

NORTHERN CORRIDOR TRANSIT AND TRANSPORT COORDINATION AUTHORITY



TERMS OF REFERENCE

Name of the Client : **Northern Corridor Transit and Transport Coordination Authority (NCTTCA)**

Name of the assignment: **Consultancy services for reviewing the Organizational Structure and updating Job Descriptions for the Staff of the Northern Corridor Secretariat**

The client's representative : **Executive Secretary**

Address : **The Executive Secretary**

**Northern Corridor Transit and Transport
Coordination Authority (NCTTCA)
1196, Links Road, Nyali
P. O. Box 34068 – 80118
Mombasa, Kenya**

TENDER CLOSING DATE: Friday 7th MARCH 2025 at 11:00AM

FEBRUARY2025

A. BACKGROUND AND JUSTIFICATION

1. The Northern Corridor is a Multimodal Transport and Trade route linking the landlocked countries of the Great Lakes Region with the Kenyan maritime seaport of Mombasa. The institution oversees the implementation of all the activities under the mandate of the Northern Corridor Transit and Transport Coordination Authority (NCTTCA). The main role of the Authority is the facilitation of interstate and transit trade and transport amongst Member States of the Corridor.
2. The Member States of the Corridor include Burundi, Democratic Republic of Congo, Kenya, Rwanda, South Sudan and Uganda; bonded by a Treaty known as the Northern Corridor Transit and Transport Agreement (NCTTA). The multilateral Agreement has 12 protocols tailored to facilitation of transit cargo between the Kenyan Maritime Port of Mombasa and the hinterland of the Member States.
3. The Northern Corridor Secretariat is responsible for ensuring the implementation of the Agreement and there are currently six (6) Programs running at the Secretariat including Transport Policy and Planning; Customs and Trade Facilitation, Infrastructure Development and Management; Private Sector Investment Promotion; Finance and Administration; and Monitoring and Evaluation.
4. Staffing at the Secretariat comprises the Executive Office, Professional Staff; and Support Staff all of which contribute towards implementation of various Programs and Activities under the Secretariat's mandate. Each staff member performs his/her duties within the Secretariat as per the assignment of roles as determined by respective job descriptions.
5. The existing Northern Corridor Staff Job Descriptions has not been reviewed for quite a while. To accommodate the growing needs of the institution and provide a catalyst for efficiency and effectiveness, there is an emerging demand for alignment within the Programs and adjustments in the Job Descriptions of individuals within the Secretariat.
6. The Northern Corridor Secretariat therefore would like to review the responsiveness of the current organizational structure, review the existing Job Descriptions of Staff and come up with a structure and job descriptions that speak to the emerging needs and challenges of facilitating trade in the corridor.

B. OBJECTIVE

7. The overall objective of this consultancy is to review and update, where necessary, the organisational structure of the Secretariat and the existing job descriptions and roles of staff to promote efficiency and effectiveness in line with the mandate of the institution. The specific objectives include:

- Review and recommend development of a clear hierarchical and professional organisational structure with streamlined program areas and competent staff with well-defined roles and responsibilities.
- Determine the classification of any newly established positions, with clear salary levels and job descriptions in view of existing job classification.
- Conduct a functional analysis of the organization/staff involved in implementing activities/programmes of the Secretariat including support staff to determine the current mandates, roles, responsibilities, Job Descriptions and accountabilities therein.
- Review areas of overlap within the programs, positions and responsibilities and suggest areas where re-alignment of roles is needed, and creation or scrapping of positions where necessary.

C. SCOPE OF THE WORK

- i. The consultancy scope of work will be **to Review and update the organizational structure and analyse existing job descriptions and suggest areas where re-alignment or improvement thereto is needed, and creation or scrapping of positions** where necessary.
- ii. The above will be achieved through a comprehensive assessment of the current organisational structure and staff positions in view of the new Northern Corridor Agreement and the changing roles and priorities of Member States
- iii. Determine the Secretariat's priority needs in terms of programs/divisions/departments' functions and staffing in line with the NCA and Strategic Plan.
- iv. Consider similar regional inter-governmental organisations in developing the above recommendations and in consideration of financial efficiency and affordability
 - **The Review of Job Description and Competence Profiles** Conduct a comprehensive review of the structure of the Secretariat and all existing Job Descriptions (JDs) with its relevant qualifications and competencies.
 - Assess the relevance, clarity, and completeness of each Job Description (JD).
 - Identify gaps, redundancies, and areas where the (JD) may need to be updated or enhanced.
 - Benchmark current Job Descriptions (JDs) against internationally recommended standards of similar tasks and legal requirements.
- v. **Consultation of Staff**
 - Engage with staff members, including both senior management and experts, to gather insights and feedback on current Job Descriptions (JDs).
 - Conduct interviews or focus groups as necessary to understand the practical application and challenges of existing Job Descriptions (JDs).

- Incorporate staff input into the Job Descriptions (JDs) review and development process where applicable.

vi. Effecting the Proposed changes in the structure and Job Descriptions

- Recommend where positions need to be created, re-aligned and or dropped.
- Update and sensitize staff before the rollout of new and revised Job descriptions.
- Provide recommendations for training or awareness programs to ensure staff understand and adhere to the updated job descriptions.
- Suggest mechanisms for monitoring and enforcing compliance across the organization (NCTTCA).

vii. Documentation and Reporting

- Provide a proposed new organogram highlighting newly proposed positions where applicable and the possible overhead cost implication on running of the Secretariat.
- Provide a detailed report summarizing the findings of the Job descriptions review, including identified gaps and recommendations.
- Submit final versions of all new and revised job descriptions for approval by senior management and the Executive Committee.
- Prepare a summary document that outlines key changes and new job descriptions, suitable for distribution to staff.

D. DELIVERABLES

8. The consulting firm will deliver the following:

- A **proposed organogram** with the highlights on the newly proposed positions or the ones that are scrapped.
- **Job Description Review Report:** A comprehensive report detailing the findings from the review of existing job descriptions, including recommendations for revisions and new job descriptions; with relevant qualifications and competencies.
- **Drafted Job Descriptions:** Full drafts of all revised and newly developed Job descriptions.
- **Job Description Handbook:** A compiled manual or handbook containing all Northern Corridor job descriptions, formatted for easy reference.
- **Final Presentation:** A presentation to senior management summarizing the work completed, key changes, and recommendations for ongoing job description management.

E. DURATION AND TIMELINE

9. The consultancy is expected to begin by 17 March **2025** and be completed by 13 June **2025**.

Key milestones include:

- Initial review and staff meetings
- Submission of draft job descriptions
- Final report and new job descriptions

F. CONSULTANT QUALIFICATIONS

10. The consulting firm should possess:

- Proven experience in reviewing and developing Organizational structure and Job Descriptions for international or national organizations.
- Legally registered as a human resource consulting firm with more than 10 years relevant experience
- Has staff with the following requirements:
 - ✓ Strong understanding of human resource management and regulatory requirements.
 - ✓ Excellent analytical and communication skills.
 - ✓ Relevant qualifications or certifications in management or related fields.
 - ✓ Master's level of education with strong background and experience in institutional development.
 - ✓ At least 10 years working experience with examples of similar assignments completed, showcasing your ability to handle the proposed work.
 - ✓ Contacts for past clients or employers who can vouch for the Consultant's work.

G. CONFIDENTIALITY AND CONFLICT OF INTEREST

11. The consultant must adhere to strict confidentiality regarding all Northern Corridor information and avoid any conflicts of interest that may arise during the consultancy.

H. SUBMISSION OF PROPOSAL

12. Your proposal shall be prepared in the English Language. Your proposal shall comprise the following documents:

i. **Cover Letter:** A brief introduction that outlines your interest in the proposed assignment, your understanding of the client's needs, and why you're the right fit for the job

ii. **Technical Proposal Document:**

- **Company Profile:** Information about your consulting firm, including its history, mission, and core competencies.
- **Executive Summary:** A high-level overview of what you plan to do and the value you will bring.
- **Scope of Work:** Detailed description of the services you'll provide, including job descriptions review, analysis, and recommendations.
- **Objectives:** Clear goals and outcomes you aim to achieve.
- **Methodology:** Explanation of how you will approach the review and analysis of the job descriptions.
- **Timeline:** Estimated schedule for completing the work, including milestones and deadlines.
- **Deliverables:** Specific items or reports you will deliver upon assignment completion.

iii. **Financial Proposal document:**

- **Fee Structure:** Breakdown of how you charge and an estimated total cost.
- **Payment Terms:** Schedule and conditions for payment.

I. STATUTORY DOCUMENTS

- Company Registration Certificate
- Tax Compliance Certificate
- Reference from Previous Assignments
- Copies of Academic qualifications (Team Leader)

J. EVALUATION CRITERIA

13. Evaluation of Firms'/Organization qualifications and experience will be done based on the comparison of Curriculum Vitae (CVs). Individual consultants will be judged on the following criteria based on their updated CV:

- Qualifications and competence for the assignment : **70 marks**
- Adequacy of the proposed methodology and work plan : **30 marks**
- **Total** : **100 marks**

14. The minimum technical score required to pass and proceed to Financial Proposal opening is **80%**. All individual consultants will be ranked in a descending order and the

14. The minimum technical score required to pass and proceed to Financial Proposal opening is **80%**. All individual consultants will be ranked in a descending order and the first on the list shall be retained for the assignment if the proposed professional fees fall within the limits of the budget.

K. SCHEDULE OF PAYMENTS

15. During negotiations, NCTTCA will agree with the selected Firm/Organization on the payment modalities. Firm/Organization shall express the price for their services in USD. The payment terms will be agreed upon during Contract signing.

L. MODE OF APPLICATION

16. Interested and qualified Firm/Organization are requested to submit their applications/Expression of Interest articulating the methodology and financial proposal (in USD) for the assignment to the following address; procurement@ttcanc.org, not later than **Friday 7th March 2025**. Applications should also contain updated Curriculum Vitae (CV) showing qualifications and experience that best qualify them for the assignment with three referees and copies of relevant degrees and academic documentation.

Sincerely,



Dr. John Deng Diar Diing, PhD, PE
EXECUTIVE SECRETARY

