to rural schemes. Rural schemes remain under WUAs registered as self-help groups without legal recognition as WSPs. Delegated-authority arrangements are under discussion.

WSP	Indicative baseline (to be verified)
Wajir — WAJWASCO	Wajir Water and Sewerage Company; county-wide utility for urban and rural services with limited capacity for low-revenue rural schemes, which it tends to revert to community management. Directly manages about 15 rural schemes.
Mandera — MANDWASCO	Mandera Water and Sewerage Company; a 2018 Governor's decree dissolved rural community water committees and transferred scheme O&M to the County Water Department with management support of MANDWASCO.
Garissa — GARUWASCO	Garissa Rural Water and Sanitation Corporation; nascent rural utility operating alongside the established urban GAWASCO. Directly manages about 20 rural schemes but is constrained by inadequate staffing, weak billing, no O&M equipment and limited reach. Faces WUA resistance to asset transfer.

4. OBJECTIVE OF THE ASSIGNEMENT

4.1 Overall Objective

The overall objective of this assignment is to equip the county rural Water Service Providers with credible, financeable and adoptable Five-Year Strategic Plans and targeted operational O&M Business Plans that establish a durable commitment to the sustainable, professionalised operation and maintenance of the rural water schemes within their mandate — those financed under GW4R and those financed by counties and other partners alike.

4.2 Specific Objectives

- To establish, for each WSP, a verified maturity and asset-portfolio baseline and a defined, regulated service standard against which all costs and performance are measured.
- To determine, for each county, the aggregation/zoning choice and the resulting service-delivery model (consistent with the recommended zonal model), as the foundational where-to-play decision for both plans.
- To produce, for each WSP, a Five-Year Strategic Plan setting strategic intent, organisational design and governance reform, financial sustainability trajectory, capability and systems development, and a costed, KPI-cascaded roadmap.
- To produce, for each WSP, a targeted operational O&M Business Plan that costs the defined service over its lifecycle (including capital maintenance expenditure, CapManEx), names and sizes the viability gap, and designs a results-based subsidy and tariff structure aligned to the O&M Service Provider Agreement and the PBG mechanism.
- To deliver, for each WSP/portfolio, a working lifecycle-cost-and-viability-gap financial model with built-in stress-test scenarios, fully formula-driven and handed over to the WSP.
- To transfer capacity so that each WSP can own, update and execute its plan and operate its financial model and monitoring spine without continuing dependence on the consultant.

- To review and revise the WaterFund Strategic Plan 2023–2027 at mid-term, in line with the State Department for Economic Planning guidelines, so that the corporate strategy of the PIU remains aligned with the sector realities the WSP plans respond to.

The specific goal of this ToR is to procure a consultant to support in development of 5-year Strategic Plans as well as targeted business plans for the selected (identified) O&M Operators, namely:

1. Turkana Rural Water and Sanitation Company,
2. Marsabit Water and Sewerage Company,
3. Wajir Water and Sewerage Company,
4. Mandera Water and Sewerage Company and
5. Garissa Rural Water and Sanitation Corporation.

5. SCOPE OF THE ASSIGNMENT

The assignment shall be carried out in close liaison with the County Executive Committee Members responsible for water services, the County Water Departments (CWDs), the target WSPs, the Sub-PIUs, WASREB and other consultants engaged under the project. Work across the five WSPs shall proceed in parallel, not sequentially. The following key Tasks are to be undertaken to deliver on the Assignment objectives:

Task 1 — Inception and Methodology Adaptation

The consultant shall:

- Review all reference documents (section 1.3) and hold an inception meeting with the WaterFund and the five CWDs/WSPs to confirm a shared understanding of the expected assignment outputs.
- Submit a detailed data-collection protocol and field plan — including the technical and financial data to be gathered at scheme, county and WSP level — and the standardised templates to be used.

Deliverable. Inception Report (one consolidated report covering all five WSPs).

Task 2— Strategic and Institutional Diagnostic and Maturity Baseline

Purpose. To establish, for each WSP, the verified factual baseline on which both plans depend. This task does not re-run the County PIR Diagnostic; it deepens it to the level of the individual WSP and its asset portfolio. For each WSP the consultant shall establish and document:

- **Mandate, governance and maturity.** Legal status and instrument of establishment, mandate boundary, board and management structure, autonomy from the CWD, and a maturity assessment benchmarked against the WASREB rural-services guideline and the Water (Services) Regulations 2025.
- **Asset and scheme portfolio.** A consolidated register of the schemes within (or to be brought within) the WSP's mandate — standalone and multi-village/mini-grid — with location, population and livestock served, source type and tested safe yield, energy

configuration (solar/hybrid/diesel), storage and network condition, metering status, water-quality constraints (notably fluoride and salinity), and current functionality. This register is the asset basis for the lifecycle costing.

- **Current O&M practice baseline.** How O&M is currently performed, funded and recorded; mean time to repair and typical downtime; the prevalence of fix-upon-failure; and the institutional reasons functional schemes decay. This establishes the counterfactual the plans must beat.
- **Demand and revenue base.** Domestic, livestock, institutional and productive demand, including the wet-season demand collapse; current tariffs, billing and collection efficiency.
- **Baseline financials.** Revenue, operating cost and any subsidy actually flowing today.
- **The community-ownership question.** The status of WUAs and community committees, the contested ownership of assets, and the resistance dynamics around transfer to the WSP.

Deliverable. Consolidated Diagnostic and Baseline Report (covering all five WSPs, with a per-WSP baseline chapter).

Task 3 — Five-Year Strategic Plan (per WSP)

Purpose. To set the five-year corporate strategy that takes each WSP from its current maturity to a professionalised, financially sustainable rural service provider, with the organisational form and governance to match. Each Strategic Plan shall, at minimum, contain (see Annex B):

- **Strategic diagnostic and intent.** A concise SWOT/maturity synthesis (from Task 2), a clear vision and mission for rural service delivery, and measurable five-year strategic objectives, aligned with County Integrated Development Plans and national development blueprints.
- **The aggregation / where-to-play choice.** The defining decision: how schemes are clustered into service zones; the phased footprint over five years (which clusters the WSP takes on, in what order, and on what basis); and the service-delivery model per zone, consistent with the recommended zonal model (zonal managers, technicians, stocked stores, crane-mounted vehicles, two-hour reach, 24-hour restoration). The plan must justify the choice against viability, not aspiration.
- **Organisational design and governance reform as commitment devices.** The structure, staffing and decision rights required to deliver the zonal model; and the specific institutional reforms that make funding and performance durable — ring-fenced revenue and an operationalised O&M fund, board autonomy from the CWD, a clean separation of asset ownership from operation, and the disentangling of the regulator/oversight role from direct service provision.
- **Financial sustainability trajectory.** The five-year path of cost and revenue, with the declining-subsidy path and the cost-reduction levers (solarisation, aggregation).
- **Capability and human-capital plan.** The competencies, recruitment, training and performance-management arrangements required, including the community-operator partnership and capacity-building pathway.
- **Systems, digitisation and data spine.** Roll-out of the O&M MIS and Operational Logs, prepaid metering / Water ATMs and mobile-money integration, and remote monitoring.
- **Commercial and demand-growth strategy.** Productive use and livestock demand as anchors of revenue growth.

- **Resource mobilisation and financing strategy.** A credible financing plan that maps each cost line to a funding source (WaterFund, county, GW4R PBG, climate finance, private capital/PPP), with the conditions attached to each.
- **Climate resilience and conflict sensitivity.** Drought and flood resilience of the service (strategic boreholes, storage, source protection) and conflict-sensitive design of shared and cross-boundary water points.
- **Strategy governance and KPI cascade.** A measurable KPI cascade from board to zone to scheme, an implementation roadmap with owners and timelines, and the annual review mechanism that keeps the plan live.

Deliverable. Five Five-Year Strategic Plans (one per WSP), in packages and formats ready for submission to the WSP Board, County Government and WASREB.

Task 4 — Targeted Operational O&M Business Plan (per WSP)

Purpose. To produce the bankable operational plan that costs the defined service over its lifecycle, sizes the viability gap, and designs the tariff and results-based subsidy that close it — the instrument a financier or the PBG facility can actually act on. Each O&M Business Plan shall follow this logic and contain, at minimum (see Annex A):

- **Unit of analysis and service standard.** The cluster/zone as the costing unit, and the explicit, regulated service standard being bought (litres per person per day, livestock allocation, availability hours, water-quality compliance, and the functionality/uptime target — aligned to the at-least-95% mechanical-uptime trigger in the O&M Service Provider Agreement).
- **Asset register and condition baseline.** The portfolio asset register (from Task 2) with service lives, forming the basis for both operating expenditure and CapManEx.
- **Demand and revenue base.** Year-one physical build of demand and billable volume by segment (domestic, livestock, institutional, productive), with seasonal variation and non-revenue water (NRW), and the resulting gross revenue at the proposed tariff and a realistic collection efficiency.
- **Lifecycle cost build.** A transparent decomposition of cost following recognised lifecycle (WASHCost-type) logic: operating expenditure (with energy explicitly broken out — typically 40–60% of diesel-system opex), capital maintenance expenditure as a funded replacement reserve, cost of capital where relevant, and the cost of the direct-support and monitoring functions (the zonal model and MIS). No major cost line may be omitted.
- **Tariff versus cost stack and affordability.** The proposed tariff against the full cost stack, tested against an explicit affordability ceiling, with collection-efficiency and prepaid-metering assumptions stated and defensible.
- **The viability gap, sized and shown.** The gap between full lifecycle cost and realistically collectable revenue — in KES/year, KES/m³ and KES/capita.
- **Results-based subsidy design.** The mechanism that closes the gap, structured as output-based payments tied to verified performance and aligned to the O&M Service Provider Agreement and the PBG: the trigger metric (uptime and user payment), the payment basis, the independent verification arrangement, the payer, the duration, and the declining-subsidy trajectory linked to the cost levers in the Strategic Plan.

- **Institutional and contractual architecture.** How the plan is delivered through the three-party O&M Service Provider Agreement and the WASREB rural framework, including delegation and partnership arrangements with communities and any private operators.
- **Monitoring and data spine.** The KPIs (uptime, NRW, collection efficiency, cost-coverage, subsidy per reliable m³), the Operational Logs and MIS reporting that produce them, and the verification on which subsidy release depends.
- **Financial model and stress-testing.** The quantitative engine (Task 5), including the stress-test results and their implications.
- **Transition sequencing and risk register.** The phased transition from the current arrangement to the planned model, with a risk register and mitigations, including the community-ownership and asset-transfer risks identified in the diagnostic.

Deliverable. Five Operational O&M Business Plans (one per WSP).

Task 5 — Lifecycle-Cost-and-Viability-Gap Financial Model with Stress-Testing

Purpose. To build the working financial engine underneath each Business Plan: a transparent, fully formula-driven model that costs the service over its lifecycle, sizes the viability gap, and stress-tests it against the shocks that actually break ASAL schemes. The model shall, at minimum (see Annex C):

- Separate inputs from logic, with all assumptions held on a single, clearly-flagged assumptions sheet and every calculation driven by formulas (no hard-coded results), so the WSP can change an input and see the consequence.
- Build the lifecycle cost stack (opex with energy broken out, CapManEx replacement reserve, cost of capital, direct-support and monitoring cost) and the demand/revenue base, and compute the viability gap in KES/year, KES/m³ and KES/capita.
- Include a scenario engine and built-in stress tests, at minimum: a diesel/energy price shock; a wet-season demand collapse; a drought-driven demand spike with reduced yield; a collection-efficiency deterioration; a foreign-exchange shock on imported spares; and a major asset failure (e.g. genset or pump). The model must present a base/downside/severe comparison and a one-way sensitivity (tornado) on the net position, so the dominant risks — typically energy and collection — are visible.
- Hold the tariff nominally flat against escalating costs across the projection horizon so that the structural subsidy requirement is shown rather than assumed away, and demonstrate how solarisation and aggregation reduce it over time.
- Include a register of every placeholder input, the source needed, and its status; and be delivered in editable spreadsheet form, documented, and handed over to the WSP with a short user guide.

Deliverable. Five financial models (one per WSP/portfolio), with stress-test scenarios built in.

Task 6 — Validation, Adoption and the Implementation Compact

Purpose. To convert documents into commitments. The consultant shall:

- Facilitate a validation workshop for each WSP, bringing together the WSP board and management, the County Water Department, community representatives and the WaterFund, to test the plan's assumptions, the aggregation choice and the subsidy design against ground reality, and to revise accordingly.

- Support each WSP board and county to formally adopt the Strategic Plan and Business Plan, with a documented adoption resolution.
- **Produce, for each WSP, a costed implementation compacts** — a roadmap of prioritised actions over an initial 18–24 months, each with a named owner, a cost, a funding source and a milestone — and explicitly map its milestones to the PBG performance triggers, so that progress unlocks finance and non-progress withholds it. The incentive to implement is thereby built into the plan rather than left to goodwill.
- Convene a cross-county synthesis and peer-learning session and produce a short portfolio-level synthesis note for the WaterFund drawing out the common findings, the aggregate financing need, and the sequencing across the five counties.

Deliverables. Five validation-workshop reports; five adopted plans with implementation compacts; one cross-county synthesis note.

Task 7 — Mid-Term Review and Revision of the WaterFund Strategic Plan 2023–2027

The GW4R feeds into the WaterFund Strategic Plan 2023–2027, and this assignment's deliverables are material to that Strategy's implementation. In line with the State Department for Economic Planning guidelines on strategic-plan review for Ministries, Departments and Agencies, the consultant shall, in parallel with Tasks 2–6:

- Facilitate an inception meeting with WaterFund management to agree the road map, approach, methodology, timelines and deliverables for the review.
- Evaluate implementation of the Strategic Plan 2023–2027 against documented status, strategic and policy documents, and validate its objectives against current national and sectoral realities, emerging issues and bottlenecks.
- Hold consultations with key stakeholders, including MoWSI, the Board of Trustees, development partners, water-sector institutions, and WaterFund management and staff.
- Draft the Mid-Term Review Report, subject it to a review-and-validation workshop, and produce a revised Strategic Plan 2023–2027 validated by multi-stakeholder consultation and finalized for approval by the WaterFund Board of Trustees — ensuring its rural water services pillar reflects the professionalization agenda advanced under Tasks 2–6.

Deliverables. Strategic Plan Mid-Term Review Report; Revised WaterFund Strategic Plan 2023–2027, approved for Board submission.

6. DELIVERABLES, REPORTING AND PAYMENT SCHEDULE

All deliverables shall be submitted in editable and PDF form, in British English. Timing is indicative, measured from contract effectiveness, and will be confirmed in the Inception Report. "Consolidated" denotes one deliverable across the five WSPs; "×5" denotes one per WSP.

No.	Deliverable	Covers	Indicative timing	Payment (%)
D1	Inception Report (incl. Task 7 road map)	Consolidated	3 weeks from contract date	10
D2	Diagnostic and Baseline Report (per-WSP maturity, asset portfolio, demand/revenue, baseline financials, ownership analysis)	Consolidated, per-WSP chapters	2.5 weeks from contract date	10
D3	Draft Five-Year Strategic Plans	×5	4 months from contract date.	25
D4	Draft Operational O&M Business Plans + financial models with stress tests	×5	5 months from contract date.	25
D5	Draft WaterFund Strategic Plan Mid-Term Review Report and Revised Strategic Plan 2023–2027		2 months from the contract date	20
D6	Final Validation-workshop reports, Final Strategic Plans, Business Plans and financial models, and Final WaterFund Strategic Plan Mid-Term Review Report and Revised Strategic Plan 2023–2027	×5	8 Months from the contract date	10

7. CONSULTANTS QUALIFICATION AND EXPERIENCE

7.1 Qualifications and Key Experts Requirements

The Consultancy firm must have the required qualifications and experience to develop the Strategic and Business Plans for the listed target Institutions. The Consultancy firm should be able to operate in the project areas. The Firm will constitute a multidisciplinary team of qualified experts, encompassing a key expert/team leader and team members. In addition, the firm may propose additional non-key experts however, these experts will not be evaluated.

Legal eligibility of the selected Firm/consortium:

i. Legal status recognized by the Government of Kenya or country of origin and meet all requirements for conducting business in Kenya.
ii. The Firm to have an office or representation in the Country
iii. In case of Joint Venture (JV), the consortium must provide written agreement between the members, which clearly define the responsibility of member heading the partnership and shared responsibility, accountability of each member of the consortium.

Firm level Experience:

i. At least 10 years extensive experience in development of strategic plans as well as business plans for government clients.
ii. At least 5 similar projects of similar nature in the water sector (Strategic plans, Business plans and any similar task).

6.1 Qualifications and Key Experts Requirements

Team members shall have proven experience in the areas of Strategic planning/Business Planning/Institutional development with demonstrated and verifiable experience working on water supply management. Experience in the Horn of Africa, particularly the ASALs of Kenya will be highly considered.

Key expert	Input	Minimum qualifications	Key Role
Team Leader / Institutional & Water-Sector Economist	Full	**Academic qualifications** • Masters' Degree in either economics, public policy, strategic planning, management sciences, business administration or equivalent. • Training and certification in the Balanced Scorecard. • Professional training in either Corporate Strategy, Management, Business, Accounting, change	Leading and owning the assignment commitments including architecture frame and overall quality

Key expert	Input	Minimum qualifications	Key Role
		management, or Human resource management. **Professional experience** • At least 15 years of experience and proven command of commitment/transaction-cost framing and results-based financing. • Demonstrated experience in water-sector institutional reform and service-delivery models • Demonstrated experience in strategic planning and/or corporate planning and management support for corporate organizations. • Demonstrated working experience with the Kenyan public sector, specifically water sector. • Experience in working with donor partners, government partners and other stakeholders in development programs.	
Rural Water Utility / O&M Specialist	Full	**Academic qualifications;** • Degree in either Civil, Water Engineering, Natural Resources Management, Business Administration or related field **Professional experience;** • At least 10 years' experience in water infrastructure operation and maintenance, O&M performance monitoring, or water utility management in technical or commercial roles, with specific experience in any of the ASAL Counties. • Experience in implementation of projects funded by the World	Designs the zonal service-delivery model, asset registers and the operational plan

Key expert	Input	Minimum qualifications	Key Role
		Bank or other multilateral agencies. • Demonstrated experience in structuring O&M services for water supply systems and implementation of water supply systems. • Registered with a professional body, where applicable, and in good standing.	
Finance/Economic Analysis Specialist	Full	**Academic qualifications; -** • Degree in either Finance, Accounting or Economics • A Certified Public Accountant **Professional experience;** • Must have at least 10 years of experience in economic and financial modelling of water supply services delivery systems in developing countries. • Specific experience in analysis and modelling of operations in water supply systems including lifecycle-cost-and-viability-gap models, the subsidy design etc. • Specific experience in result-based financing and/or public private partnership (PPP). • Must be registered with a professional body and be of good standing where applicable.	Formulation of the lifecycle-cost-and-viability-gap models and the subsidy design.
Institutional, Governance & Regulatory Specialist	Substantial	• A Master's degree in Law or related field of study. • Professional training in the field of specialization is preferable. Skills and competencies • Experience in water sector or natural resources planning and policy support for National/County	Designing of governance reform, delegation and the alignment with the O&M Service Provider Agreement.

Key expert	Input	Minimum qualifications	Key Role
		Government or Non-Governmental Organizations • Good understanding of the water or natural resources sector policies and legislation in Kenya including devolved governance • Experience in undertaking policy or legislative analysis • Experience in facilitation of stakeholder engagements/workshops • Proficiency in English and Kiswahili Experience • Minimum of 10 years' experience in in engaging county or national government ministries, departments and agencies in the water sector or natural resources sector policy development or related activities. • Prior working experience on the water sector or natural resource management issues is required • Experience in working with government partners and other stakeholders in the public sector especially in the area of policy development • Experience in research, capacity development, management and related activities. • Experience in co-	

Key expert	Input	Minimum qualifications	Key Role
		facilitation of stakeholder engagements/workshops,	
M&E, MIS & Digitisation Specialist	Substantial	• A Master's Degree in either finance, economics, monitoring and evaluation, strategic planning, development studies, business administration studies will be an added advantage • Professional training in either Public finance, Management accounting, Business development or Accounting. • Registration with relevant professional body **Professional experience;** • At least 10 years of demonstrated experience in Monitoring and Evaluation. Risk management, economic policy analysis, strategic planning, support for corporate organizations/ county governments. • Demonstrated working experience with the Kenyan public sector, specifically water sector. • Demonstrated experience in working with government partners and other stakeholders in public sector development programs especially in the area of financial management and capacity development. • Experience in deployment of M&E digital systems and programming related work.	Designs the data spine, KPI cascade and the subsidy-verification arrangement

Key expert	Input	Minimum qualifications	Key Role
Social Accountability, Community & Conflict-Sensitivity Specialist	Substantial	**Academic qualifications;** • Degree in Social Sciences (sociology, community development, anthropology, social work, governance peace and conflict, or other related field) **Professional experience;** • At least 10 years' experience in community engagement, training, facilitation of dialogues, research in development of domestic water supply related infrastructure projects. • Experience in World Bank Environmental and Social Framework (ESF) • Experience working in ASAL areas of Kenya, including on resilience, conflict resolution, and with pastoralist communities. • Operational experience in the implementation of programs in areas with high prevalence of sexual exploitation, abuse harassment and violence against men & women including children. • Experience in data collection and analysis on SEAH • Good knowledge of relevant SEAH legislation/legal frameworks.	Leads in community engagement, the ownership/partnership analysis, inclusion, and conflict-sensitive design.
Corporate Strategic Planning Specialist	Full	Master's degree in economics, public policy, strategic planning or business administration; Balanced Scorecard training; 10+ years in public-sector strategic/corporate planning in Kenya, with demonstrated command of the State Department for Economic Planning strategic-plan review guidelines.	Leads the WaterFund Strategic Plan mid-term review.

Key expert	Input	Minimum qualifications	Key Role
		• Master's Degree in Economics, Strategic Management or related field • Professional training in either Corporate Strategy, Management, Business Management **Professional experience;** • Minimum 10 years of demonstrated experience in economic policy analysis, strategic planning support for corporate organizations/ county governments. • Demonstrated experience in working with government partners and other stakeholders in public sector development programs especially in the area of policy development and capacity development	

8. DURATION OF CONTRACT

The assignment is expected to be completed within nine (9) months of contract effectiveness. The consultant shall propose a work plan and staffing schedule consistent with the deliverables above, with parallel — not sequential — work across the five WSPs, and with Task 7 running in parallel with the WSP workstream, to meet the timeline while preserving quality.

9. MANAGEMENT OF THE ASSIGNMENT

The consultant will work under the overall guidance of, and report to, the WaterFund as the designated PIU. In delivering the tasks, the consultant will also work closely with the Sub-PIUs, the County Water Departments and WSPs in the five target counties, WASREB, and other consultants engaged under the project, and shall actively interact with the GW4R onboarding and monitoring dashboard used for regional programme M&E.

10. OBLIGATION OF THE CONSULTANT

The consultant shall be responsible for the provision of all resources necessary to carry out the assignment, including offices, equipment, transport, accommodation, utilities and communications, for the duration of the assignment.

11. METHOD OF SELECTION

The Consultant will be selected based on the Quality Cost Based Selection (QCBS) method as per the World Bank's Procurement Regulations for IPF Borrowers July, 2016, revised in February 2025 (6th Edition).