



REQUEST FOR PROPOSAL

Consultancy Services for Development of the CCTTFA Strategic Plan for year 2026–2031

The Central Corridor Transit Transport Facilitation Agency (CCTTFA) is an intergovernmental organization established in 2006 with Member States including Burundi, DRC, Malawi, Rwanda, Tanzania, Uganda, and Zambia. CCTTFA invites eligible consulting firms to submit proposals for the development of new 5-Year Strategic Plan (2026–2031).

CCTTFA is transforming the Central Corridor into a Green Economic Development Corridor (GEDC). Following the adoption of the GEDC Vision and validation of Regional Value Chains (RVCs), the Agency seeks to mainstream the GEDC framework into a comprehensive Strategic Plan. This plan will guide the Corridor's long-term development, incorporating new mandates such as aviation promotion and economic value addition.

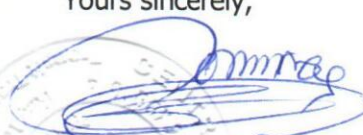
The overall objective of forming new 5-year Strategic Plan 2026–2031 is closely aligned with the GEDC framework by integrating all CCTTFA activities, projects, and interventions within the recently adopted GEDC Vision, Objectives and strategic pillars. The process will focus on defining how CCTTFA will implement its mandate expanded through the GEDC transformation process, including institutional restructuring options, based on a consultative and politically sensitive approach that ensures ownership and practical implementation.

The selected Consultant will undertake the following key tasks:

- **Review:** Assess existing plans, GEDC documents, and institutional arrangements.
- **Analysis:** Conduct a situation analysis (regional/global trends) and a comprehensive SWOT analysis focused on the GEDC mandate.
- **Strategic Alignment:** Refine CCTTFA's vision, mission, and goals to align with GEDC pillars (Productivity, Connectivity, Market Access, Green Transition).
- **Aviation Strategy:** Develop a strategy for the promotion of air transport and aviation safety/security (including SAATM and inter-modality).
- **Implementation Plan:** Prepare a detailed, costed action plan and M&E framework including cross-cutting themes (gender, digitalization).
- **Institutional Reform:** Propose amendments to CCTTFA's institutional framework to integrate stakeholders from beyond the transport sector.

For more information about consultancy requirements and how to apply on this work, please visit CCTTFA website at <https://centralcorridor-ttfa.org/consultancy/> Deadline for sending applications is Monday 2nd March 2026 at 11.00 hours (EAC Time).

Yours sincerely,


Adv. OKANÐJU OKONGE Flory
Executive Secretary,



**REQUEST FOR PROPOSALS (RFP) FOR CONSULTANCY SERVICE FOR
DEVELOPMENT OF THE FIVE YEARS STRATEGIC PLAN 2026-2031 FOR THE
CENTRAL CORRIDOR TRANSIT TRANSPORT FACILITATION AGENCY (CCTTFA)**

RFP NO: 500186/2024/2025/001/01/2025

INVITATION TO TENDER TIMETABLE	
Advertisement of the tender	31st January 2026
Questions from Suppliers due date	13th February 2026
Last date on which clarifications are issued by CCTTFA	19th February 2026
Deadline for submission of Bids	2nd March 2026 11.00 East Africa Time
Bid Opening date	2nd March 2026 at 11.15 East Africa Time
Notification of award to the successful tenderer	9th March 2026
Contracts start	18th March 2026

REQUEST FOR PROPOSALS (RFP)

Reference No: 500186/2024/2025/001/01/2025

Subject: DEVELOPMENT OF THE NEW CCTTFA FIVE YEARS STRATEGIC PLAN 2026-2031 FOR THE CENTRAL CORRIDOR TRANSIT TRANSPORT FACILITATION AGENCY (CCTTFA).

Date of Issue: 31st January 2026

Closing Date: 2nd March 2026 at **11.15AM**.

SECTION I: LETTER OF INVITATION

The Central Corridor Transit Transport Facilitation Agency (CCTTFA) is an Intergovernmental Organization established in 2006 through an Agreement by the governments of the Republic of Burundi, the Democratic Republic of Congo (DRC), the Republic of Malawi, the Republic of Rwanda, the United Republic of Tanzania, the Republic of Uganda and the Republic of Zambia. With the expanded geography, its mandate now covers the Central Corridor and the Southern Corridor with the main objective of facilitating trade and transport among member countries.

The Central Corridor Transit Transport Facilitation Agency (CCTTFA) intends to apply part of its budget to eligible payments under the contract for the development of the new five years strategic plan 2026-2031 for CCTTFA.

The Central Corridor Secretariat now invites sealed Proposals from eligible and qualified firms to provide the services outlined in this document.

Interested bidders may obtain further information Central Corridor Transit Transport Facilitation Agency website at <https://centralcorridor-ttfa.org/tenders-2/>

Proposals must be submitted via email to procurement@centralcorridor-ttfa.org before **2nd March 2026 at 11.00 Am (EAC Time)** Late proposals will be rejected.

Address for Submission: The Executive Secretary, Central Corridor Transit Transport Facilitation Agency (CCTTFA), Plot 84 Kinondon Rd. Accacia Estate, 2nd Floor-Office no.202 P.o.box 2372, Dar es Salaam, Tanzania.

SECTION II: INSTRUCTIONS TO BIDDERS

1. General

- 1.1 The procuring entity is the Central Corridor Transit Transport Facilitation Agency (CCTTFA).
- 1.2 The source of funds is the Agency's internal budget.
- 1.3 The services required are defined in Section IV (Terms of Reference).

2. Eligibility

- 2.1 This Tender is open to all eligible local and international firms.
- 2.2 Bidders must provide legal documentation proving the existence of their firm (Certificate of Incorporation/Registration, VAT Certificate, TIN etc).

3. Contents of Bid (Two-Envelope System)

The bid must be submitted into in two separate envelopes:

- **Envelope 1: Technical Proposal** (Company Profile, Methodology, Experience, Personnel, References).
- **Envelope 2: Financial Proposal** (Detailed Cost Breakdown).

4. Submission of Bids

- 4.1 Bids must be written in English.
- 4.2 Bids shall remain valid for a period of **60 Days** from the date of bid opening.
- 4.3 The bidder shall submit two separate files (technical proposal and financial proposal) The technical bids shall be evaluated by the technical committee and disqualify those which do not meet the technical specifications. Bids which meet the minimum threshold on technical scores shall be allowed to proceed to evaluation of the financial proposal.
- 4.4 The bidder must encrypt the financial proposal with password. The password shall be requested through email to those who passed /are successfully on the technical evaluation and invited to witness the opening.

5. Bid Opening

- 5.1 Bids will be opened virtually in the presence of bidders' representatives who choose to attend on **2nd March 2026 on 11.15am**. **The link will be shared**
- 5.2 During the opening the Chairperson will open technical proposal and read the Name of the bidder and number of envelopes submitted.

6. Bid Evaluation

- 6.1 The technical proposal will be assigned a weight of 80% and the financial proposal will be weighted at 20%.
- 6.2 Technical evaluation will be conducted based on the criteria stipulated in Section V
- 6.3 The formula for determining the financial scores (Sf) of all other Proposals is calculated as following:

$$SF = \frac{100xFM}{F}$$

in which

- "Sf" is the financial score,
- "Fm" is the lowest price, and
- "F" the price of the proposal under consideration. The weights given to the Technical (T) and Financial (P) Proposals are: T = 0.80 and P = 0.20 Proposals are ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal; P = the weight given to the Financial Proposal; (T + P = 1) as following:
 $S = St \times T\% + Sf \times P\%$.

7. Clarification of Documents

A prospective tenderer requiring any clarification may send enquiries by e-mail to the following address: procurement@centralcorridor-ttfa.org .CCTTFA shall respond to any requests for clarification sought by tenderers by adding an addendum on the CCTTFA Website to enable the tenderer to make timely submission and for all prospective tenderers to have a view of the same. The deadline for receiving the of clarifications is on 13th February 2026 and CCTTFA shall respond to the queries before 19th February 2026 .CCTTFA will not respond on any queries received before the stated date.

8. Clarification of Tenders

To assist in the examination, evaluation and comparison of tenders, CCTTFA may, at its discretion ask the tenderer for a clarification of its tender. No change in the prices or substance of the tender shall be sought, offered, or permitted. Any effort by the tenderer to influence CCTTFA in the tender evaluation, tender comparison or contract award decisions may result in the rejection of the tender.

9. Modifications and Withdrawals of Tender

The tenderer may modify or withdraw its tender after the tender's submission, provided that the modification, including substitution or withdrawal of the tenders, is received by CCTTFA prior to the deadline prescribed for submission of tenders. No tender may be modified after the deadline for submission of tenders.

SECTION III: BID DATA SHEET (BDS)

The following data for the goods to be procured shall complement, supplement, or amend the provisions in the Invitation to bid. In case of a conflict between the Instructions to Bidders, the Data Sheet, and other annexes or references attached to the Data Sheet, the provisions in the Data Sheet shall prevail.

S/n	Item	Descriptions
1	Name of Procuring Entity	Central Corridor Transit Transport facilitation Agency (CCTTFA)
2	Name of Assignment	RFP for development of the five (5) years strategic plan 2026-2031 for CCTTFA.
3	Source of Funds	CCTTFA
4	Contract Duration	120 days
5	Bid validity	60 days
6	Bid security	Yes, required inform of bid securing declarations
7	Submission Deadline	2nd March 2026 at 11.00am
8	Opening of tender	2nd March 2026 at 11.15am
9	Currency of Proposal	United States Dollars (USD)
10	Evaluation of Bids.	<p>Preliminary evaluation-under this bidder will be checked on commercial responsiveness.</p> <p>Technical evaluation- The competency of the firm will be evaluated and those passed minimum threshold of 70% should be considered for financial evaluation</p> <p>Financial evaluation: Only proposals that pass the Technical Evaluation (Score $\geq 70\%$) will have their Financial Proposals open and evaluated.</p> <p>Note: The contract will be awarded to the Consultant with the highest Combined Technical and Financial Score (Quality and Cost Based Selection).</p>
11	Allowable Manner of Submitting tender document	By email to procurement@centralcorridor-ttfa.org by addressing to The Executive Secretary, Central Corridor, Transit Transport Facilitation Agency, 2nd Floor, Room 202, Acacia Estates, 84 Kinondoni Road,

	P. O. Box 2372, Dar es Salaam, United Republic of Tanzania.
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SECTION IV: TERMS OF REFERENCE (TOR) AND SCOPE OF SERVICES

1. Background

The Central Corridor Transit Transport Facilitation Agency (CCTTFA) is an intergovernmental organisation established in 2006. Today, the following seven countries are Member States of CCTTFA: Burundi, DRC, Malawi, Rwanda, Tanzania, Uganda, and Zambia. The Agency is charged with the mandate of promoting the optimal utilization of the Central Corridor, encouraging the maintenance, upgrading, improvement and development of infrastructure and supporting service facilities covering ports, railways, inland waterways, roads, as well as land border posts along the Corridor to meet the needs and requirements of all stakeholders, ensuring open competition and reducing the cost of transit transport for landlocked Member States.

CCTTFA has advanced the transformation of the Central Corridor into a ***Green Economic Development Corridor (GEDC)***, a key objective of the 2021–2025 Strategic Plan. The GEDC Concept and Transformation Plan were adopted in 2023, followed by related amendments to the original *CCTTFA Agreement*. The GEDC transformation stage one concluded in March 2025 with the adoption by the Executive Board of a new Vision, Objectives, and the selection of four regional value chains (RVCs). Stage two was completed in October 2025 with validated RVC deep-dive assessments, prioritized Catalytic Anchor Projects (CAPs) and transformation roadmaps.

With the GEDC process now progressing, the next step is to fully mainstream it into the new CCTTFA 5-year Strategic Plan 2026–2031, making the GEDC the overarching framework for strategic planning and corridor development, based on updated mission and goals aligned with the GEDC framework that includes Vision, Objectives and Pillars, as validated by the Member States in 2025. This provides the strategic foundation for the planning and formulation process for the new 5-year Strategic Plan, further helping to embed the GEDC Vision among all stakeholders and support a shift in thinking regarding the future direction of the Central Corridor, including the evolving role and mandate of CCTTFA. In parallel to this consultancy, CCTTFA is engaging a 360 Degree Organizational Development (OD) process to define, with an inward-looking consultative approach, the institution’s adaptive path towards readiness for the Corridor’s long-term strategic transformation. This two-pronged approach will ensure maximum synergy in view of the Corridor’s ambitious and far-reaching new orientation.

Strategic Pillars and GEDC Framework

The previous Strategic Plan was oriented around five pillars:

1. Connectivity & Integration of the Central Corridor

2. Competitiveness & Resilience of the Central Corridor
3. Business & Regulatory Environment Along the Corridor
4. Corridor Coordination, Monitoring & Communication
5. Migration to an Economic Development Corridor

Thus, the fifth pillar was the transformation of the Central Corridor to an economic development/value corridor:

The updated pillars of the next Strategic Plan will be provided by the GEDC framework pillars, namely:

1. Productivity
2. Connectivity
3. Market Access
4. Green Transition

Many of the previous intermediate outcomes of the original five Strategic Plan pillars fit well into the GEDC pillars. Integrating them in the new Strategic Plan will further mainstream the GEDC framework and broaden the mandate of the CCTTFA in line with these target outcomes:

Outcomes under the first two Strategic Plan pillars now fall under ***Connectivity***:

- Pillar 1: Integrated Infrastructure Network
 - Improved inland waterways
 - Improved railways
 - Improved road transport
- Pillar 2: Enhanced Logistics Industry Business Competitiveness
 - Improved logistics operations
 - Improved logistics services

An outcome under the 3rd Strategic Plan pillar now falls under ***Market Access***:

- Pillar 3: Effective Policy and Institutional Environment
 - Enhanced corridor transport & trade policy

Another outcome under the 3rd Strategic Plan pillar now falls under ***Green Transition***:

- Pillar 3: Effective Policy and Institutional Environment
 - Enhanced compliance with social & environmental safeguards

The new Strategic Plan will incorporate additional and revised targets and outcomes to reflect the expanded mandate that CCTTFA will assume under the GEDC framework, especially under the new pillar ***Productivity***. Monitoring and evaluation, communications, digitalization and gender mainstreaming will be treated as cross-cutting functions across all strategic pillars and interventions. Through the partnership with GIZ, some ideas have been developed on how to sharpen the gender focus of the new Strategic Plan.

Projects and other intervention programmes

The GEDC process has produced a pipeline of 20 CAPs, with 12 prioritized by Member States in October 2025. In addition, the roadmaps have identified interventions under the GEDC framework pillars. These CAPs and related interventions need to be included in the new Strategic Plan, alongside other projects/interventions already identified by CCTTFA through other planning and project identification processes.

To maximize the mainstreaming of the GEDC Concept, the complete pipeline of CCTTFA projects should be organized according to the strategic pillars – which, as per above would align with the GEDC. It is anticipated that most of these projects will fall under the *Connectivity* pillar. The projects/interventions identified as part of the RVC assessments will then become part of a broader pipeline of GEDC projects (i.e. all projects that CCTTFA is to implement become GEDC projects) – while maintaining the distinction/elevation of the 12 CAPs that have been prioritized with consensus from the Member States.

Institutional and governance structuring

The institutional capacities and governance structures of CCTTFA will have to be adapted to accommodate and manage the expanded GEDC mandate. Different options shall be considered as part of the Strategic Plan development:

- Reform the existing CCTTFA Programmes to align with the new Pillars: *Productivity, Connectivity, Market Access, Green Transition* – development of priority RVCs is horizontal across these Pillars, rather than setting up RVC-specific programmes/structures;
- Maintain the existing CCTTFA Programmes as they are, but form specific working groups – with participants from Member States, including potentially government and private sector associations – for each priority RVC to discuss and recommend interventions specific to that RVC for integration into Programmes;
- Hybrid or combination – existing CCTTFA Programmes could be aligned with GEDC Pillars within CCTTFA and cross-stakeholders.

The Consultant will prepare a proposal on how the institutional framework of CCTTFA may need to be amended to mainstream the GEDC in order to integrate key stakeholders from beyond the transport sector. This shall be considered in the strategic planning exercise. For example, the STACON / STAREP in particular could be broadened to include the types of stakeholders that have been participating in the GEDC process from each Member State to-date. In the longer-term, the Inter-State Council of Ministers may need to be broadened beyond Ministers of Transport, for example to include Ministers of Finance, Ministers of Trade and Industry, and / or other Ministries.

1. SCOPE OF WORK WITH TENTATIVE TIMELINE

The overall objective of this consultancy assignment is to prepare the CCTTFA 5-year Strategic Plan 2026–2031, closely aligned with the GEDC framework by integrating

all CCTTFA activities, projects, and interventions within the recently adopted GEDC Vision, Objectives and strategic pillars. The process will focus on defining how CCTTFA will implement its mandate expanded through the GEDC transformation process, including institutional restructuring options, based on a consultative and politically sensitive approach that ensures ownership and practical implementation.

The selected consulting firm will undertake the following tasks:

- a) Review the implementation status of CCTTFA's existing plans, programmes, and institutional arrangements, including all GEDC related documents.
- b) Conduct a situation analysis, including regional/global economic trends, sustainability agendas, and developments in transport (including aviation), logistics, and related economic development driven by regional value addition and industrialization.
- c) Undertake a comprehensive SWOT and stakeholder analysis with focus on the expanded GEDC mandate and the SWOT analyses that have recently been conducted for the 4 priority RVC.
- d) Review and refine CCTTFA's vision, mission, goals, and objectives to reflect:
 - Transformation into a Green Economic Development Corridor;
 - Promotion of air transport and aviation safety/security.
- e) Considering that air transport/aviation was only recently included in the mandate of CCTTFA (through an amendment of the *CCTTFA Agreement*), develop a strategy for promotion of the aviation sector, building on GEDC CAP #5 Regional Air Freight Coalition, covering:
 - Adoption and operationalization of the Single African Air Transport Market (SAATM);
 - Strengthening of Bilateral Air Services Agreements BASAs and regional aviation agreements;
 - Integration of aviation with rail, road, and inland waterway networks (inter-modality).
- f) Prepare a detailed action plan for the implementation of the new Strategic Plan, including resource mobilization, monitoring & evaluation, cross-cutting themes communication, digitalization, gender, and risk management.
- g) Elaborate recommendations for CCTTFA's organizational adaptation and strengthening in line with the parallel 360 Degree / Organizational Development process, and partnerships with Member States, RECs, the private sector, and development partners.

Process and tentative timeline

Following the kick-off meeting with the Client, the Consultant will prepare an ***Inception Report***.

Once approved by the Client, the Consultant will prepare and submit an ***Interim Report*** covering the preliminary results of tasks a) to g) listed above. At this stage, the Consultant is expected to:

- maintain close liaison with the Client;

- carry out extensive consultations with key stakeholders including the Member States' relevant public and private actors and development partners;
- review best practices and success stories and lessons learnt within and outside the region;
- review ongoing initiatives geared towards similar objectives and ensuring that potential synergies are harnessed and any duplication of effort is avoided;
- Consider the Greater Mekong Subregion (GMS) development model, which was adopted by CCTTFA as a benchmark for its transformation into a GEDC.

The Consultant will take into account the Client's inputs to the Interim Report. The Interim Report will serve as the basis for the preparation of the ***First Draft Strategic Plan***.

After approval by the Client, the Consultant will present the ***First Draft Strategic Plan*** to a workshop of experts from CCTTFA's Member States for review and validation. This workshop will be convened by CCTTFA in the first half of June 2026.

The Consultant will incorporate comments from the experts' meeting into the Strategic Plan during the second half of June 2026. This will result in the ***Second Draft Strategic Plan*** to be submitted to the Client by second week of July 2026.

The CCTTFA Secretariat will submit the ***Second Draft Strategic Plan*** to the Extraordinary Executive Board for approval between August and September. Any comments and requests for modification from the Executive Board meeting will be communicated by the CCTTFA Secretariat to the Consultant for inclusion in the ***Final Strategic Plan***.

In addition to the ***Final Strategic Plan***, the Consultant will also prepare an ***Abridged Version of the Strategic Plan*** of 10 pages in A5 format. Both final products are due by September 2026. This will mark the end of the assignment.

2. DELIVERABLES

The Consultant will prepare the following deliverables:

1. ***Inception Report***: Summary of the kick-off meeting; Work plan detailing methodology, timelines, and stakeholder engagement approach; Stakeholder mapping and analysis report.
2. ***Interim Report***: Situation analysis containing assessment of the current institutional, economic, and operational context; Review of existing policies, programmes, and projects; SWOT analysis highlighting strengths, weaknesses, opportunities, and threats of CCTTFA in the context of its expanded mandate related to GEDC (this situation analysis will include a clear focus on articulating how Green Economic Development ("Green Growth") can serve as a key driver of achieving the Central Corridor's Goals for industrialisation and economic transformation); Identification of strategic

issues and options facing the corridor/organization; Analysis of alternative strategies and scenarios; Draft strategic objectives and priorities for the next 5 years aligned with the GEDC framework (in line with the parallel 360 Degree / Organizational Development process).

3. **First Draft Strategic Plan:** Presentation of vision, mission, core values, strategic goals/objectives, detailed strategies, programmes, and initiatives including cross-cutting themes for the 5-year period,, all fully streamlined with the GEDC framework and other related regional programmes and initiatives; Costing for the implementation of the Strategic Plan based on financial projections and budget estimates for each strategic initiative, aligned with the GEDC roadmap including previously prepared cost estimates; M&E framework including key performance indicators for each strategic objective, baseline data and targets, monitoring schedule and reporting framework. The First Draft Strategic Plan needs to be prepared in report format (WORD) plus a summary in PowerPoint format for presentation at the expert workshop.
4. **Second Draft Strategic Plan** (ready for submission to CCTTFA Executive Board): Incorporating all feedback from the expert workshop (and additional comments received via CCTTFA), a revised and completed version of the Strategic Plan, including final M&E framework, cross-cutting themes and costed implementation roadmap with timeline.
5. **Final Strategic Plan (full version accompanied by annexes):** Incorporating comments from CCTTFA Executive Board).
6. **Abridged version of the final Strategic Plan:** 10 pages of executive summary for dissemination as printed copy in A5 format.

Supervisory arrangements

The assignment will be carried out under the supervision of the CCTTFA Secretariat. The CCTTFA Executive Secretary will provide overall supervision of the assignment. The Executive Secretary will nominate a high-ranking expert within the CCTTFA Secretariat with whom the Consultant will liaise on a day-to-day basis. However, all CCTTFA's senior officials are expected to get involved as much as required in critical stages of the assignment in their respective areas of responsibility.

3. SPECIFIC INPUTS PROVIDED BY THE CLIENT

CCTTFA will make available all key documents and other materials at their disposal, which are likely to facilitate the fulfillment of this assignment.

CCTTFA will in particular avail the documents related to its past Strategic Plans, GEDC framework, Gender, as well as to relevant decision-making bodies' resolutions and directives. CCTTFA will also provide information on critical projects or programmes

conducted or planned with or without development partners’ support, as well as relevant documents pertaining to regional policy orientation on corridor development.

CCTTFA will provide any other assistance that may be needed in the course of this assignment. The CCTTFA Secretariat will assist in arranging meetings and securing appointments within the Member States and with the relevant RECs and other development partners. The CCTTFA Secretariat will also prepare and organize the stakeholders’ experts meeting and the high-level meeting.

All expenses incurred by the Consultant related to the assignment, including travel, local transport, accommodation, and subsistence during field visits and meetings outside the Consultant’s home office, will be covered under the assignment contract.

4. SPECIAL TERMS AND CONDITIONS / SPECIFIC AREAS

The assignment will be carried out over a 6-month period between March and September 2026. The Second Draft Strategic Plan must be available by end of July 2026, so that the CCTTFA Secretariat can present it to its Extraordinary Executive Board meeting between August and September 2026 for approval. The assignment will end on **30th September 2026**.

The following field visits will take place in the course of the assignment:

- Visits to the CCTTFA Offices in Dar es Salaam;
- A field visit to each of the Member States: Burundi, DRC, Malawi, Rwanda, Uganda, Tanzania, and Zambia;
- Participation in the experts meeting at a venue to be determined by the CCTTFA Secretariat.

Other visits may be scheduled for consultations with partners such as EAC, COMESA, SADC, AfDB, World Bank, AUC, AUDA-NEPAD, TMA, GIZ, and the Private Sector.

5. PROPOSED PAYMENT SCHEDULE

Deliverable	Timeline	Payment (%)
Upon Submission and Approval of the Inception Report	1 st Week of April 2026	25%
Upon Submission of the Interim Report	3 rd Week of May 2026	25%
Upon Submission of the Second Draft Strategic Plan	2 nd Week of July 2026	30%
Upon Submission and Acceptance of the Final Deliverables	4 th Week of September 2026	20%

SECTION V: QUALIFICATION AND EXPERIENCE REQUIREMENTS

Experience of the Firm

- The **consulting firm** must have a working experience with regional economic communities, corridor management institutions, regional value chains, projects in transport, infrastructure and industrial development, and development partners.
- The Consultant should have a lead expert with an educational background of a graduate degree (Master of Science or above) in multimodal transport, logistics, international trade/business management, economics, transport law, transport economics or a similar field.
- The Consultant should possess adequate qualifications and experience in assignments of a similar nature and be familiar with the prevailing institutional, infrastructural, and operational environments in the Central Corridor region or in Eastern Africa in general.
- The Consultant is expected to have a good knowledge and understanding of matters related to the development of the Central Corridor and have an insight into the broader perspective underlying the concept of an integrated development corridor and regional value chains.
- In addition, the Consultant should demonstrate:
 - i. At least 10 years of proven track record in undertaking international consultancy assignments;
 - ii. At least 10 years of organizational experience in transport corridor development, trade and transport facilitation, regional value chains, and regional integration in developing countries, especially in Africa, including work with development partners (e.g., TMA, AfDB, JICA, GIZ), RECs, CMIs, and regional industry associations dealing with cross-border trade and transport;
 - iii. Experience in preparing memos, notes, and reports for a high-level quality (the Strategic Plan will have to be validated by the Inter-State Council of Ministers);
 - iv. Experience in addressing teams in cross-cultural environments and engaging high-level policy decisionmakers;
 - v. Ability to mobilize teams that can travel across the Central Corridor Member States;
 - vi. Excellent written and verbal communication in both English and French;
 - vii. Strong skills in map making, power point presentations for clear visualization
 - viii. Experience in cross-cutting themes; gender, digitalization, communication, environmental sustainability including (climate change)
 - ix. Familiarity with organizational development (OD)

SECTION VI: EVALUATION

Proposals will be evaluated based on three (3) stages, that is Preliminary evaluation followed by **Technical Proposal** and the **Financial Proposal** evaluation. Consulting firms interested in developing the new Strategic Plan for the **Central Corridor Transit Transport Facilitation Agency (CCTTFA)** must meet the following minimum eligibility requirements below.

i. Minimum Eligibility Requirements

- a) Letter of submission signed by the Authorized Representative as per Annex IX.
- b) Legal registration and a valid operating license in the country of domicile.
- c) Evidence of tax compliance.
- d) Experience working in East, Central and Southern Africa or similar multi-country regional settings
- e) Evidence of Financial stability (audited accounts or equivalent for the last 2–3 years)
- f) Signed bid security in form of bid security declaration as per Annex IX.

***Failure to meet any of the above requirements will result in disqualification.**

ii. Technical Evaluation

Technical Evaluation Criteria and Scoring

Evaluation Criteria Description Weight (%)

Evaluation Criteria No.	Description	Weight (%)
A. Firm Experience		40%
A1.	General experience in strategic planning, institutional development, and long-term strategy formulation for at least 2 intergovernmental or regional organizations.	10
A2.	Proven experience in the formulation of strategies or masterplans for at least 2 of any Corridor Management Institutions (CMIs) or Regional Economic Communities (RECs) in areas related to Trade, Transport Logistics and RVCs development.	10
A3.	Demonstrated track record of undertaking a minimum of three (3) assignments within the past ten years in the fields of	20

	transport, logistics, corridor development, and/or regional value chain analysis and mainstreaming.	
B. Technical Team Qualifications		35
B1.	Demonstrated understanding of regional value chain integration and mainstreaming within transport, logistics, and trade facilitation frameworks. The proposed Team Leader must have a minimum of ten (10) years of experience in strategic planning for transport, logistics, or trade facilitation institutions.	15
B2.	Multidisciplinary expertise covering strategic planning, transport economics, regional integration, policy analysis, and stakeholder engagement	10
B3.	Demonstrated capability in conducting high-level national and regional stakeholder consultations	10
C. Methodology & Approach		20
C1.	Understanding of ToR and completeness of methodology	15
C2.	Proposed work plan and timeline	5
D. Language Proficiency		5
D1.	Demonstrated capability to work and produce reports in both English and French	5
Total Score Required for Shortlisting		
1.	Minimum qualifying technical score : 70%	
2.	Only firms scoring 70 points or above will proceed for the next stage of Financial Evaluation.	

**Firm passed the minimum threshold of 70% shall be considered for financial evaluation*

iii. **Financial Evaluation:**

All the vendor passed the technical evaluation will be invited for opening of the financial proposals.

SECTION VII: PROPOSAL SUBMISSION REQUIREMENTS

The Technical Proposal must include:

1. **Firm Profile:** Including a portfolio of previous work showcasing experience in strategic plan development and Letter of Submission.
2. **Detailed Proposal:** Addressing the specific needs as per scope of work (Methodology).
3. **Company Documents:** Certificate of Company Registration, VAT Certificate, TIN No, and Business License.
4. **References:** From previous clients for similar assignments.

The Financial Proposal must include:

1. **Proposed Cost Estimate:** A detailed breakdown of fees for key experts, development costs, licensing (if any), and additional expenses.

SECTION VIII: GENERAL TERMS AND CONDITIONS

1. Independent Contract

[a] Consultant acknowledges that it is an independent contractor who is responsible for providing all basic equipment and materials necessary for the completion of the tasks assigned, that it is not an agent of CCTTFA, and it has no authority, express or implied, to assume or create any obligations on behalf of CCTFA, or to receive any training from CCTFA.

[b] Consultant understands and acknowledges that performance of the Services may expose its employees to a variety of risks and dangers including, without limitation, disease or infection, acts of terrorism, hostage taking, other physical violence or threats to safety, theft, armed conflict, or civil unrest. These risks could result in injury, illness, temporary or permanent disability, property or financial loss, psychological trauma, or death. Consultant agrees that it will take full responsibility for its employees who are performing Services under this Contract and that its employees have agreed to undertake any assignment under this Contract voluntarily, and with full knowledge of its risks and dangers. Consultant further agrees that it will:

[i] take full personal responsibility for its employees' safety, security and health;

[ii] freely assume all risk of harm to or loss of health, life or property for its employees;

[iii] release and forever discharge CCTTFA (including its directors, officers, employees, agents and insurers) from any and all costs, claims, losses, damages, or liability of any nature arising in connection with any injury, illness, physical or mental trauma, property or financial loss, disability or death Consultant's employees may suffer as a result of performance of the Services for CCTTFA; and

[iv] secure from each of its employees performing Services under the Contract a written release and discharge forever of CCTTFA (including its directors, officers, employees, agents and insurers) from any and all costs, claims, losses, damages, or liability of any nature arising in connection with any injury, illness, physical or mental

trauma, property or financial loss, disability or death Consultant's employees may suffer as a result of performance of the Services for CCTFA.

2. Travel, Medical and Evacuation Insurance and Security Training

Consultant's employees, prior to mobilization, must be in possession of travel, medical and evacuation insurance which is valid through the Term of this consultancy and be sufficient to provide for emergency air transport from the country(ies) of assignment to his/her country of domicile.

In addition, and prior to mobilization Consultant shall be able to certify in writing and insure that each of its employees performing Services under the Agreement is in possession of such insurance and shall provide emergency contact details.

It is the Consultant's responsibility to ensure that where its employees are required to travel internationally for terms longer than six (6) months that, prior to mobilization, such employees have completed appropriate security awareness training applicable to the country of assignment.

By signing this agreement, the Consultant certifies that its employees have completed such security awareness training.

3. Non-Solicitation

During the Term, and for a period of one (1) year thereafter, Consultant will not directly or indirectly solicit or induce, or attempt to solicit or induce, any CCTTFA employee or consultant to leave his/her employment or consultancy with CCTTFA for any reason whatsoever.

4. Work Product

Consultant acknowledges that any work conceived, designed, improved or produced in the course of performing or providing the Services (including, without limitation, services, deliverables, copyrightable works, technical or other data, and intangible property of all kind) is the sole and exclusive property of CCTTFA ("Work Product"). Consultant waives any rights, including intellectual property rights, in all Work Product, and will not distribute or make any other use of Work Product outside CCTTFA without CCTTFA's express written authorization. Consultant hereby assigns to CCTTFA all right, title and interest in any Work Product, and/or any other work conceived, designed, improved or produced by Consultant's employees performing Services under this Contract, alone or with others, in the course of, or as a result of, this consultancy with CCTTFA, and agrees to execute and deliver to CCTTFA any additional documents that may be necessary to effectuate such assignment.

5. Confidentiality

Consultant acknowledges that any information obtained by its employees in performing this Contract regarding CCTTFA's operations, products, services, policies, systems, programs, procedures, employees, strategies, research, budgets, proposals, finances, plans, donor or business relationships, or any other aspect of its business that is not generally known to the public, is confidential and proprietary. During and after the Term, Consultant and its officers, directors, employees and any

other agents will hold such information secret and will not: (i) use such information for any purpose other than performance of this Contract; or (ii) disclose such information, directly or indirectly, to anyone outside CCTTFA, without in each instance the prior written consent of CCTTFA.

6. Representation

Consultant represents and warrants that (i) all information provided by Consultant to CCTTFA regarding the qualifications of its employees and of Consultant as an entity is true and correct in all material respects; (ii) the Services will be performed in a professional and workmanlike manner; (iii) Consultant is not restricted in any way, by Contract or otherwise, from entering into this Contract and performing the Services, and there are no actual or potential conflicts of interest in Consultant's engagement by CCTTFA; (iv) the work produced under this Contract will constitute the original work of Consultant's employees, and will not infringe any copyright, trade secret, contract or other intellectual property, proprietary or personal rights of any person, and will be free of any liens, encumbrances or other claims; and (v) Consultant is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this consultancy by any respective countries Authorities .

7. Legal compliance

In addition to all other laws applicable to Consultant and/or the Services,

[a] Consultant agrees that its officers, directors, employees or any other agents will not pay, offer or promise to pay, or authorize anyone else to pay or offer to pay money or anything of value to a foreign official, political party or party official, or any candidate for foreign political office, directly or indirectly, including through agents or intermediaries, with the intent to induce the recipient to misuse his/her official position to obtain or retain business for CCTTFA or to direct business to any other person; and

[b] Should the Consultant have any concerns related to fraud, waste, abuse or corruption under this Contract; either with their employees or anyone working for, or affiliated with CCTTFA , the Consultant should report allegations and concerns through below address;

To Executive secretary, Central Corridor Transit Transport Facilitation Agency (CCTTFA) Located at 2nd Floor, Acacia Estate, Plot 84 Kinondoni Road, Room 202 with P.O. Box 2372, Dar es Salaam, Tanzania.

8. Legal Liability

Consultant will not be liable to CCTTFA or to anyone who may claim any right due to any relationship with CCTTFA, for any acts or omissions by Consultant's employees in the performance of the Services, except where such acts or omissions are due to the negligence or the willful or intentional misconduct of Consultant's employees. CCTTFA will hold Consultant harmless for any obligations, costs, claims, judgments, attorneys' fees and expenses arising from the services performed by Consultant's

employees under this Contract, except when the same are due to the negligence or the willful or intentional misconduct of Consultant's employees.

9. Termination

[a] This Contract may be terminated by either Party at any time prior to its scheduled expiration date without cause by thirty (30) days written notice. In the event of such termination, CCTTFA will pay Consultant for the services performed by Consultant's employees prior to the effective date of termination. In addition, CCTTFA will reimburse Consultant for its employees' travel time, if any, to their points of origin, and any days for final report preparation, all as specified in the notice of termination.

[b] This Contract may be terminated by CCTTFA at any time prior to its scheduled expiration date by written notice to Consultant in the event that Consultant materially fails to comply with any covenant contained in this Contract. In the event of such termination, CCTTFA will determine the extent to which Consultant's employees have satisfactorily delivered Services prior to the effective date of termination and will determine the extent to which fees, if any, are payable to Consultant for the services performed.

10. Force Majeure.

In the event of *force majeure* - that is, an event not in existence on the Effective Date that is beyond the control and without the fault of either of the Parties, such as an act of God, natural or man-made disaster, strike, epidemic, lock-out, foreign or civil war, quarantine restriction or any other similar event, CCTTFA shall be entitled to terminate the Contract or any part thereof if the performance of the Services is prevented or significantly impaired by any such *force majeure*. In the event of such termination, Consultant shall be entitled to payment for Services completed and expenses incurred prior to termination, in accordance with this Contract.

11. Disputes

11.1 The parties shall use all reasonable endeavors to negotiate in good faith and settle amicably any dispute that arises during the continuance of this Contract.

11.2 Any dispute not capable of resolution by the parties in accordance with the terms of this Agreement shall be settled as far as possible by process within 14 days. No party may commence any court proceedings in relation to any dispute arising out of this Contract until they have attempted to settle it by mediation in accordance with the provisions of Clause 16.1.

11.3 Arbitration

11.3.1 If any dispute or difference cannot be amicably resolved by Parties; Within fourteen (14) days from its occurrence, or such longer time as mutually agreed, such dispute or difference may be submitted for settlement by arbitration in accordance with the Law of Arbitration (Arbitration Act, 2020

(Act No. 2 of 2020) of the United Republic of Tanzania or any statutory modification or re-enactment of it for the time being in force.

11.3.1.1 Any award of the arbitration tribunal shall include the reasons for such award. In those instances, where the dispute or difference referred to arbitration relates to or involves any matter or thing in respect of which the decision, opinion or determination of the Client or authorized officer is final and binding on Parties in terms of the Contract, such decision, opinion and/or determination as the case may be, shall be final, binding, and not subject to arbitration.

11.3.1.2 Each Party shall bear its own costs and expenses of arbitration.

11.3.1.3 The Consultant shall continue with balance portion of Work during the pendency of arbitration proceedings unless the subject matter thereof itself is a dispute pending before the arbitrators.

11.3.1.4 This Clause shall survive any termination, expiry or nullity of this Contract

11.3.1.5 All disputes arising out of this contract will be subject to Dar Es Salaam Jurisdiction.

12. Notices.

Except as otherwise specifically provided herein, any notice, request, document, or other communication submitted by either Party to the other under this Contract will be in writing, by e-mail or fax, and will be deemed duly given or sent when delivered to such Party at the following address:

13. Assignment.

Neither this Contract nor any of the duties and obligations under this Contract may be assigned or subcontracted by Consultant without the prior written consent of CCTTFA.

14. Amendment.

This Contract may be amended only by a written instrument signed by the duly authorized representatives of both Parties.

15. Partial Invalidity.

If any provision of this Contract is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions will nevertheless continue in force without being impaired or invalidated in any way.

16. Governing Law.

This Contract shall be governed by and interpreted in accordance with Tanzania law and the parties submit to the jurisdiction of the Tanzania courts.

17. Survival.

The following provisions shall survive the termination or expiration of this Contract: Sections 10, 12-14, 16, 19, 20 and 23.

18. Entire Agreement.

This Contract, including all Annexes, constitutes the entire agreement of the Parties with respect to the subject matter hereof, and supersedes all other agreements and understandings between the Parties, whether oral, written or electronic.

IN WITNESS WHEREOF **CCTTFA** and **Consultant** have each caused this Contract to be executed on their behalf, as of the Effective Date.

Sealed with the Common Seal of the
**CENTRAL CORRIDOR TRANSIT TRANSPORT
FACILITATION AGENCY (CCTTFA)**

Name:

Title:

Signature:.....

Date:.....

Sealed with the Common Seal of the Consultant,

Name:.....

Title:.....

Signature:.....

Date:.....

CCTTFA RESERVES THE RIGHT TO ACCEPT OR REJECT ANY OR ALL PROPOSALS

SECTION IX: FORMS

i. Bid Submission Form

.....[date]

To: [Full address of Procuring Entity (PE)]

We agree to provision of service specified in the Terms of Refence and prices of the [name and identification number of quotation] in accordance with the Conditions of Contract accompanying this Tender for the Contract Price of [amount in numbers], [amount in words] in United state dollars..

We also offer to deliver the said service within the period ofdays/weeks / months (*delete as necessary*) as specified in the bid data sheet.

This quotation and your written acceptance of it shall constitute a binding Contract between us. We understand that you are not bound to accept the lowest or any quotation you receive.

We agree to abide by this Tender for the Tender Validity Period specified in **bid data sheet**, and it shall remain binding upon us and may be accepted at any time before the expiration of that period.

We are not participating, as Tenderers, in more than one Tender in this tendering process, other than alternative offers in accordance with the Tendering Documents.

We declare that our quoted price did not involve agreement with other tenderers for the purpose of tender suppression.

We hereby confirm that this quotation complies with the conditions required by the invitation for quotations.

Authorized Signature:

Name and Title of Signatory:

Date:

Name of Tenderer:

Address:

ii. Tender Securing Declaration forms

FORM: TENDER SECURING DECLARATION

[The Tenderer shall fill in this Form in accordance with the instructions indicated]

Date: *[insert **date** (as day, month and year)]*

Tender No.: *[insert **number of tendering processes**]*

To: *[insert **complete name of Procuring Entity**]*

We, the undersigned, declare that:

We understand that, according to your conditions, tenders must be supported by a Tender-Securing Declaration.

We accept that we will automatically be suspended from being eligible for tendering in any contract with the Procuring Entity for the period of time as determined by the Authority if we are in breach of our obligation(s) under the tender conditions, because we:

- (a) have withdrawn our Tender during the period of Tender validity specified in the bid data sheet.
- (b) does not accept the correction of errors in accordance with the Instructions to Tenderers (hereinafter "the ITT") of the IFT
- (c) having been notified of the acceptance of our Tender by the Procuring Entity during the period of Tender validity, (i) fail or refuse to execute the Contract, if required, or (ii) fail or refuse to furnish the Performance Security, in accordance with the ITT.

We understand this Tender Securing Declaration shall expire if we are not the successful Tenderer, upon the earlier of (i) our receipt of your notification to us of the name of the successful Tenderer; or (ii) twenty-eight (28) days after the expiration of our Tender.

Signed: *[insert signature of person whose name and capacity are shown]* In the capacity of *[insert legal capacity of person signing the Tender Securing Declaration]*

Name: *[insert **complete name of person signing the Tender Securing Declaration]***

Duly authorized to sign the Tender for and on behalf of: *[insert **complete name of Tenderer]***

Dated on _____ day of _____, _____ *[insert **date of signing]*** Corporate Seal (where appropriate)

[Note: In case of a Joint Venture, the Tender Securing Declaration must be in the name of all partners to the Joint Venture that submits the tender]

End of Tender Document