



Northern Corridor Transit and Transport Coordination Authority

TERMS OF REFERENCE FOR THE *FINAL* EVALUATION OF THE NCTTCA STRATEGIC PLAN 2012 – 2016 AND THE DEVELOPMENT OF THE STRATEGIC PLAN 2017-2021

I. INTRODUCTION

a) The Northern Corridor

1. The Northern Corridor is the transport corridor linking the landlocked countries of the Great Lakes Region with the Kenyan maritime sea port of Mombasa. The Northern Corridor Agreement for Transport Infrastructure development and Trade facilitation is a regional cooperation with a view to facilitating their interstate and transit trade, between the Member States of Burundi, Kenya, Rwanda, Uganda and DRC signed in 1985; later joined by South Sudan in 2012.
2. The Northern Corridor Transit and Transport Coordination Authority (NCTTCA) was mandated by its Member States to transform the Northern (transport) Corridor into an economic development corridor through Spatial Development Programme (SDP) and making the corridor a seamless, efficient and smart Corridor. More recently, the Northern Corridor Integration Summit had mandated the Secretariat to monitor the performance of the Corridor and report regularly.

b) Northern Corridor Transit and Transport Agreement (NCTTA)

1. The Northern Corridor Transit and Transport Agreement (NCTTA) is a multilateral treaty for facilitating the movement of transit cargo from the port of Mombasa toward the hinterland of the Member States. Signed in 1985 and ratified in 1986, NCTTA offers a mechanism for the facilitation of transit trade in the landlocked countries through the

port of Mombasa. To ensure its implementation, NCTTA led to creation of the Northern Corridor Transit and Transport Coordination Authority (NCTTCA).

2. The objective of the NCTTA is to promote the use of the Northern Corridor as the most efficient way for land transport between respective countries and the sea; and to offer the right of transit to the signatory countries in order to facilitate the movement of goods through respective territories and to provide all the necessary transit traffic facilities between them, in accordance with the provisions of the agreement. Consequently, member countries are called upon to deploy efforts in order to guarantee:
 - a) An expeditious movement of traffic and to avoid unnecessary delays to the movement of goods in transit in their territories;
 - b) Minimal incidences of customs fraud and taxes;
 - c) Simplification and harmonization of documentation and procedures regarding the movement of goods in transit; and
 - d) Cooperation in the development and improvement of infrastructure, transport and communications facilities.

c) *The 2012 – 2016 Strategic Plan*

3. The NCTTCA made substantial progress toward the attainment of the objectives and outputs of the previous Strategic Plan. Very important lessons have been learnt during the implementation of the Strategic Plan. Hence, the current Strategic Plan not only builds upon the achievements of previous one, but has also taken into account the lessons that have been drawn during the implementation of the previous strategic plan.
4. As reflected in the mission statement, the focus of the current strategic plan is the reduction of the cost of doing business through the harmonization of transport policies and regulations, simplification of trade procedures and enhanced involvement of the private sector in the improvement of Northern Corridor transport infrastructure facilities and services. The above actions aimed at contributing to the attainment of the NCTTCA's Vision of making the Northern Corridor the preferred corridor in the East and Central Africa region, with the most efficient trade and transport logistics chain, with a view to contributing towards regional integration and socio-economic development of the region.
5. The 2012 – 2016 Strategic Plan focuses on five strategic objectives (SO) meant to orient the five technical programs to translate the strategy into actions:
 - SO1: Development of opportunities and incentives for increased private sector investment and participation in the Northern Corridor
 - SO2: Expansion, modernization and improvement of Transport Infrastructure and service relating to road, rail, pipeline, ports, inland waterways, Border Posts, terminals, communication systems and other related facilities.

S03: Harmonization and Streamlining of policies and legal framework for transport and Trade facilitation

S04: Enhanced Knowledge Management and Capacity Building

S05: Performance Monitoring and Evaluation

d) Funding Mechanism of the Authority

6. The resources of the Authority come from the following sources:

- i. Contributions of the contracting parties.
- ii. Funding of specific activities by donor agencies.
- iii. Exert a levy on goods loaded or unloaded at Mombasa Port or on goods leaving or entering any customs post using the corridor itineraries as defined in the agreement and its protocols.

II. OBJECTIVES OF THE *FINAL* EVALUATION OF THE NCTTCA STRATEGIC PLAN 2012 – 2016 AND THE DEVELOPMENT OF THE STRATEGIC PLAN 2017-2021

7. The *final* evaluation of the NCTTCA Strategic Plan 2012 – 2016 will assess the progress made in the implementation of the Plans (at the secretariat and Countries levels), as well as identify issues and recommend course corrections. It will also highlight issues and challenges affecting effective and efficient implementation of outputs and their contribution to outcomes and impact and recommend whether results obtained thus far warrant amendments.
8. The exercise will focus on two angles:
 - a. to evaluate the level of efficiency of the five year plan with regard to NCTTCA vision and mission, by applying “SWOT” Strength, Weakness, Opportunity and Threats analysis.
 - b. Define and present the objectives and indicators of the Strategic Plan based on “SMART” approach (SMART: Specific, Measurable, Accepted by all, Realistic, and with defined Time table).
9. The evaluation will be the basis to streamline and incorporate new developments and institutional changes in the Northern Corridor Region and improve the design, implementation arrangements and/or institutional linkages to be captured in the Strategic Plan 2017-2021 to foster robust interventions by the Secretariat.

III. SCOPE AND METHOD OF WORK

10. The Consultant is expected by the Secretariat to conduct the following tasks:

- a. To analyze the level of realization of activities for every Programme at the Secretariat level as well as Member States.
- b. To analyze with the help of the selected indicators and logical framework of the Strategic Plan, the advancements along the Northern Corridor since the implementation of the Plan.
- c. To make a multi-criteria analysis of the realization of the plan, and present the evaluation report.
- d. To review the objectives, targets and indicators including TOP tools and the monitoring mechanisms using the SMART approach.
- e. Review and evaluate the current funding mechanism and propose a strategy for fund mobilization for the Strategic Plan 2017-2021.
- f. Based on the evaluation findings, come up with clear recommendations for better programming in the next Strategic Plan.
- g. Develop the New Northern Corridor Strategic Plan 2017-2021.
- h. Organize a validation workshop to present the draft final of the New Northern Corridor Strategic Plan 2017-2021.
- i. Produce the final Strategic Plan 2017 – 2021.

IV. PERSONNEL

11. The Consultant to be mandated to carry out this evaluation must have thorough knowledge of Transport Economics and Evaluation of regional institutions.

12. The Consultant must have an experience of at least ten (10) years in the field of Transport Planning and Trade Facilitation. Experience in Regional Integration and IT skills are added advantages.

13. The Consultant must have sufficient knowledge of the Northern Corridor region and experience in planning. S/he must have conducted similar assignments in the past, and show proof of objectivity, rigour and impartiality in the analysis. In addition, s/he must possess a working knowledge of English or French as working languages. Knowledge of both languages is an added advantage.

V. TIME FRAME

14. The realization of the evaluation and development of the New Strategic Plan should be spread over a six (6) month period. The Consultant will start his/her services within two weeks following the date of the signing of the contract. Given the urgency and necessity of the evaluation, work should start by July 2016.

15. The commencement date is that of the signing of the Contract for the service delivery; thus, the work should be executed in accordance with the below time frame:

Signing of the Contract	D - Day	Schedules
Commencement of Work	D - Day + Immediately	11 th July 2016
Inception Report	D - Day + 3 Weeks	1 st Aug. 2016
Draft Final Reports	D - Day + 11 Weeks	29 th Sep. 2016
Organization of Workshop	D - Day + 13 Weeks	17 th Oct. 2016
Final Report	D - Day + 17 Weeks	17 th Nov. 2016

VI. ORGANIZATION AND MANAGEMENT OF THE ASSIGNMENT

16. The Assignment shall be carried out under the supervision of the NCTTCA Secretariat, as the implementing agency. The Head of M&E will coordinate the process in collaboration with the Head of Programme, Transport Policy and Planning, under the overall supervision of the Executive Secretary.
17. Where necessary, all Member States together with the Northern Corridor stakeholders will put at the disposal of the Consultant existing documents likely to facilitate the fulfillment and the smooth running of the task.
18. The Consultant must execute the services and complete his/her obligations successfully. With regard to the issues relating to the evaluation, the Consultant must act as an advisor and bring necessary support for the safeguard of the NCTTCA's legitimate interests.

VII. DOCUMENTS/DELIVERABLES

19. The Consultant must produce the following documents:
- a) An inception report
 - b) Draft Final Reports
 - c) A final Report/Strategic Plan Document
20. The inception report must present clearly and explicitly the evaluation criteria, as well as methods and techniques of data collection and review (instruments to be used must be attached). The inception report must be provided three (3) weeks after the signing of the Contract.
21. A summary report that includes the major findings from the evaluation of the current Strategic Plan will be submitted to the Secretariat before submitting the draft final of the Strategic Plan 2017-2021 document.
22. The draft final of the Strategic Plan 2017-2021 will be produced before the validation workshop with clear mechanisms for monitoring and evaluation during its implementation.

The draft final document shall be submitted to the Secretariat eleven (11) weeks after the signing of the Contract.

23. The Validation Workshop will be organized thirteen (13) weeks after the signing of the Contract; and thereafter a Final Strategic Plan 2017-2021 document will be submitted to the Secretariat seventeen (17) weeks after signing of the Contract.

24. All the documents to be produced must be written in English and French; and must be presented to the Secretariat in both printed and soft copies in CD-Room. The number of copies to be submitted will be discussed with the Consultant.

VIII. CLOSING DATE, TIME AND ADDRESS FOR SUBMISSION OF BIDS:

Closing Date of submission: Monday 30 June 2016

Closing Time: 15.00 hours [East Africa Standard Time]

Opening of Bids: Opening of Bids will take place on the 6th July 2016 at 16.00 at NCTTCA offices on Plot 1196 Links Road, Nyali Mombasa. Interested Bidders can attend.

Address for submission of Bids:

Bid Submission and any correspondences should be addressed to:

**The Executive Secretary,
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