

**NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY
AFRICA ENVIRONMENTAL HEALTH AND POLLUTION MANAGEMENT
PROGRAMME**

**TERMS OF REFERENCE (TOR) FOR CONSULTANCY SERVICES TO CONDUCT
REGULATORY IMPACT ASSESSMENT (RIA) FOR THE IMPLEMENTATION OF
THE PROPOSED EXTENDED PRODUCER RESPONSIBILITY (EPR)
REGULATIONS, 2024.**

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Client:

National Environment Management Authority

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Abbreviations and Acronyms used

- AEHPMP: Africa Environmental Health and Pollution Management Programme.
- CV: Curriculum Vitae
- UPOPs: Unintentional Persistent Organic Pollutants
- JICA: Japan International Cooperation Agency
- GEF: Global Environment Facility
- IDA: International Development Association
- RIA: Regulatory Impact Assessment
- MoECCF: Ministry of Environment, Climate Change and Forestry
- NEMA: National Environment Management Authority
- EMCA: Environmental Management and Co-ordination Act
- MoH: Ministry of Health
- KRA: Kenya Revenue Authority
- KNBS: Kenya National Bureau of Statistics
- KAM: Kenya Association of Manufacturers
- KEPSA: Kenya Private Sector Alliance
- KARA: Kenya Alliance of Resident Associations
- MEAs: Multilateral Environmental Agreements (ratified by Kenya)
- NGOs: Non-Governmental Organizations
- PRO: Producer Responsibility Organization
- PS: Principal Secretary

1. Background

The Africa Environmental Health and Pollution Management Programme is a regional GEF funded project under Chemicals and waste focal area result framework of GEF 6 cycle. It is implemented by the World Bank in five African countries of Kenya, Tanzania Ghana, Zambia and Senegal under the International Development Association (IDA). The AEHPMP will address environmental health risks from pollution associated with artisanal mining (mercury) and e- waste management in the region and provide opportunities for knowledge and experience sharing at the regional level through institutional strengthening, knowledge and capacity building as well as policy and regulatory enhancements. Furthermore, the AEHPMP will support the participating countries in efforts to demonstrate the application of technological tools for reducing the environmental health risks due to mercury and e-waste through pilot studies. The AEHPMP is designed to focus on specific commitments under the Stockholm and Minamata Conventions in each country in line with country priorities. The Kenyan Component's main goal is to reduce environmental and human health risks by improving e-waste management. It focuses on tackling the problem of electronic waste, particularly the risks associated with Unintentional Persistent Organic Pollutants (UPOPs).

The project's main objective is to strengthen the institutional capacity to manage and regulate e-waste and related UPOPs in Kenya. The components of this project include:

- Component 1: will support institutional strengthening, knowledge and capacity building.
- Component 2: will entail support to policy dialogue and regulatory enhancements
- Component 3: will provide support towards demonstrating the application of technological tools and economic approaches.
- Component 4: will handle project coordination and management.

2.Waste Management in Kenya

As of 2010, the daily per capita waste generation in Kenya was estimated at 0.6Kg. (JICA study). In Nairobi, daily waste generation was estimated at 2,400 tons as of 2020. The average collection of waste for disposal was estimated at about 60%, the remaining 40% being uncollected or disposed of at illegal dumpsites. Others are openly burnt or left to be swept off into storm drains.

Data on the exact amount of waste being generated and the amount being handled is not available as there is no systematic waste accounting system.

The dumpsites in all cities and urban centers are open dumps which lack any form of environmental protection features. The leachate from the dumpsites, the methane gas and the carbon dioxide from waste combustion at the dumpsites have been associated with various forms of health impacts. There are attempts by some county governments to establish sanitary landfills (Kiambu, Kisumu) and a waste to energy plant (Nairobi and Mombasa).

County governments are constitutionally mandated to manage the collection, transportation and disposal of municipal waste, but a large portion of that is currently being handled by private entities. Segregation of waste at source is still not being practiced in the country, and this makes material recovery a tedious process.

Hazardous waste is largely handled by private enterprises. Private entities have invested in waste transportation, material recovery, waste treatment as well as private waste disposal sites. Hazardous waste is also exported for material recovery and final disposal. Current legislation prohibits importation of hazardous waste into Kenya.

3.Regulatory Impact Assessment

Good-quality regulation is fundamental to the functioning of society and the economy of a country. To achieve better regulation, the government is required to work systematically to ensure that the regulations being adopted and implemented are of high quality. Therefore, the Regulatory Impact Analysis/Assessment (RIA) has been introduced to improve regulatory structures.

RIA is both a document and process for supporting decision-makers on whether and how to regulate to achieve public policy goals. RIA helps to improve the design of regulations by assisting policy makers in identifying the best solution to address a policy problem. RIA examines the costs and benefits of regulation and non-regulatory alternatives of achieving policy goals, in order to identify the approach that is likely to deliver the greatest net benefit to society. RIA assists in promoting policy coherence by pointing to the tradeoffs inherent in regulatory proposals, and identifying who is likely to benefit from a regulation and who will bear the costs. RIA can also improve the use of evidence in policy making and help avoid regulatory failure arising from unnecessary regulation, or failing to regulate when regulation is needed. RIA documents the evidence and increases accountability of policy decisions.

The key elements of RIA are:

- Problem or issue statement,
- Objectives,
- Options,
- Impact analysis,
- Consultation,
- Conclusion and recommendation,
- Strategy for implementation.

The level of analysis in the RIA depends on the likely impact of the proposal.

4.EPR in Kenya

The Sustainable Waste Management Act, 2022 requires every producer to bear extended producer responsibility obligations to reduce pollution and environmental impacts of the products they introduce into the Kenyan market and waste arising therefrom. Every producer is to fulfill their extended producer responsibility obligations individually or collectively in a compliance scheme.

EPR is an environmental management approach in which a producer's responsibility for a product is extended to the post-consumer stage of a product life cycle.

Implementation of EPR is to be done pursuant to regulations issued by the Cabinet Secretary responsible for matters environment; hence the formulation of the EPR Regulations, 2024.

5.The Aim of the Assignment

The aim of this assignment is to undertake a Regulatory Impact Assessment (RIA) of the proposed Extended Producer Responsibility Regulations, 2024 on behalf of the MoECCF and NEMA. The main objective of is to assess and analyze the likely benefits, costs and effects of the proposed Extended Producer Responsibility Regulations, 2024, its prospective impacts on the society (social, economic and environmental) and to offer the most appropriate solutions based on the assessment and analyses.

6. Specific objectives of the assignment

The specific objectives of the assignment are to:

- Define the problem(s) with respect to the management of waste in Kenya and to determine the cause(s) of the defined problems.
- Analyze the baseline situation with respect to Extended Responsibility practices (such as takeback systems etc.) in Kenya.
- Identify the costs (including hidden costs) and benefits associated with the proposed Extended Producer Responsibility Regulations, 2024 to all relevant stakeholders.
- Conduct cost benefit analysis and select optimal alternative(s) to achieve the desired objectives while ensuring the minimum possible cost to society as a whole.
- Develop regulatory alternatives aimed at addressing the post-consumer product waste management problems identified above.
- Conduct formal public consultations with the identified key stakeholders to validate the regulatory options to be adopted as proposed in the RIA report.

7. Scope of the assignment

This RIA on the proposed Extended Producer Responsibility Regulations, 2024 will include in its scope the following key elements:

- Problem or issue statement
- Objectives of the revised regulation
- Options (regulatory and non-regulatory etc.)
- Impact analysis (of the regulation)
- Consultation with key stakeholders
- Conclusion and recommendations
- Strategy for implementation of the revised regulation.

8. Duties and Responsibilities of the client

- Facilitate requisite advance introductory letters for the consultants (as may be required for various purposes such as immigration, meetings, data access etc.).
- Provide working space for consultants to hold meetings with project/NEMA team.
- Facilitate stakeholder logistical arrangements for meetings and workshops.
- Respond to request for information (by the consultant and the bank) within reasonable time frames.
- Review consultant's reports, work plans etc. and provide comments in good time.
- Attend scheduled meetings and calls and keep time.
- Use intellectual property within the agreed scope of the project only.
- Settle consultant invoices in time (upon approval of deliverables).

9. Duties and Responsibilities of the consultant

The RIA will be conducted by a firm of consultants, who will closely work in consultation with and under the guidance and supervision of the AEHPMP Coordinator. The Consultant will be responsible for the following tasks:

Task 1: Review the existing policies, legislation, regulations, relevant MEAs, International Good Industry Practices and guidelines related to the generation, segregation, collection, storage, transportation, recovery and disposal of waste; and other related documents to develop a work-plan including the RIA methodology. These shall include among others:

- The Environment Policy of Kenya.
- Kenya Vision 2030
- EMCA No.8 of 1999
- The Environmental Management (Waste Management) Regulations, 2006.
- The Sustainable Waste Management Act, 2022
- The Draft Toxic and Hazardous Chemicals and Materials Management Regulations, 2019
- The Controlled Substances regulations, 2009.
- The Draft E-waste Management Regulations, 2023.
- The Draft Extended Producer Responsibility Regulations, 2024.
- The Rotterdam Convention
- The Basel Convention on Transboundary Movement of Waste and their Safe Disposal
- The Stockholm convention
- The Minamata Convention
- The Montreal Protocol
- The Kigali Amendment
- The Bamako Convention

In undertaking this task, the Consultant is expected to:

- a) Conduct desk reviews of the existing legislation and documents on EPR principles, environmentally sound management of post-consumer waste. Study all relevant and available documents including but not limited to documents on EPR systems, description and methodology of applying management principles on EPR, case studies of thriving EPR systems in the world, previous analyses documents available on implemented EPR regimes.
- b) Undertake stakeholder mapping, stakeholder analysis and formulate strategies for stakeholder consultation.
- c) Hold introductory meetings with the MoECCF, NEMA, KRA, KEBS, KNBS, KAM, KEPSA, Waste Handlers and any other relevant stakeholders and any other relevant stakeholders to understand their mandate, significant concerns and their views with respect to the formulation and implementation of the EPR Regulations.

- d) Design a work-plan and a brief methodology to conduct the RIA showing how each stage of the process will be carried out. This will form part of the inception report that will be submitted to NEMA for approval.

Under task 1; the consultant is expected to conduct desk reviews and study cases of thriving EPR systems in the world, as well as previous analyses on EPR systems in order to come up with:

1. Identification of Best Practices. These activities should aim to identify best practices based on solid evidence, including existing evaluations of implemented EPR systems, preferably published in peer reviewed journals, followed by evidence collected from other sources, such as gray literature and government reports. The literature review should also aim to identify the key elements that have been linked to the success or need to strengthen EPR systems, including the types of waste covered by the regulation, thresholds or characteristics of waste producers to which the regulations apply, the institutional capacity required to supervise and enforce regulations by government authorities at the national and sub-national level, and the use of sanctions and economic incentives to promote compliance.

2. Institutional Analysis.

The desktop analysis should also be expanded to include the institutional framework related to EPR and consider the formal mandates, organizational set-up, available resources, and constraints faced by relevant Kenya's organizations at the national and sub-national levels, as well as the formal and informal rules in place that have hindered responses to relevant policy measures in the past. The Consultant must assess the institutional capacity for planning, implementing, and enforcing policies and regulations, considering budget allocation and expenditures for the relevant ministries or agencies; number of staff and their qualifications; clear guidelines and rules of procedure; infrastructure (e.g. offices; vehicles; sampling and analytical equipment; monitoring stations; laboratories; information systems; etc.); and regular training for staff, among other aspects. The consultants should provide recommendations to address any shortcomings they find in relation to the existing organizational structure and allocation of resources to ensure that the proposed EPR measures can be adequately implemented, monitored and evaluated, and enforced.

3. Stakeholder Analysis

The consultancy should include a stakeholder analysis to obtain a comprehensive understanding of which social groups are likely to be affected (positively or negatively) by the EPR regulations. The ex-ante analysis of groups, parties, organizations and people that are likely to benefit and lose from these interventions should provide insights that the Government of Kenya (GoK) can use to: a) protect the vulnerable groups that face the highest risks from exposure from

waste and pollutants that will be included in the EPR scheme; b) identify potential supporters of proposed interventions; and c) understand the political economy dimensions of potential policy measures (e.g. what can be offered to influential losers, so that they do not oppose proposed reforms?).

The Stakeholder Analysis should be implemented based on the following steps:

a) Identify and Categorize Stakeholders. The consultants will identify stakeholder groups based on a literature review (including previous political economy analysis in the academic and journalistic media) and will validate this information by conducting key informant interviews with relevant agencies in government, the private sector, civil society, donor agencies, the media and research organizations. The consultant will characterize identified stakeholders according to their social and political status, their degree of organization, their location (if applicable) and any other relevant criteria identified by the consultants. Intermediary organizations that work with and for the poor and other vulnerable groups are an important source of information in identifying who the poor and vulnerable are, how they might be affected by the EPR regulations, and what their interests are. The consultant will pay particular attention to identifying and describing this stakeholder category and to making suggestions on how they can be involved in relevant consultations and decision-making processes.

The table below presents an example of how the information could be presented. While suggestions for broad stakeholder categories are listed, they should be expanded by the consultants as fit. The specific stakeholders need to be identified by the consultants.

Stakeholder categories	Specific relevant stakeholder	Characteristics (e.g. social, geographical, organizational etc.)	Interest in EPR
Government policy makers at the national and state levels			
Government agencies involved in designing, implementing and enforcing relevant regulations			
Government agencies that might	e.g. agencies that support		

work with communities or organizations that use lead in their activities	communities that produce glazed ceramics		
Civil Society Organizations involved in implementation	e.g. intermediaries that work with young children		
CSO with advocacy function			
Private Sector Organizations			
Workers in relevant sectors			
Media			
Donor agencies			

This step has a certain investigative character. The consultants will start out by identifying broad categories of groups which will be further specified over time and through several iterations.

b) Identify and assess the influence of stakeholders. The consultant should assess identified stakeholders against the categories listed below. All information sources (literature review, key information interviews, country knowledge) should be used to inform a preliminary assessment.

- **Influence:** the power a stakeholder has to facilitate or impede interventions to implement EPR regulations
- **Importance:** the priority given to satisfying the needs and interests of each stakeholder
- **Interest:** the perceived level of interest that each stakeholder has in the EPR system along a continuum from commitment to status quo to openness to change
- **Impact:** the degree to which waste and pollutants that will be managed through the EPR currently impacts each stakeholder, as well as the potential impacts of new interventions
- **Power:** the level of coercive power that the stakeholder has to command compliance in the regulatory process
- **Resources:** the level of resources that stakeholders possess and are able to bring to bear in the regulatory process
- **Legitimacy:** the degree of legitimacy of each stakeholder's interest, meaning the extent to which the stakeholder's claims are seen as appropriate by other stakeholders
- **Urgency:** the urgency that should be attached to the competing claims of each stakeholder.

The information can be presented in a table format by adding additional columns to the table above.

c) **Map stakeholders in different sets of matrices.** After the stakeholder table has been developed, the consultants should map the stakeholders' relationship onto matrices. As an example, the following matrix compares the degree of (high or low) interest in EPR regulations to the stakeholder's degree of (high or low) influence over their implementation. Each stakeholder is assessed along the dimensions of interest and influence and mapped into one of four possible cells.

Sample Table of an Importance/Influence Matrix

High interest/ Low influence	High interest/ High influence
A	B
C	D
Low interest/ Low influence	Low interest/ High influence

- **Box A** shows stakeholders with high interest in the implementation of the EPR system but with low influence: they require particular attention in the regulation's design and implementation to guarantee that their participation is ensured and interests protected.
- **Box B** shows stakeholders with high interest in EPR who can also significantly influence its impact. Particularly important would be to distinguish in this group the stakeholders who could stymie reforms because they could be negatively affected or feel threatened by the prospects of EPR regulations.
- **Box C** shows stakeholders who are of low priority and have low interest. Although they might need some limited involvement and monitoring, they are unlikely to be the focus of engagements to implement the EPR regulations.
- **Box D** shows stakeholders with high influence, who can affect the outcome of the regulatory process, but whose interests are not the target of the intervention. These stakeholders might be able to block, undermine, or skew the design or implementation of the EPR regulations and could constitute a "killer risk."

The report produced by the consultant should provide insights into the incentives, strategic behavior, interests, goals, and potential winners and losers from the adoption of the EPR regulations in Kenya.

4. Political Economy Analysis.

The consultants should elaborate on the stakeholder analysis described above by looking at key stakeholder groups' behaviors, interests, and incentives. The political economy analysis would therefore provide key insights about how to mobilize project supporters, how to address opposition from powerful groups with vested interests, and how to build coalitions to ensure potential obstacles to the approval or the EPR regulations and their implementation are tackled. An expanded political economy analysis could provide additional insights into why formal rules are not always followed or enforced, which will be key in achieving project objectives.

5. Economic Efficiency of Interventions.

The consultant should conduct a cost benefit analysis (BCA) of the proposed EPR regulations. The BCA must estimate the Net Present Value and Benefit-Cost Ratio of the proposed regulations. The Consultant must document and cite data sources and evidence, explain the assumptions and methodology used, and provide an interpretation of the results and sensitivity analysis. Key variables that must be documented include data and assumptions used to estimate market and non-market economic costs and benefits included in the analysis, timeframe, and discount rate.

The Consultant shall submit as deliverable; a spreadsheet with all the calculations used for the BCA. Worksheets must be unlocked, well-organized, include all formulas and clearly label data and results. The worksheet must be easy to read and understand by someone who did not participate in its elaboration. To that end, the worksheet must include a "Read me" tab describing the content of the rest of the tabs in the worksheet. A summary of the key parameters and their sources and assumptions should also be included as a specific tab in the worksheet.

Task 2: Conduct the RIA on the proposed EPR Regulations and produce a draft report in consultation with relevant stakeholders. The draft report shall be presented to the AEHPMP Coordinator in both hard and soft copies (in MS Word and PDF formats).

In conducting the assessment and preparing the draft RIA, the consultant will focus on the following key RIA elements among others:

- a) Defining the regulatory problem, causes and consequences. The problem to be solved by the proposed EPR Regulations should be precisely stated, giving evidence of its nature and magnitude, and explaining why it has arisen (scope, rationale and justification). These shall include among others:
 - i. Take-back systems
 - ii. Industrial symbiosis

- iii. Individual and collective extended producer responsibility schemes.
 - iv. Research and development, awareness creation and communication strategies.
- b) Defining objectives and regulatory measures that address the identified problems; including ongoing interventions by the government, key features of the regulatory measures already in place and the current state within which action is proposed; related government decisions, legislation, or Regulatory Impact Statements in this area that are relevant to this problem.
 - c) Identifying and analyzing the scope of the EPR Regulations, targeted products and wastes, ongoing government actions; direct and indirect economic, social and environmental impacts, administrative obstacles and benefits of implementing EPR schemes.
 - d) Collecting data from relevant stakeholders as per the approved methodology.
 - e) Conducting a cost-benefit analysis of implementing the EPR Regulations in Kenya as proposed.
 - f) Analyzing financing mechanisms for implementing the EPR Regulations.
 - g) Assessing implementing different scenarios including the option of “no Regulations in place”.
 - h) Undertaking thorough consultations with all relevant stakeholders (in English and/or Kiswahili languages) including related Ministries, NGOs, manufacturers, cottage industry associations, recyclers, distributors, retailers, importers, waste handlers, PROs to discuss EPR implementation and how it will impact them.
 - i) Preparing a Draft RIA Report that includes how the new arrangements will be implemented, how the new arrangements will be monitored, and financing mechanisms for implementing the proposed new arrangements.
 - j) The consultancy shall conduct comprehensive analysis and propose recommendations before organizing workshops and disseminating the results. Workshops and dissemination of results shall be conducted after knowing and analyzing whether the proposed policy measures are efficient (e.g., based on the cost-benefit analysis), politically feasible (e.g., based on the political economy analysis) and technically feasible (e.g. based on the institutional analysis).
 - k) Facilitate a two-day workshop to present the main findings of the assessment to NEMA and the AEHPMP project coordinating organs.
 - l) Conduct a two-day national workshop to validate the main findings of the assessment to key identified national stakeholders.
 - m) Incorporate feedback from the validation workshops above into a 2nd draft report.
 - n) Conduct one final debriefing session of the 2nd Draft RIA Report to the AEHPMP Coordinating Unit and the National Steering Committee of the project for final approval.

Task 3: Submission of the Final RIA Report

- Compile the final RIA report and submit three hard copies to NEMA.
- Undertake an official handover of the final report to the client.

10. Duration and Location of the Assignment

The assignment will run for a period of four (calendar) months (84 working days) from the time the contract is signed. All reporting will be done to the Director General - NEMA through the project lead who shall be the AEHPMP Coordinator. The work is expected to be carried out according to an indicative work-plan drawn by the consultant and agreed with the client during the inception workshop. All payments to the consultant shall be done by NEMA. The assignment will be carried out in Kenya.

Expected Outputs & Deliverables Timeframe

Output	Deliverable	Timelines
Deliverable 1	Inception report	Two weeks after signing the contract
Deliverable 2	A draft report of the detailed RIA in consultation with relevant stakeholders which covers desktop reviews and stakeholder engagement reports	Two months after signing the contract
Deliverable 3	Stakeholder validation workshops/meetings reports	Three months after signing the contract
Deliverable 4	A second draft RIA report that incorporates stakeholder validation inputs.	Three months and two weeks after signing the contract
Deliverable 5	Final RIA report	4 months after signing the contract

11. Payment schedule

All payments will be made upon approval of each deliverable by the Consultancy Contract Management Committee.

Payments shall be made in the following manner:

Output	Deliverable	Payment
Deliverable 1	Inception report	20%
Deliverable 2	A draft report of the detailed RIA in consultation with relevant stakeholders which covers desktop reviews and stakeholder engagement reports	20%
Deliverable 3	Three stakeholder validation meetings reports	30%
Deliverable 4	A second draft RIA report that incorporates stakeholder validation inputs.	10%
Deliverable 5	final RIA report	20%

12. Required skills and experience of the Consultancy Firm

- **Core business and years in business:** The firm shall be registered/incorporated as a consulting firm with core business in the field of public policy, legislation & regulations formulation, review, implementation and assessment or equivalent for a minimum period of 10 years.
- **Relevant experience:** The firm shall demonstrate as having successfully executed and completed at least 2 assignments of similar nature, complexity and in a similar operating environment in the last 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.
- **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).

13. Key personnel requirements and qualifications

As a minimum, the firm shall have the following key experts amongst others.

No.	Key Expert	Minimum Qualifications	Minimum Experience
1.	Environmental Expert (Team Leader)	Masters in Environmental Science/Environmental Studies/ Environmental Engineering/ Natural Sciences or equivalent from a recognized university	<ul style="list-style-type: none"> • Minimum ten (10) years of experience in the field of Environmental Management/ Engineering and additional experience in conducting RIA on Waste Management and EPR Regulations will be considered a plus. • Must be registered and licensed by the relevant professional body(ies) as a practicing Environmental Expert. • Experience in development projects, including waste management and EPR sectors and work experience in Africa, and Kenya will be a plus. • Specific experience in conducting RIA on EPR Regulations in at least two countries.

			<ul style="list-style-type: none"> • Good project management skills and a good understanding of environmental assessment and public consultation. • Excellent writing and communication skills. • Strong interpersonal skills and ability to communicate and work well with diverse people. • Additional certification in Environmental Laws will be given preference. • Experience in International/ Regional level projects with a preference of local level projects. • The team leader will manage the entire assignment process and will be responsible for all deliverables, ensuring good quality standards
2.	Legal Expert (Deputy Team Leader)	Masters of Law/ Environmental Law	<ul style="list-style-type: none"> • 10 years post-graduate experience in formulation of policies, legislation and regulations, review of policies, legislation and regulations as well as in conducting Regulatory impact assessments • Must be registered and licensed to practice by the respective professional bodies to practice law.
3.	Economist / Financial Expert	Masters in Environmental Economics/ Commerce/ Finance	10 years post-graduate experience in public financing, analyzing financing mechanisms conducting cost-benefit analyses, and business economics and funding models.

4.	Social- Expert	Masters in Social Sciences (Sociology/ Anthropology/ Social Work/Community development).	5 years post-graduate experience in policy and legislative formulation, social impact assessment, stakeholder mapping, public participation and consultation.
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14. Management and Accountability of the Assignment

The Client will be represented by the Director General. The Project Coordinating Unit will be the Consultants ‘supervisor and shall be responsible for coordination of activities of the consultant. On a day-to-day work basis, the consultants shall work and report to the Project Coordinator.

and any other resources required to ensure successful execution of the contract.

15. Confidentiality, Propriety Rights of Client in Reports and Records.

All the reports, data, and information developed, collected, or obtained during the performance of the contract from the client or other Institutions shall belong to the Client. No use shall be made of them without prior written authorization from the Client.

At the end of the Services, the Consultant shall relinquish all data, manuals, reports and

information (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