



KENYA RAILWAYS CORPORATION

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANT - TRANSIT-ORIENTED DEVELOPMENT EXPERT



SEPTEMBER 2026

Table of Contents

1. Background	4
2. Objectives of the Assignment.....	6
3. Scope of Services	6
4. Outputs and Deliverables	7
5. Assignment Duration and Location	7
6. Qualification and Experience	8
6.1. Minimum Qualifications:	8
6.2. Experience and competencies	8
7. Reporting.....	8
8. Terms of Payments	8
8.1. Payment Basis;.....	8
8.2. Payment Frequency.....	9
8.3. Contract Ceiling.....	9
8.4. Approval of Payments	9
8.5. Reimbursable Expenses	9
8.6. Estimated Time-Input.....	9
8.7. Withholding of Payments.....	11
8.8. Time Records and Audit.....	11
8.9. Currency of Payment	11
9. Data, Services and Facilities	11
10. Confidentiality.....	11

Abbreviation

Term	Meaning
AFCS	Automated Fare Collection Systems
BEMU	Battery Electric Multiple Units
FEED	Front-End Engineering Design also known as Basic Engineering
ERP	Enterprise Resource Planning
GOK	Government of Kenya
KR	Kenya Railways
KUMIP	Kenya Urban Mobility Improvement Project
MDBs	Multilateral Development Banks
NCR	Nairobi Commuter Railways
NEMA	National Environment Management Authority
NMT	Non-Motorised Transport
PIT	Project Implementation Team
TA	Technical Assistance
TOD	Transit Oriented Development

1. Background

Kenya Railways (KR) is a State Corporation established in 1978 pursuant to the Kenya Railways Act, Cap 397 Laws of Kenya. It is mandated to develop an integrated rail network and provide rail and inland waterways transport services in the Country.

The Government of Kenya (GOK) has applied for financing from the World Bank towards the cost of the Kenya Urban Mobility Improvement Project (KUMIP), and intends to apply part of the proceeds for consulting services.

The key objectives for the project are:

- i. To improve urban mobility services in the catchment area of commuter rail (Nairobi Central Station to Thika);
- ii. Enhance the institutional capacity for resilient and green urban transport; development in Kenya;
- iii. To support urban policy formulation and institutional strengthening;
- iv. To improve commuter rail service and station access roads;
- v. To develop Transit-Oriented Development (TOD) around railway stations.

The major components of KUMIP are;

i) **Component 1:** Urban Mobility Improvement in the Nairobi Metropolitan Area

a) Revamping the Commuter Rail Service

- Conduct the feasibility study, preliminary design (FEED/Basic Engineering) and preparation of bidding documents for upgrading of the Nairobi commuter rail network
- Carry out track rehabilitation, upgrading/construction and capacity enhancement of the Nairobi Central Station-Thika line,
- Provide improved access to railway stations, prioritizing Nairobi Central to Thika line, including Non-Motorized Transport (NMT) facilities and feeder bus services, based on integrated public transport network;
- Purchase of new multiple trainsets, associated equipment and spare parts;
- Establishment of a workshop for maintenance of the new trainsets with necessary equipment,
- Improve and develop selected stations along the Nairobi Central Station-Thika line, including multimodal interchange facilities;
- Develop an Enterprise Resource Planning (ERP) Architecture for KR and support its implementation for rail operation, including communication;
- Support KR in implementing Automated Fare Collection System (AFCS) in accordance with Kenya National standards,
- Institutional support to KR in operationalization of the proposed railway bill 2024

b) Green Mobility Solution

- Carry out detailed design of battery/hybrid battery electric multiple unit (BEMU), informed by a viability assessment of the electric battery option for commuter rail trains,
- Support the implementation and institutionalization of an e-mobility policy, focusing on the immediate areas and actions related to public transport system/urban transport to support low-carbon development,
- Carry out Technical Assistance (TA) for e-bus deployment business model,
- Enhance carbon emission monitoring, including establishing the official calculation and modelling methods for the transport section in Kenya and enhancing motor vehicle inspection system,
- Carry out TA to explore and access carbon markets for the transport sector in Kenya and build capacity in carbon trading.

c) Traffic Management Improvement and Institutional Strengthening for Nairobi Metropolitan Area.

ii) **Component 2:** Transit-Oriented Development along Commuter Rail. The key activities are:

- TOD planning in the project area;
- Station accessibility improvement within a 3km radius;
- Implementation of TOD plans;
- Institutional strengthening and capacity building for TOD planning and implementation.

iii) **Component 3:** Institutional strengthening and capacity building in urban mobility.

KR has prepared detailed Terms of Reference for the Feasibility study and FEED/Basic engineering design for the entire NCR network. The consultant for FEED/Basic engineering design is expected to complete the feasibility study within 24 months of signing the contract with priority being given to the Nairobi-Thika line (line 2).

KR therefore wishes to engage the services of a Transit Oriented expert to provide technical assistance and strategic advisory services related to Transit Oriented Development for 12 man-months during the feasibility study and FEED/Basic Engineering design phase and early stage of project implementation. This will be to further support KUMIP's initiative to integrate TOD principles to optimize land use around railway stations, enhance urban mobility, and improve accessibility within the Nairobi Metropolitan Area.

The individual consultant will provide technical support to the Project Implementation Team (PIT) for the entire project cycle and shall report to the Project Team Leader. The Individual consultant shall report to the Project Team Leader.

2. Objectives of the Assignment

The objectives of this consultancy are to;

- i. Provide technical expertise, advisory and project management support to Project Implementation Team (PIT) and Kenya Railways Corporation on TOD-related matters;
- ii. Review feasibility study reports, designs, specifications and bidding documents prepared and submitted by the consulting firm;
- iii. Give support and advice on the TOD component (Component 2) during the preparation of the feasibility study and FEED/Basic Engineering design phase;
- iv. Advise the PIT on international best practices to be adopted in the Feasibility study and FEED/Basic engineering design, adherence to quality standards and how to achieve project goals on schedule and within budget.

3. Scope of Services

The scope of work for the Individual Consultant shall include the following:

- i) Provide technical input for the preparation of KUMIP on TOD planning, urban design, and land-use integration for railway station areas.
- ii) Review of the feasibility study reports including the inception report, draft feasibility report, final feasibility report, and Preliminary design and FEED/Basic Engineering designs ensure alignment with TOD best practices, local planning instruments and local context, including, but not limited to:
 - a. Review station area designs to ensure they align with mixed-use, high-density, and pedestrian-friendly development
 - b. Review the TOD corridor and station areas plans, including proposed zoning and land-use strategies.
 - c. Review bidding documents for a Design and Build Contractor related to station area development.
- iii) Assess and provide recommendations on the integration of Non-Motorized Transport (NMT) infrastructure, pedestrian pathways, and multimodal connections around station areas
- iv) Support property management division, Engineering and Technical Services (ETS) department, any other relevant departments of KRC in preparation of a) comprehensive LVC business plan including priority projects, b) comprehensive land-use planning for station areas, and c) TOD plans aligned with county zoning and KRC land-use priorities.
- v) Develop capacity building program on TOD and related aspects to be implemented under KUMIP.
- vi) Support capacity building of KRC staff on TODs, based on identified needs and agreed priorities.

- vii) Provide technical advisory services on railway operations to KRC, as requested.

4. Outputs and Deliverables

In line with the scope, the consultant will prepare and deliver the following outputs:

- i) Monthly/adhoc progress reports outlining TOD-related activities, findings and recommendations
- ii) Technical review reports assessing Feasibility Study findings, TOD planning strategies, and FEED/Basic Engineering designs
- iii) Technical review report for TOD implementation framework with policy recommendations and design guidelines,
- iv) A final project completion report summarizing outcomes, performance metrics, lessons learned, and future TOD planning strategies.

5. Assignment Duration and Location

5.1. Assignment Duration

The total Level of Effort (LoE) shall be 12 person-months over a period of 24 months coinciding with the duration of the feasibility study and FEED/Basic Engineering Design phase.

The Consultant's inputs shall be intermittent and aligned with project requirements. The Consultant will undertake tasks as agreed with the Client, each assigned an indicative number of person-days prior to commencement. These person-days may be adjusted through prior consultation and mutual agreement between the Consultant and the Client.

The Consultant shall not exceed the agreed LoE without prior written approval from the Client.

5.2. Mode of Engagement

The engagement will be structured as a hybrid arrangement with flexibility to accommodate project requirements. The Consultant is expected to provide intermittent inputs aligned with key project milestones including document review periods, design workshops, and technical meetings. Time inputs may be non-continuous and will be adjusted based on project progress and deliverable submission schedules from the design consultant

5.3. Assignment location

The in-country assignment will be primarily based in Nairobi, Kenya, at Kenya Railways offices. Periodic site visits to the Nairobi-Thika rail corridor and associated project sites will be required. Remote working arrangements may be accommodated for specific tasks such as document reviews, per agreement with the Client and ensuring effective communication and responsiveness.

6. Qualification and Experience

The individual expert shall be a suitably qualified Urban Designer with the following skills

6.1. Minimum Qualifications:

- (i) Must have a Bachelor's of Architecture, Urban Planning, Economics or equivalent degree from a recognized higher learning institution.
- (ii) Minimum 15 years of professional experience in urban design, urban/transport planning and urban/transport economics.
- (iii) At least 5 years of relevant experience focusing on TOD, including having led TOD assessments/studies.
- (iv) Must be a Registered professional by relevant regulatory body from the country of origin/residence of the expert.
- (v) Experience on Land Value Capture projects is an added advantage.

6.2. Experience and competencies

- i) Proven experience in TOD strategy development, station area planning, and mixed-use urban developments.
- ii) Familiarity with land-use policies, zoning regulations, and planning frameworks for station area development.
- iii) Strong knowledge of sustainable transport principles, including pedestrianization, NMT infrastructure, and multimodal integration.
- iv) Be knowledgeable and have exposure to international practices in rolling stock, signaling, communication and onboard equipment devices.
- v) Ability to exercise sound and timely judgment
- vi) Exceptional interpersonal skills and effective communication both orally and in writing;
- vii) Analytical and problem-solving skills
- viii) Presentation, reporting, editing, and proof-reading skills;
- ix) Leadership and administrative skills;

The expert should be able to advise the PIT and KRC on all aspects of the project with regard to interpretation of recommendations made by consultant(s) in feasibility studies and design reports and will follow up on recommendations from the consultants' reports.

7. Reporting

The individual expert will report to the PIT Team Leader.

8. Terms of Payments

8.1. Payment Basis;

Payments shall be made monthly based on actual person-days worked, supported by invoices and certified timesheets approved by the Project Team Leader. The minimum threshold for payment certification is 10 person-days.

8.2. Payment Frequency

Payments shall be made monthly, subject to submission and approval of timesheets and brief progress reports.

8.3. Contract Ceiling

The total payments shall not exceed the ceiling corresponding to twelve (12) person-months (264 person-days).

8.4. Approval of Payments

All payments shall be subject to approval by the Project Team Leader.

8.5. Reimbursable Expenses

Reimbursable expenses shall be limited to pre-approved travel and subsistence costs and shall be reimbursed at actual cost upon submission of supporting documentation.

8.6. Estimated Time-Input

The table below presents the estimated time-input for the assignment. The allocation of person-days below is indicative only and may be adjusted based on assignment requirements. It does not constitute payment milestones.

Table 1: Indicative Level of Effort Allocation

Item	Activity	Activity Description	Output / Deliverable	Estimated Expert Input Duration (Person-Months)
1	Inception Phase	Review and familiarization with all relevant project documents, contracts, and feasibility study inception report any other technical support related to the project	Expert's Inception Report and comments as applicable	1
2.1	Feasibility Study	Review of Draft Feasibility Reports (as per Section 3(vii)) any other technical support related to the project	Review Report on Draft Feasibility Study and comments as applicable	1
2.2	Feasibility Study	Review of Final Feasibility Reports (as per Section 3(vii)) any other technical support related to the project	Review Report on Final Feasibility Study and comments as applicable	1
3	FEED / Basic Engineering Design (Corridor Level)	Review of Designs / FEED / Basic Engineering Reports and Bid Documents for Nairobi–Ruiru–Thika Line, Access Roads, and TOD	Review Report on FEED / Basic Engineering Designs and Bid Documents (Nairobi–Ruiru–Thika)	2

Item	Activity	Activity Description	Output / Deliverable	Estimated Expert Input Duration (Person-Months)
		any other technical support related to the project	and comments as applicable	
4.1	Network-Wide FEED Review	Review of Interim Design / FEED / Basic Engineering Report for Entire Commuter Rail Network, Access Roads, and TOD any other technical support related to the project	Review Report on Interim FEED and comments as applicable	1
4.2	Network-Wide FEED Review	Review of Draft Final Design / FEED / Basic Engineering Report for Entire Commuter Rail Network, Access Roads, and TOD any other technical support related to the project	Comments and Review Report on Draft Final FEED and comments as applicable	2
4.3	Network-Wide FEED Review	Review of Final Design / FEED / Basic Engineering Report and Bid Documents for Entire Commuter Rail Network, Access Roads, and TOD any other technical support related to the project	Comments and Review Report on Final FEED and Bid Documents and comments as applicable	1
5	Investment Program	Review of Investment Program for NCR Network, Station Areas, Access Roads, and Transit-Oriented Development any other technical support related to the project	Review Report / Comments on Proposed Investment Program and comments as applicable	1
6	Operations, Safety & Security	Review of Operations, Safety, and Security Plans any other technical support related to the project	Review Report on Operations, Safety, and Security Plans and comments as applicable	1
7	Capacity Building & Completion	Input into Capacity Building Program for Counterpart Staff and Verification of Completion Deliverables any other technical	Capacity Building Review & Completion Report and comments as applicable	1

Item	Activity	Activity Description	Output / Deliverable	Estimated Expert Input Duration (Person-Months)
		support related to the project		
	Total			12

8.7. Withholding of Payments

Payments may be withheld in case of unsatisfactory performance or missing reports.

8.8. Time Records and Audit

Time records may be audited by KR and the World Bank.

8.9. Currency of Payment

Payment shall be made in Kenya Shillings with a USD option for expatriate consultants.

9. Data, Services and Facilities

KR shall:

- i) Provide office space, with access to internet, printing, photocopying and document binding,
- ii) Provide requisite data and other information available within the company required by the individual expert for the assignment,
- iii) Assist the individual expert to access information from other organizations required for the assignment;
- iv) Facilitate transportation and accommodation costs in the event the expert is required to travel in execution of the assignment, as per existing company guidelines.

10. Confidentiality

The expert will be required to maintain confidentiality on all information that is not in the public domain and will be required to sign a Non-Disclosure Agreement.