

NORTHERN CORRIDOR TRANSIT AND TRANSPORT COORDINATION AUTHORITY



1196 Links Road, Nyali, P.O Box 34068 – 80118, Mombasa, Kenya

Email: procurement@ttcanc.org

Website: www.ttcanc.org

REQUEST FOR PROPOSALS

CONSULTANCY SERVICES

***Design, Development, and Implementation of Electronic
Document Management System (eDMS) for the Northern
Corridor Transit and Transport Coordination Authority
(NCTTCA)***

TENDER CLOSING DATE: 29 OCTOBER 2025

October 2025

REQUEST FOR PROPOSALS (RFP)

RFP No.: NCTTCA/ICT/01/2025

REQUEST FOR PROPOSALS

NORTHERN CORRIDOR TRANSIT AND TRANSPORT COORDINATION AUTHORITY (NCTTCA) intends to procure Consultancy Services for *Design, Development, and Implementation of Electronic Document Management System (eDMS) for the Northern Corridor Transit and Transport Coordination Authority (NCTTCA)*, for which this Request for Proposals (RFP) is issued.

NCTTCA now invites qualified Consulting Firms, to submit a combined Technical and Financial Proposal for the following Services: *Design, Development, and Implementation of Electronic Document Management System (eDMS) for the Northern Corridor Transit and Transport Coordination Authority (NCTTCA)*. More details on the services are provided in the attached Terms of Reference (TOR) Section IV.

This is a two - stage competitive bidding process, based on which the firms whose Technical Proposals meet the minimum pass mark will be invited to provide passwords for opening their Financial Proposals for evaluation and consolidation of overall marks, before negotiations and award of Contract.

The RFP includes the following documents:

Section I.	Instructions to Consulting Firms
Section II.	Technical Proposal – Standard Forms
Section III.	Financial Proposal – Standard Forms
Section IV.	Terms of Reference
Section V.	Standard Form of Contract

The combined Proposal must be delivered by hand or through mail to NCTTCA on **1196 Links Road, Nyali, P.O. Box 34068 – 80118 Mombasa, Kenya. Email procurement@ttcanc.org** by **29 October 2025 by 1700Hours**, Kenya Time.

NCTTCA reserves the right to accept or reject any proposal at any time prior to contract award, without thereby incurring any liability to the affected Consultant.



Dr. Eng. John Deng Diar Diing. PhD, PE

EXECUTIVE SECRETARY

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Section I: Instructions to Consulting Firms

HOW TO APPLY:

Shortlisted firms have been prequalified and are now invited to collect the RFP bid documents from our Procurement offices or download these from our website.

TECHNICAL AND FINANCIAL EVALUATIONS:

INSTRUCTIONS TO BIDDERS	
Name of the Client:	NORTHERN CORRIDOR TRANSIT AND TRANSPORT COORDINATION AUTHORITY
Financial Bid to be submitted together with Technical Proposal:	YES, BUT IN SEPARATE FILES. THE FINANCIAL BID IN PDF SHOULD BE PASSWORD PROTECTED. ONCE THE FIRM HAS QUALIFIED IN TECHNICAL EVALUATIONS, NCTTCA WILL NOTIFY AND REQUEST FOR THE PASSWORD.
Name of the assignment is:	<i>RFP/ICT/01/2025 - Design, Development, and Implementation of Electronic Document Management System (eDMS) for the Northern Corridor Transit and Transport Coordination Authority (NCTTCA).</i>
The Client's representative is:	Executive Secretary, Address: 1196 Links Road, Nyalj, P.O. Box 34068 – 80118 Mombasa, Kenya. Email procurement@ttcanc.org
The Proposal Validity Period shall be:	90 days
Clarifications may be requested not later than:	7 (seven) days before the submission date.
The address for clarification on bid document:	procurement@ttcanc.org
Bidders must submit prices exclusive of taxes as the institution is tax exempt	
Prices quoted shall be in	US Dollars

The BID will be sent by email to procurement@ttcanc.org as 2 separate files. The Financial bid shall be in PDF and with a password.

The Proposal submission will be by **Email to:** procurement@ttcanc.org

Proposals must be submitted no later than the following date and time:

29 October 2025 at 1700 hours (Late Proposals shall not be accepted).

Attendance at Opening:

The bidders will not attend the opening of the bids.

Section I - Instructions to Consulting Firms

1. Introduction

- 1.1 Qualified Consulting Firms are invited to submit Technical and Financial Proposals for the services required under the subject matter indicated above.
- 1.2 The Consulting Firm should familiarize themselves with local conditions and take them into account in preparing and submitting their Bids.
- 1.3 The Consulting Firm's costs of preparing the proposal and of negotiating the Contract, are not reimbursable as a direct cost of the assignment.
- 1.4 The Consulting Firm shall not be hired for any assignment that would be in conflict with their prior or current obligations to other procuring entities, or that may place them in a position of not being able to carry out the assignment in the best interest of NCTTCA and its partners.
- 1.5 NCTTCA is not bound to accept any proposal and reserves the right to annul the engagement process at any time prior to contract award, without thereby incurring any liability to the Consulting Firm.
- 1.6 NCTTCA shall provide at no cost to the Consulting Firm the necessary inputs and facilities, and assist the Firm in obtaining licenses and permits needed to carry out the services and make available relevant project data and reports (see Section IV. Terms of Reference).

2. Corrupt, Fraudulent, and Coercive Practices

- 2.1 NCTTCA Policy requires that all NCTTCA Staff, bidders, manufacturers, suppliers or distributors, observe the highest standard of ethics during the procurement and execution of all contracts. NCTTCA shall reject any proposal put forward by bidders, or where applicable, terminate their contract, if it is determined that they have engaged in corrupt, fraudulent, collusive or coercive practices. In pursuance of this policy, NCTTCA defines for purposes of this paragraph the terms set forth below as follows:

- Corrupt practice means the offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence the action of the Procuring/Contracting Entity in the procurement process or in contract execution;
- Fraudulent practice is any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, the Procuring/Contracting Entity in the procurement process or the execution of a contract, to obtain a financial gain or other benefit to avoid an obligation;
- Collusive practice is an undisclosed arrangement between two or more bidders designed to artificially alter the results of the tender procedure to obtain a financial gain or other benefit; and
- Coercive practice is impairing or harming, or threatening to impair or harm, directly or indirectly, any participant in the tender process to influence improperly its activities in a procurement process, or affect the execution of a contract.

3. Clarifications and Amendments to the RFP Documents

- 3.1 At any time before the submission of the Bids, NCTTCA may, for any reason, whether at its own initiative or in response to a request for clarification, amend the RFP. Any amendment made will be made available to all the Bidders who shall have acknowledged the Letter of Invitation for RFPs.
- 3.2 Bidders may request for clarification(s) on any part of the RFP. The request must be sent in writing or by standard electronic means and submitted to NCTTCA at the address indicated in the invitation at least *(7) calendar days* before the set deadline for submission and receipt of Bids. NCTTCA will respond in writing or by standard electronic means to the said request and this will be made available to all those who acknowledged the Letter of Invitation without identifying the source of the inquiry.

4. Preparation of the Bids

- 4.1 The Consulting Firm's Bid shall have two (2) components:
 - a) the Technical Proposal, and
 - b) the Financial Proposal.
- 4.2 The Proposal, and all related correspondence exchanged by the Consulting Firms and NCTTCA, shall be in *English*. All reports prepared by the contracted Service Provider/Consulting Firm shall, be in *English*.
- 4.3 The interested Bidders are expected to examine in detail the documents constituting this Request for Proposals. Material deficiencies in providing the information requested may result in rejection of a Bid.

5. Technical Proposal

- 5.1 When preparing the Technical Proposal, the Bidders must give particular attention to the following:

- a) Bidders will be expected to express their interest in undertaking this assignment and in so doing, they will have to demonstrate their capacity and experience in undertaking similar assignments.
- b) If the Bidder feels that it does not have all the expertise for the assignment, it may obtain a full range of expertise by associating with individual consultant(s) and/or other consultants or entities in a joint venture or sub-consultancy, as appropriate. In case of a joint venture, all partners shall be jointly and severally liable and shall indicate who will act as the leader of the joint venture.
- b) For assignment of the staff, the proposal shall be based on the number of professional staff-months estimated by the firm, no alternative professional staff shall be proposed.
- c) It is desirable that the majority of the key professional staff proposed be permanent employees of the firm or have an extended and stable working relationship with it.
- d) Proposed professional staff must, at a minimum, have experience as detailed in the ToRs below.

5.2 The Technical Proposal shall provide the following information using the attached Technical Proposal Standard Forms TECH 1 to TECH 6 (Section III).

- a) A description of the approach, methodology and work plan for performing the assignment (TECH-3). This should normally consist of maximum of two pages including charts, diagrams, and comments and suggestions, if any, on Terms of Reference and counterpart staff and facilities. The work plan should be consistent with the work schedule (TECH-7)
- b) The list of proposed Professional Staff team by area of expertise, the position and tasks that would be assigned to each staff team member (TECH-4).
- c) Latest CVs signed by the proposed professional staff and the authorized representative submitting the proposal (TECH-5). Key information should include number of years worked for the firm and degree of responsibility held in various assignments during the last *five years*.
- d) A time schedule estimate of the total staff input (Professional and Support Staff, staff time needed to carry out the assignment, supported by a bar chart diagram showing the time proposed for each Professional and Staff team members (TECH-6). The schedule shall also indicate when experts are working in the project office and when they are working at locations away from the project office.
- e) A time schedule (bar chart) showing the time proposed to undertake the activities indicated in the work plan (TECH-7).

6. Financial Proposal

- 6.1 In preparing the Financial Proposal, the consulting firms are expected to take into account the requirements and conditions outlined in the ToR. The Financial. Proposal shall follow the Financial Proposal Standard Forms FPF 1 to FPF 4 (Section IV).

- 6.2 The Financial proposal shall include all preliminary costs associated with the assignment. If appropriate, these costs should be broken down by activity. All items and activities described in the technical proposal must be priced separately; activities and items in the Technical Proposal but not priced shall be assumed to be included in the prices of other activities or items.
- 6.3 The Consulting Firm may be subject to local taxes on amounts payable under the Contract. Taxes, however, shall not be included in the sum provided in the Financial Proposal as this will not be evaluated, but they will be discussed at contract negotiations, and applicable amounts will be included in the Contract.
- 6.4. The Consulting Firm shall express the price of their services in *USD*.
- 6.5 The Financial Proposal shall be valid for *90 calendar days*. During this period, the Service Provider/Consulting Firm is expected to keep available the professional staff for the assignment. NCTTCA will make its best effort to complete the full RFP process and negotiations and determine the award within the validity period. If NCTTCA wishes to extend the validity period of the proposals, the Service Provider/Consulting Firm has the right not to extend the validity of the proposals.

7. Submission, Receipt, and Opening of Proposals

- 7.1 Consulting Firms may only submit one proposal.
- 7.2 The original Proposal (combining both Technical and Financial Proposals) shall be prepared in indelible ink. It shall contain no overwriting, except as necessary to correct errors made by the Consulting Firm itself. Any such corrections or overwriting must be initialed by the person(s) who signed the Proposal.
- 8.3 The Consulting Firm shall submit an original soft version of the combined proposal for both Technical and Financial Proposals, which shall be marked "Original".
- 8.4 The original Proposal shall be sent to: procurement@ttcanc.org
- 8.5 The Proposal must be received by NCTTCA at the place, date and time indicated in the invitation to submit or any new place and date established by the NCTTCA.

8. Evaluation of the Proposal

- 8.1 If any objection will be raised on the Technical Proposal, NCTTCA will evaluate the cost proposed against the assignment planned budget and make a decision immediately.

8.2 Technical and Financial Evaluations

Proposal Evaluation Process

Evaluation of bids shall be done as follows:

Preliminary Evaluation/ Mandatory Requirements	Verification
Complete Proposals (Technical and Financial)	
Financial Proposal (password Protected)	
Company Registration Certificate	
Tax Compliance Certificate	

Technical & Financial Proposal evaluation will be carried out.

Evaluations will follow a 2 - step process:

Step 1: Technical Proposal Evaluation: Proposals will be evaluated against the criteria set out below. The Financial Proposal for bidders whose Technical Proposals are evaluated as scoring a minimum score of 80% will be eligible for Financial Proposal Evaluation.

Step 1: Technical Evaluation

Technical Evaluation Criteria	Allotted Maximum Score	Pass Score (80%)
1. Specific Experience of the Consulting Firm Relevant to the Assignment	30	24
a) Experience in design, development, and implementation of Electronic Document Management Systems (e-DMS) in multi-agency or regional settings (10 points)	10	
b) Experience in integration of e-DMS with cloud platforms (Google Drive or similar) (10 points)	10	
c) Successful completion of at least 3 comparable assignments in East/Central Africa or similar corridors, with references (10 points)	10	
2. Adequacy of the Proposed Methodology and Work Plan <i>(Detailed work plan, understanding of TOR, risk mitigation measures, change management approach, and proposed delivery within 3 months)</i>	30	24
a) Understanding of the assignment and responsiveness to TOR (10 points)	10	
Technical Evaluation Criteria	Allotted Maximum Score	Pass Score (80%)
b) Proposed technical architecture and integration approach (10 points)	10	

c) Work plan, Gantt chart, milestones, and deliverables aligned with scope and timelines (10 points)	10	
3. Key Professional Staff Qualifications and Competence for the Assignment	40	32
a) Team Leader/Project Manager – Experience in leading large ICT/e-DMS implementations (5 points)	5	
b) Systems Architect / Technical Lead – Experience in designing secure, scalable architectures (5 points)	5	
c) Database/Integration Specialist – Experience with APIs, relational databases, Google Cloud integration (5 points)	5	
d) UI/UX Designer – Proficiency in designing user-friendly interfaces and workflows (4 points)	4	
e) Data Migration Specialist – Experience in digitising, classifying and importing large document sets (4 points)	4	
f) Security/Compliance Specialist – Experience in audit trails, access controls, and data protection standards (4 points)	4	
g) Training & Change Management Specialist – Experience in end-user training and knowledge transfer (4 points)	4	
h) Support & Maintenance Lead – Experience in post-implementation support and SLA management (4 points)	4	
i) M&E / Quality Assurance Specialist – Experience in testing, UAT, and performance validation (3 points)	3	
j) Documentation Specialist – Preparation of user manuals, SOPs, and knowledge bases (2 points)	2	

The minimum technical score, (Ts), required to pass and proceed to Financial Proposal opening is:

80%

Technical and Financial Weights

Technical proposal weight: **80%**

Financial proposal weight: **20%**

Step 2: Financial Proposal

Evaluation

The lowest evaluated Financial Proposal (Fm) is given the maximum financial score (Sf) of 100.

The formula for determining the financial scores (Sf) of all other Proposals is calculated as following:

$S_f = 100 \times F_m / F$, 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 = 80, and P = 20

Proposals are ranked according to their combined technical (Ts) 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 follows: $S = T_s \times T\% + S_f \times P\%$.

Completed RFP documents in pdf format clearly marked with the tender number and submitted in the manner prescribed in this RFP document, should be addressed to:

The Executive Secretary
NCTTCA
P.O. Box 34068 – 80118
Mombasa, Kenya
1196 Links Road, Nyali
Email: procurement@ttcanc.org

Section II: Technical Proposal Standard Forms

TECH-1: Technical Proposal Submission Form

[Location, Date]

To: *[Executive Secretary, NCTTCA]*

Dear Sir

We, the undersigned, offer to provide the Services for *[insert Title of consulting services]* in accordance with your Request for Proposal (RFP) dated *[insert Date]* and our Proposal. We are hereby submitting our Proposal, which includes the Technical and Financial Proposals combined in one document.

If negotiations are held after the period of validity of the Proposal, we undertake to negotiate on the basis of the proposed staff. Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

We acknowledge and accept NCTTCA's right to inspect and audit all records relating to our Proposal irrespective of whether we enter into a contract with NCTTCA as a result of this proposal or not.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature:
Name and Title of Signatory:
Name of Firm:
Address:

TECH – 2: Consulting Firms Organization

[Provide here brief (maximum two pages) description of the background and organization of your firm/entity and each associate for the assignment (if applicable).]

TECH – 3: Description of the Approach, Methodology and Work Plan for Performing the Assignment

[The description of the approach, methodology and work plan should normally consist of 10 pages, including charts, diagrams, and comments and suggestions, if any, on Terms of reference and counterpart staff and facilities.]

TECH – 4: Team Composition and Task Assignments

1. Technical/Managerial Staff		
Name	Position	Task

2. Support Staff		
Name	Position	Task

TECH – 5: Format of Curriculum Vitae (CV) for Proposed Professional Staff

Proposed Position: _____

Name of Firm: _____

Name of Staff: _____

Profession: _____

Date of Birth: _____

Years with Firm/Entity: _____ Nationality: _____

Membership in Professional Societies: _____

Detailed Tasks Assigned: _____

Key Qualifications:

[Give an outline of staff member's experience and training most pertinent to tasks on assignment. Describe degree of responsibility held by staff member on relevant previous assignments and give dates and locations. Use about half a page.]

Education:

[Summarize college/university and other specialized education of staff member, giving names of schools, dates attended, and degrees obtained. Use about one quarter of a page.]

Employment Record:

[Starting with present position, list in reverse order every employment held. List all positions held by staff member since graduation, giving dates, names of employing organizations, titles of positions held, and locations of assignments. For experience in last ten years, also give types of activities performed and client references, where appropriate. Use about two pages.]

Languages:

[For each language indicate proficiency: excellent, good, fair, or poor in speaking, reading, and writing.]

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and my experience. I understand that any willful misstatement described herein may lead to my disqualification or dismissal, if engaged.

_____ Date: _____

[Signature of staff member and authorized representative of the firm] Day/Month/Year

Full name of staff member: _____

Full name of authorized representative: _____

TECH-6: Time Schedule for Professional Personnel

			Months (in the Form of a Bar Chart)												
Name	Position	Reports Due/Activities	1	2	3	4	5	6	7	8	9	10	11	12	Number of Months
															Subtotal (1) _____
															Subtotal (2) _____
															Subtotal (3) _____
															Subtotal (4) _____

Full-time: _____ Part-time: _____

Reports Due: _____

Activities Duration: _____

Location _____

Signature of Authorized Representative:

Full Name:

Title:

TECH-7: Activity (Work) Schedule

A. Field Investigation and Other Activities

[illegible]

B. Completion and Submission of Reports

[illegible]

Section III. Financial Proposal - Standard Forms

FPF-1: Financial Proposal Submission Form

[Location, Date]

To: *[Executive Secretary, NCTTCA]*

Ladies/Gentlemen:

We, the undersigned, offer to provide the consulting services for *[insert Title of consulting services]* in accordance with your Request for Proposal (RFP) dated *[insert date]* and our Proposal (Technical and Financial Proposals). Our attached Financial Proposal is for the sum of *[Amount in words and figures]*. This amount is exclusive of the local taxes, which we have estimated at *[Amount(s) in words and figures]*.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of *[insert validity period]* of the Proposal.

We acknowledge and accept the NCTTCA right to inspect and audit all records relating to our Proposal irrespective of whether we enter into a contract with the NCTTCA as a result of this Proposal or not.

We confirm that we have read, understood and accept the contents of the Instructions to Consulting Firms (ITC), Terms of Reference (TOR), the Draft Contract, the provisions relating to the eligibility of Service Providers/ Consulting Firms, any and all bulletins issued and other attachments and inclusions included in the RFP sent to us.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature:

Name and Title of Signatory:

Name of Firm:

Address:

FPF- 2: Summary of Costs

Costs	Currency	Amount(s)
I – Remuneration Cost (see FPF- 3 for breakdown)		
II - Reimbursable Cost (see FPF – 4 for breakdown)		
Total Amount of Financial Proposal ¹		

¹ Indicate total costs, net of local taxes, to be paid by NCTTCA in each currency. Such total costs must coincide with the sum of the relevant subtotal indicated in all Forms FPF-3 provided with the Proposal.

Authorized Signature:

Name and Title of Signatory:

FPF-3: Breakdown of Costs by Activity

Group of Activities (Phase): ² _____ _____	Description: ³ _____ _____	
Cost Component	Costs	
	Currency	Amount
Remuneration ⁴		
Reimbursable Expenses ⁴		
Subtotals		

¹ Form FPF3 shall be filed at least for the whole assignment. In case some of the activities require different modes of billing and payment (e.g. the assignment is phased, and each phase has a different payment schedule), the Service Provider/ Consulting Firm shall fill a separate Form FPF-3 for each Group of activities.

² Names of activities (phase) should be same as, or corresponds to the ones indicated in Form TECH-8.

³ Short description of the activities whose cost breakdown is provided in this Form.

⁴ For each currency, Remuneration and Reimbursable Expenses must coincide with relevant Total Costs indicated in FPF-4 and FPF-5.

Authorized Signature:

Name and Title of Signatory:

FPF-4: Breakdown of Remuneration per Activity

[Information provided in this Form should only be used to establish payments to the Service Provider/ Consulting Firm for possible additional services requested by Client/NCTTCA]

Name of Staff	Position	Staff-month Rate
Professional Staff		
1.		
2.		
3.		
4.		
5.		
Support Staff		
1.		
2.		
3.		
4.		
5.		

¹ Names of activities (phase) should be same as, or corresponds to the ones indicated in Form TECH-8.

² Short description of the activities whose cost breakdown is provided in this Form.

Authorized Signature:

Name and Title of Signatory:

FPF-5: Breakdown of Reimbursable Expenses

[Information provided in this Form should only be used to establish payments to the Service Provider/ Consulting Firm for possible additional services requested by Client/NCTTCA]

Description¹	Unit	Unit Cost²
1. Subsistence Allowance		
2. Transportation Cost		
3. Communication Costs		
4. Printing of Documents, Reports, etc.		
5. Equipment, instruments, materials, supplies, etc.		
6. Office rent, clerical assistance		

¹ Delete items that are not applicable or add other items according to Paragraph 7.2 of Section II-Instruction to Service Providers/ Consulting Firms

² Indicate unit cost and currency.

Authorized Signature:

Name and Title of Signatory:

Section IV: Terms of Reference (ToR)

Design, Development, and Implementation of Electronic Document Management System (eDMS) for the Northern Corridor Transit and Transport Coordination Authority (NCTTCA)

1. Background and Context

The Northern Corridor is a vital trade route in East Africa, connecting land-linked countries to the port of Mombasa, in Kenya. The corridor carries significant of the region cargo and is a crucial artery for the economic wellbeing of the region. The Northern Corridor Transit and Transport Coordination Authority (NCTTCA) coordinates implementation of the Northern Corridor Transit and Transport Agreement among its Member States to ensure efficient, safe, and cost-effective movement of goods and passengers between the Port of Mombasa and inland destinations.

Currently, document management within the Secretariat is largely manual, with offices filling up with files and storage spaces that are scattered. Accountability for records management remains low, while retrieval of documents is often time-consuming due to tedious manual search mechanisms. Instances of document loss have been witnessed, leading to repeat processes, inefficiencies, and delays in decision-making. Duplication of information is also common, as departments are unable to establish whether the same information already exists in other units, further escalating the costs of managing information.

To strengthen institutional efficiency and improve information governance, NCTTCA intends to develop a secure, scalable, interoperable electronic Document Management System (e-DMS) that standardize document capture, workflow, retention, and exchange among the different program and department. Additionally, the system will replace manual filing and fragmented digital storage within the secretariat while addressing the growing challenges of manual paper-based filing, document sprawl, version control, and secure collaboration in hybrid work environments.

The DMS shall integrate with Google Drive for storage and is expected to provide a user-friendly interface with advanced document management capabilities including metadata management, automated workflows, comprehensive audit trails, and robust access controls. The solution should align with recognized standards on records and information governance, security, and data exchange and in a user friendly.

It is expected that the electronic Document Management System will resolve the following:

- **Processes:** Manual processes should be automated to achieve effectiveness and efficiency
- **Standardization:** document capture, workflow, and retention should be standardized across departments.
- **Accessibility:** Staff should be able to access authorized documents anytime and from anywhere.
- **Integration:** The application should be able to fully integrate with current and future relevant application systems.

- **Data Integrity and Security:** Data Integrity and Security should be enhanced through proper access controls and other electronic means. The manual system does not adequately protect information assets.
- **Scalability:** The document management system should be able to accommodate new features/modules to meet the changing organization needs

2. Purpose and Objectives

The overall purpose of the assignment is to Design, develop and operationalize an eDMS that ensure proper filing and secure access and control of the organization information. This will include seamless integration with google cloud-based repository.

Specifically, the assignment seeks to;

1. Establish a common, standards-based repository and User-friendly workflow engine for corridor documents management with consistent metadata and retention rules harmonized across NCTTCA departments.
2. Develop and implement efficient processes for document storage and retrieval, reducing time and enhancing organizational agility.
3. Enable secure, role-based, and attribute-based access, audit trails, legally valid e-signatures/timestamping, and tamper-evident records that ensure content organization, content search and discovery while meeting NCTTCA confidential requirements.
4. Develop a comprehensive data migration strategy to digitize, classify, and import existing records.
5. Integrate bi-directionally with cloud storage systems via for straight-through processing and providing high-availability operations and performance, and disaster recovery options necessary for the business continuity of the Northern Corridor.
6. Build institutional capacity (NCTTCA Secretariat) for sustainable operations and continuous improvement.
7. Implement a user-friendly self-service portal to facilitate remote work, ensuring anytime, anywhere system accessibility. Stakeholders should be able to access documents and information effortlessly.

3. Scope of Work

The scope of work of the project is as follows:

- **Design, Development, and Implementation of an e-DMS:** The vendor is expected to design, develop, and implement a comprehensive EDMS that meets the requirements of NCTTCA.
- **Integration:** The EDMS should be configured and fully integrated with systems like google drive and any future application systems developed by NCTTCA.

- **Migration of Data:** The vendor should provide an effective and efficient data migration approach of all existing manual data to the configured environment. The successful vendor will be expected to provide full support to NCTTCA during the data migration phases, including the identification and resolution of data quality issues.
- **Training & Knowledge Transfer:** The vendor shall provide a detailed training and change management plan to ensure proper knowledge transfer to the business users as well as the IT Administrators. The vendor shall provide specific training programme for:
 - Business users to continue operational responsibility for the delivered solution.
 - IT staff to enable first line support to users and for the proper administration of the delivered solution.
 - Business users and IT staff perform basic administration tasks like create users, assign roles to users and de-activate users.
 - Business users adopt to operational changes that may arise due to the implementation of the new system for seamless uptake.
- **Documentation:** The successful vendor will be required to provide a comprehensive set of documentations regarding the EDMS including system manual, installation manual and user manual.
- **Post implementation support:** The vendor should provide a minimum of two (2) months on-site post implementation support after successful Go-Live of the system.
- **Warranty:** The warranty period should be for a period of not less than 12 months, effective immediately after the expiry of the on-site post implementation support period. The warranty shall cover all configurations and functions as stated in the scope of the work for corrective maintenance.
- **Support and Maintenance after warranty period:** Vendors shall submit their support and maintenance costs related to support over the next two (2) years after the warranty period, based on an agreed Service Level Agreement (SLA). The support shall cover among other troubleshooting/bug fixing, patch management, fine tuning, and health checks. Vendor should also provide the response time to blocking/non-blocking issues as well as their rates for any intervention that is not covered under SLA.

The activities to be undertaken is broken down into the following workstreams.

3.1 Inception & Review of User Needs

1. Review and document the existing procedures and manual filing structure to fully understand the data structure, document formats, sources, and file generation to guide planning and to ensure the successful implementation. Also, it involves reviewing all the requirements towards establishing the eDMS. This step will also include identifying gaps and documenting specific requirements of the system

2. Business process discovery and documentation across key corridor departments
3. User research with key individuals that informs the design of the system. This can include interviews with some staff members

Deliverable: Inception & Needs Assessment Report with Requirements Traceability Matrix

3.2 Technical Architecture & Design

4. Design the system architecture, Provide technical blueprint of the eDMS process flow, Information Lifecycle, and User Interface design.

Deliverables: Solution Architecture Document, process flow diagram.

3.3 Implementation & Configuration

5. Develop and automate the Document management system based on the technical design. This involves creating a fully functional eDMS and linking it to the Google Cloud Storage.
6. Perform testing to verify that the system meets the specified requirements and operates seamlessly with the google cloud storage

Deliverables: Configured eDMS, Integration modules.

3.4 Testing & Quality Assurance

7. Conduct functional, performance, security, and user acceptance testing. This involves subjecting the eDMS to ensure it functions as expected. Security assessment is expected to be considered. These tests checks and validates the integrity of the processes outlined in the process flow

Deliverables: Testing Reports, UAT sign-offs, and Security Assessment Reports.

3.5 Change Management

8. Develop and implement a structured change management plan. Deliberate stakeholder engagement is designed to ensure that all critical parties of interest are involved at all steps.
9. Conduct training for administrators, advanced users, and general staff to be able to effectively and optimally use the solution to deliver the required services with very minimal or no technical supervision. This is an important foundation of sustainability of the solution.
10. Provide user manuals, training materials, and knowledge base documentation..

Deliverables: Training Report, SOPs, and User Guides

3.6 Piloting

11. Run pilot testing with selected departments and refine system configuration.
12. Scale deployment organization-wide.

Deliverables: Pilot Report, Scaled Deployment Plan, Rollout Completion Report

3.7 Training & Capacity Building

13. Conduct training sessions for different user categories to ensure they are proficient in using and maintaining the eDMS.
14. Provide training materials and documentation including systems manual for ongoing reference.

4. Duration

1. The assignment will be executed within a period of three (3) months from the date of commencement.
2. Illustrative timeline: -
 - Months 1: Inception, needs assessment, technical & architectural design.
 - Months 2: Systems development, integrations, implementation and testing.
 - Months 3: Training, rollout, handover, and closure.
3. A detailed, resource-loaded work plan (Gantt) with milestones and dependencies, broken down in weeks shall be submitted in the Inception Report to the NCTTCA.

5. Deliverables

1. Inception Report: methodology, governance, detailed work plan, refined scope.
2. Requirements Analysis: Business Requirements, Functional/Non-Functional Specifications, Data Classification, Metadata & Retention Schedules,
3. Technical Design: Solution Architecture Document, Integration/API Specifications, Security Plan, Deployment Blueprint.
4. Development & Implementation Artifacts: Configured eDMS modules, integration
5. Testing & Quality Assurance: Test reports, UAT sign-offs, security assessment reports.
6. Deployment & Maintenance: Deployment plan, cutover & rollback plan, DR plan, monitoring dashboards.
7. Training Documentation: Training report, User Manual.
8. Sustainability Plan: Operating model, capacity building plan, knowledge base, licensing/escrow, roadmap for continuous improvement.
9. Final Project Report & Handover.

6. Qualification and Experience

The firm/Individual is required to have previously undertaken at least three (3) or more successful comparable implementations in terms of nature (design and functions assignment), magnitude, complexity) in a multi-agency setting preferably in East/Central Africa or comparable corridors. For Individuals (if applicable): Equivalent depth across the above roles with documented references and portfolio.

The following are the minimum qualifications expected of the individual consultant or the team Members of the firm submitting the bid.

- Bachelor's Degree in Computer science or Related Field, with relevant experience.
- Track record (5+ years) in development of ICT projects, with preference to regional projects.
- Relevant professional certifications, such as in data analytics, Software development.
- Demonstrated proficiency in User interface design platforms and data visualization.
- Fluency in English and/or French.

Technical Skills:

- Programming Languages:
 - Proficiency in web scripting technologies; JavaScripts frameworks, Python, PHP and their related frameworks
- Data Handling and Analysis:
 - Proficiency in data scripting languages; Python, R, SQL and their related libraries.
- Web Development and Integration:
 - APIs: Experience with APIs for data integration
 - Frontend Frameworks: Knowledge of frontend frameworks (e.g., React, Angular, Bootstrap etc.
 - Backend Frameworks: Experience with backend frameworks (e.g., Django, *Apostrophe CMS*, Node.js).
- Database Management:
 - Relational Databases: Experience with databases such as PostgreSQL, MySQL, or related.
- Experience with machine learning techniques and use of models in analytics and integrations will be an added advantage.

7. Supervision

The consultant will work under the guidance, close coordination and supervision of the ICT Specialist of NCTTCA

8. Confidentiality

All data and information received from NCTTCA for this assignment are to be treated confidentially and are only to be used in connection with the execution of these Terms of Reference (TOR). The contents of written or scanned materials obtained and used in this assignment may not be disclosed to any third parties without the expressed advance written authorization of the Secretariat.

Section V: Standard Form of Contract

DESIGN, DEVELOPMENT, AND IMPLEMENTATION OF ELECTRONIC DOCUMENT MANAGEMENT SYSTEM (EDMS) FOR THE NORTHERN CORRIDOR TRANSIT AND TRANSPORT COORDINATION AUTHORITY (NCTTCA)

Lump-sum payments

Date: October 2025

**CONTRACT FOR CONSULTING SERVICES – DESIGN, DEVELOPMENT, AND
IMPLEMENTATION OF ELECTRONIC DOCUMENT MANAGEMENT SYSTEM (EDMS) FOR THE
NORTHERN CORRIDOR TRANSIT AND TRANSPORT COORDINATION AUTHORITY
(NCTTCA)**

This Agreement, (hereinafter called "the Contract") is entered into this _____ by and between **the Northern Corridor Transit and Transport Coordination Authority (NCTTCA)**, whose registered office is situated at *1196 Links Road, Nyali, P.O. Box 34068 – 80118 Mombasa, Kenya* (hereinafter called "the Client") of the one part AND

_____ whose registered office is situated at _____ (hereinafter called "the Consultant") of the other part.

WHEREAS the Client wishes to have the Consultant perform the services [hereinafter referred to as "the Services"], and

WHEREAS the Consultant is willing to perform the said Services,

NOW THEREFORE THE PARTIES hereby agree as follows:

1. Services

- (i) The Consultant shall perform the Services specified in Appendix A, "Terms of Reference and Scope of Services," which is made an integral part of this Contract;
- (ii) The Consultant shall provide the personnel listed in Appendix B, "Consultant's Personnel," to perform the Services;
- (iii) The Consultant shall submit to the Client the reports in the form and within the time periods specified in Appendix C, "Consultant's Reporting Obligations."

2. Term

The Consultant shall perform the Services during the period commencing on _____ and continuing through to _____ or any other period(s) as may be subsequently agreed by the parties in writing.

3. Payment

A. Ceiling

For Services rendered pursuant to Appendix A, the Client shall pay the Consultant an amount not to exceed _____ (United States _____), exclusive of all local taxes.

This amount has been established based on the understanding that

it includes all of the Consultant's costs and profits. The Client is exempted from tax in the host country.

B. Schedule of Payments

The schedule of payments is specified below:

_____ (being 30% of the Contract sum) upon the Client's receipt of the Inception Report, acceptable to the Client; and

_____ (being 40% of the Contract sum) upon the Client's receipt of the Interim Report, acceptable to the Client;

_____ (being 30% of the Contract sum) upon the Client's submission of the Final System and Reports, acceptable to the Client.

Total USD _____

C. Payment Conditions

Payment shall be made in US Dollars unless otherwise specified not later than thirty [30] days following submission by the Consultant of invoices in duplicate to the Coordinator designated in Clause 4 here below. If the Client has delayed payments beyond thirty (30) days after the due date hereof, simple interest shall be paid to the Consultant for each day of delay at a rate three percentage points above the prevailing Central Bank of Kenya's average rate for base lending.

A report shall be considered accepted/approved by the client if no comments are received from the client within two weeks of submission, and thus due for payment.

**4. Project
Administration**

A. Coordinator

The Client designates _____ as Client's Coordinator; the Coordinator will be responsible for the coordination of activities under this Contract, for acceptance and approval of the reports and of other deliverables by the Client and for receiving and approving invoices for payment.

B. Reports

The reports listed in Appendix C, "Consultant's Reporting Obligations," shall be submitted in the course of the assignment and will constitute the basis for the payments to be made under paragraph 3.

5. Performance

Standards

The Consultant undertakes to perform the Services with the highest standards of professional and ethical competence and integrity. The Consultant shall promptly replace any employees assigned under this Contract that the Client considers unsatisfactory.

6. Confidentiality

The Consultant shall not, during the term of this Contract and within two years after its expiration, disclose any proprietary or confidential information relating to the Services, this Contract or the Client's business or operations without the prior written consent of the Client.

7. Ownership of

Material

Any studies, reports or other material, graphic, software or otherwise prepared by the Consultant for the Client under the Contract shall belong to and remain the property of the Client. The Consultant may retain a copy of such documents and software.

**8. Consultant not
to be Engaged in
certain Activities**

The Consultant agrees that during the term of this Contract and after its termination the Consultant and any entity affiliated with the Consultant shall be disqualified from providing services (other than the Services and any continuation thereof) resulting from any recommendation arising from this consulting service.

9. Insurance

The Consultant will be responsible for taking out any appropriate insurance coverage.

10. Assignment

The Consultant shall not assign this Contract or sub-contract any portion of it without the Client's prior written consent.

11. Law Governing Contract

and Language

The Contract shall be governed by the laws of Kenya and the language of the Contract shall be English Language. The final User Manual, however, must be presented in English and translated into French.

12. Dispute Resolution

Any dispute arising out of the Contract, which cannot be amicably settled, between the parties shall be referred by either party to the arbitration and final decision of a person to be agreed between the parties. Failing agreement to concur in the appointment of an Arbitrator, the Arbitrator shall be appointed by the chairman of the Chartered Institute of Arbitrators, Kenya branch, on the request of the applying party.

FOR THE CLIENT

Full Name: _____

Title: _____

Signature: _____

Date: _____

FOR THE CONSULTANT

Full Name: _____

Title: _____

Signature: _____

Date: _____