

Terms of reference (ToR) for the procurement of services below the EU threshold

CONFIDENTIAL

Central Corridor GEDC Transformation & Infrastructure Master Plan and Sustainable Cold Chain System	Project number/ cost centre: G-018105-004 Tender number 10046330
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0. List of abbreviations

AG	Commissioning party
AN	Contractor
API	Active Pharmaceutical Ingredients
AUDA-NEPAD	African Union Development Agency
AVB	General Terms and Conditions of Contract for supplying services and work
CAP	Catalytic anchor projects
CCTTFA	Central Corridor Transit Transport Facilitation Agency
CRM	critical raw materials
DFI	Development Finance Institution
FK	Expert
FKT	Expert days
GEDC	Green Economic Development Corridor
GIS	Geographic Information System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GMP	Good Medical Practices
IT	Information Technology
ICT	Information and Communications Technology
IWT	Inland Water Transport
KPI	Key Performance Indicator
KZFK	Short-term expert
MGR	Metre Gauge Railway
MoU	Memorandum of Understanding
NTB	Non-Tarif Barrier
RVC	Regional Value Chain
SME	Small and Medium Enterprise
SGR	Standard Gauge Railway

SPS	Sanitary and Phytosanitary
TAZARA	Tanzania Zambia Railway Authority and/or the Tanzania-Zambia railway or sections thereof
TPA	Tanzania Ports Authority
TRC	Tanzania Railways Corporation
ToR	Terms of reference
WFP	World Food Programme

1. Context

The GIZ programme **Integrated Corridors for Economic Growth in Africa (Africa InCORE)** aims at improving the capacities of the AUC and its implementing agency AUDA-NEPAD for the realisation of its ambitious *Programme for Infrastructure Development in Africa (PIDA)*. In this context, *Africa InCORE* supports several transport corridors on the continent to transform from into economic development corridors. Currently, *Africa InCORE* collaborates with AUDA-NEPAD in supporting the *Central Corridor* (anchor port: Dar es Salaam/Tanzania) and the *North-South Corridor* (anchor port: Durban/South Africa).

With the *Central Corridor*, which is made up of 7 Member States (Burundi, DRC, Malawi, Rwanda, Tanzania, Uganda, Zambia), GIZ has been collaborating since 2021 when it became the pilot corridor for green infrastructure development and corridor transformation. In line with one of the objectives of CCTTFA's 5-Year Strategic Plans (2021-2025), which is the transformation of the Central Corridor from a transit transport corridor into a **Green Economic Development Corridor (GEDC)**, the first two stages of this long-term transformation process have been achieved by the *Central Corridor Transit Transport Facilitation Agency (CCTTFA)* with support from GIZ: The GEDC Concept was developed in 2023 by CCTTFA with support from GIZ, discussed with the Central Corridor Stakeholder Consultative Meeting (STACON) and AUDA-NEPAD, and then adopted by the Central Corridor organs (Executive Board and Interstate Council of Ministers).

The GEDC comprises of (i) the **Corridor Backbone** (roads, railways, inland waterways, border crossings, logistics hubs, power transmission lines, ICT infrastructure) that connects (ii) the **Economic/Productive Assets** of the region: Energy generation, serviced industrial land for special economic zones/industrial parks, first-and-last-mile connectivity, skilled labour, natural resource endowments, and population centres ("corridor anchor towns") as markets for labour and consumption of products; and is brought to fruition by (iii) the **Enabling Environment** consisting of: Regulations/agreements/norms, access to finance, governance & institutions, tariffs/standards/NTBs, as well as linkages & market access for SMEs.

The adopted approach to this ambitious long-term initiative is broken down into three main stages of the transformation process, with related main activities:

Stage 1: Vision, objectives and selection of transformational Regional Value Chains (RVCs)

Stage 2: Deep-dive assessment and pre-feasibility of selected RVCs

Stage 3: Marketing of catalytic anchor projects (CAPs) for Feasibility & Packaging; Consolidation into Action Plan for Implementation; Investor mobilisation

Up to now, the first two GEDC transformation stages have been completed with support from GIZ under previous Financing/Grant Agreements:

Stage 1 - Visioning, objective-setting and selection of transformational RVCs:

Central Corridor Member States' national development priorities were reviewed based on publicly available documentation and a draft long-list compiled of existing national value chains with high impact socio-economic transformation potential for the Central Corridor region. During GEDC national stakeholders' consultations in all CCTTFA Member States, the preliminary results of this work were discussed with key institutions for updating, completion and validation. Key institutions in the areas of industrial development, manufacturing, economic planning, trade and export strategy were consulted and provided their inputs.

During a regional workshop combined with an extraordinary meeting of the CCTTFA Executive Board held in Dar es Salaam/Tanzania in March, representatives from relevant economic

sectors¹ from the seven Member States of the Central Corridor defined the following GEDC long-term vision:

“An integrated green corridor driving shared prosperity through industrialisation and trade facilitation”²

To achieve this vision, the following four objectives were defined for the next 5 years:

- Industrialisation & value addition
- Regional trade & integration
- Multimodal connectivity
- Environmental sustainability & climate resilience

Through a participatory prioritisation process, the expert workshop and the CCTTFA Executive Board ranked, selected and validated the following four Regional Value Chains (RVCs) with the highest potential for regional transformation from a shortlist of six RVCs. The selection is based on the expected contribution to the achievement of the GEDC vision and objectives:

1. Electric Mobility (automotive including agricultural & freight-moving machinery, shipbuilding/vessels) including critical raw materials (CRM)
2. Agri-industry (horticulture)
3. Iron & Steel
4. Pharmaceuticals

Stage 2 - Deep-dive assessment/pre-feasibility study of the selected RVCs:

The in-depth assessment/pre-feasibility study resulted in a thorough understanding of the measures required to develop their full potential with roadmaps for short (5-year), medium (10-year) and long (20-year) horizons including the identification of a longlist of 20 Catalytic Anchor Projects (CAPs) for investment. The RVC deep-dive assessments with CAPs pipeline and phased roadmaps were validated by key Corridor stakeholders in October 2025. The following 12 CAPs were prioritized for further preparation towards bankability and implementation:

CAP #1: Integrated Cool Logistics as a Driver of Horticulture Export Competitiveness

CAP #2: Central Corridor Steel Logistics

CAP #3: Eco-Mobility Industrial & Technology Park

CAP #4: Central Corridor Good Medical Practices (GMP) Upgrading Facility for Regulators and Firms

CAP #5: Regional Air Freight Coalition

CAP #6: N Burundi- NW Tanzania- SW Uganda-E & N Rwanda Regional Cluster for International Horticulture Exports

CAP #7: Northern Zambia and Northern Malawi as a production cluster supplying Kalemie and Manono in DRC through Mpulungu Port on Lake Tanganyika in Zambia

CAP #8: Uvinza-Musongati-Kindu SGR

CAP #9: Kasomeno-Mwenda Border Crossing and Toll Road Project

CAP #10: DRC-Zambia Cross-Border SEZ Integration Project

¹ Invited representatives were from the following key institutions in CCTTFA Member States: Ministries of Transport, Infrastructure, Trade, Industry, Mining, Economic Planning; and National Investment Promotion Agencies, Chambers of Commerce & Industry, Private Sector Associations.

² Inspired by the GEDC benchmarking example of the Greater Mekong Subregion, an economic development region of six countries located in South-East Asia/Indochina including southern provinces of China, which was formed out of three integrating regional transit transport corridors, the deliberations explored also the idea of a broader geographic GEDC vision centred on the common denomination of an African Great Lakes Region.

CAP #11: Dar es Salaam Active Pharmaceutical Ingredients (API) & Inputs Consolidation Hub
CAP #12: Connecting Malawi to the Tanzania-Zambia Railway (TAZARA)

For these 12 priority CAPs, short *project fiches* have been prepared, containing the project context, description, status and next steps.

Since November 2025, CCTTFA has been focused on **Stage 3** of the GEDC transformation process, which, according to the adopted GEDC concept, comprises of:

- Development of a phased and costed GEDC action plan, with responsibilities assigned to CCTTFA, Member States, private sector actors and development partners, outlining the role of CCTTFA where it is not directly responsible as well as assessing the institutional capacity and capabilities of CCTTFA to deliver the Action Plan – with gaps and capacity building requirements highlighted;
- Targeted promotion of priority CAPs to mobilise public and private project preparation support towards bankability;
- Preparation of investment materials; and
- Organisation of investment and market engagement events.

This consultancy supports Stage 3 of the GEDC transformation process and has two main work packages outlined below.

Preparation of the GEDC Transformation & Infrastructure Master Plan

Considering the complexity of the four RVC deep-dive assessment reports with phased roadmaps and CAPs pipeline, CCTTFA has requested for support from GIZ to develop a **GEDC Transformation & Infrastructure Master Plan**. This Master Plan would fulfil two needs at the same time: (i) the need to reach the key GEDC Stage 3 milestone of having a “phased and costed GEDC action plan”; and (ii) the need to develop a Central Corridor infrastructure master plan covering infrastructure that goes beyond the immediate infrastructure required for the implementation of RVCs and CAPs. The partner and main beneficiary of this part of the consultancy is CCTTFA. Its Member States are indirect beneficiaries.

GEDC pilot project for the development of a sustainable cold chain ecosystem along the Central Corridor

In parallel to the master planning process, there is a need to move quickly into concrete implementation through an accelerate GEDC pilot project in a strategic field that will then generate booster effects for several of the priority CAPs. Through the previous stages of the GEDC process, and especially the RVC deep-dive assessment work, CCTTFA and GIZ have identified the development of a **sustainable³ cold chain ecosystem** along the Central Corridor as an outstanding opportunity to move from scattered cold-chain assets and isolated donor projects to a coordinated, investable Central Corridor cool-logistics ecosystem. While this strategic importance is particularly obvious from the perspective of *CAP#1 - Integrated Cool Logistics as a Driver of Horticulture Export Competitiveness*, it is equally significant for

³ Definition: Use of natural refrigerants, PFAS-free, highly energy efficient, use of renewable energy (e.g. solar PV), use of thermal storage (e.g. ice storage), use of insulation materials blown with natural blowing agents, use of e-mobility where appropriate (e.g. e-trucks or rikshaws)

pharmaceuticals, fisheries, meat, poultry and dairy production and market distribution along the Corridor. At the same time, establishing a sustainable cold chain ecosystem provides investment opportunities for the private sector in Tanzania and other Central Corridor Member States as well as in Germany and in Europe, ideally jointly under appropriate forms of partnership.

Since 2022, the Government of Tanzania, through Tanzania Railways Corporation (TRC), has been pursuing a rail cold chain pilot project through a partnership with the World Food Programme (WFP) and CCTTFA to develop a temperature-controlled rail logistics network linking Dar es Salaam Port to production zones in and around Dodoma and Morogoro along the newly constructed SGR corridor. It is intended to introduce temperature-controlled rolling stock, cold storage and transshipment points along the MGR (and SGR) network. Some private Tanzanian companies have expressed interest in this project.

The Rail Cold Chain Project, still at an early stage, has the potential to be upscaled to the other sub-corridors of the Central Corridor as rail links are upgraded and/or extended, but following the multi-modal nature of the Central Corridor, it should also include road transport and IWT. The objective is to create a corridor-wide hub-and-spoke cold-chain system that links farm-level cooling, aggregation, packhouses, rail, road, port, airport and border nodes into a commercially viable platform for greener trade, food security and export growth. Thus, the establishment of such a system would follow an incremental approach by strengthening the ongoing TRC-led Rail Cold Chain Project and scaling it up as the rail corridors are extending through continuous rail construction and modernization as well as improved multi-modal connectivity beyond the rail network. Considering the regional nature of the corridor-wide hub-and-spoke cold-chain system, CCTTFA is well placed to lead this scaling-up because it can convene Member States, technical agencies, donors, logistics actors and investors around a single ecosystem plan.

The immediate need is to map what exists, understand what has already been achieved and is planned by TRC, WFP and others, identify the missing links, and convert those gaps into business opportunities and prioritise a first-wave investment pipeline that can then, in a further step, be prepared into investor-ready transactions.

To provide technical support for an approach to the establishment of a sustainable cold chain ecosystem with strong private sector orientation along the Central Corridor, starting in Tanzania building on the ongoing TRC-led initiative, GIZ seeks a Contractor that can deliver the required services.

The partner of this work package of the consultancy is CCTTFA. As the Rail Cold Chain Project is implemented under TRC leadership, TRC is one of the main beneficiaries.

In the interest of synergy, GIZ intends to select a Contractor who has the competence to provide the services for both the preparation of the GEDC Transformation & Infrastructure Master Plan and for the establishment of a sustainable cold chain ecosystem. Accordingly, the consultancy comprises of two interrelated work packages:

- Work package I: Preparation of the GEDC Transformation & Infrastructure Master Plan; and
- Work package II: Technical support to the establishment of a sustainable cold chain ecosystem along the Central Corridor, starting in Tanzania.

2. Tasks to be performed by the Contractor

The Contractor is responsible for providing the following services:

Work package I: Preparation of the GEDC Transformation & Infrastructure Master Plan with resource mobilization strategy

This Master Plan combines GEDC transformation and strategic infrastructure development required to fulfil CCTTFA's extended institutional mandate. The combined Master Plan shall consolidate and harmonise all GEDC documents prepared during Stages 1 and 2—including the Regional Value Chain assessments, Catalytic Anchor Projects, related roadmaps and action plans, and other relevant CCTTFA documentation, such as concepts, pre-feasibility and feasibility studies for corridor transport backbone and other key infrastructure projects—into a single, easily understandable framework for the integrated and cohesive implementation and coordination of the further GEDC transformation process under CCTTFA's leadership. Thus, it will identify synergies between the four RVCs and the CAPs, including crosscutting multi-modal connectivity interventions in rails, roads, IWT, aviation, energy, IT/digitalization and logistics.

In line with the 20-year horizon adopted for the RVC roadmaps, it will define short-term (years 1–5), medium-term (years 6–10) and long-term (years 11–20) activities and, recognising the substantial resources required for implementation, include a resource mobilisation strategy with a cross-cutting focus on private-sector participation and gender aspects. The resource mobilization strategy shall cover both financial and human resources. The GEDC Transformation & Infrastructure Master Plan process will be closely aligned with the ongoing preparation of the CCTTFA 5-year Strategic Plan 2026-31 which coincides with the GEDC short-term. This is covered by a separate consultancy managed by CCTTFA who shall ensure coordination and alignment between the two processes. Practically, the Master Plan preparation will take into consideration, and build on, the priorities, KPIs, resource mobilization targets and other key elements of the 5-year Strategic Plan in view of coherence and continuity and by avoiding duplication. While the Strategic Plan 2026-31 consultancy will review the organisational structure and capacity of CCTTFA for the initial 5-year period, the Contractor of the proposed assignment will assess gaps and constraints in implementing GEDC over the full 20-year cycle.

The methodology will include desk review and synthesis of existing documentation, to be provided by CCTTFA and to be sourced by the Contractor, structured stakeholder consultations (workshops, interviews), and infrastructure project site visits, where necessary. The Contractor shall propose, in the Inception Report, criteria for the identification, screening, prioritisation and sequencing of infrastructure projects which are not yet covered by the GEDC RVC roadmaps and CAPs, taking into consideration economic, financial, climate, social, readiness and private-sector participation aspects. The criteria need to be approved by CCTTFA.

The master planning process will be concluded through a regional validation workshop with Member States and partners, prior to adoption by the competent Central Corridor governance organs. Formal adoption by the Central Corridor Interstate Council of Ministers shall be followed by dissemination of the Master Plan to key stakeholders, including Member States, private sector actors, and development partners. Dissemination will be led by CCTTFA and is beyond this consultancy.

The Contractor will have to visit the seven Central Corridor Member States to ensure they contribute actively to and own the process leading to their 20-year Master Plan. CCTTFA will

lead the stakeholder consultation process across the Member States, introducing the Contractor to national focal points who will facilitate the stakeholder meetings and infrastructure project site visits. Where possible, interviews/consultations will be held virtually.

The final work results will be: (i) a full Master Plan document (in English) with maps, visualisations and technical annexes, where required; and (b) an abridged Master Plan version (in English) in A5 format not exceeding 30 pages. Both documents should be designed print-ready using CCTTFA branding & style guidelines which will be provided during the assignment.

Certain milestones, as laid out in the table below, are to be achieved during the contract term:

Milestones/process steps/partial services	Deadline/place/person responsible
Inception Report on GEDC Transformation & Infrastructure Master Plan	November 2026, online, focal points of Contractor, CCTTFA, GIZ (same for all milestones)
Draft Full Master Plan	March 2027, Dar es Salaam (regional validation workshop), focal points of Contractor, CCTTFA, GIZ
Contribution to (presentation), and participation in, restitution workshop (organized by CCTTFA)	April 2027
Final Full Master Plan	May 2027, online, focal points of Contractor, CCTTFA, GIZ
Abridged Version of the Master Plan (<30 pages)	June 2027, online, focal points of Contractor, CCTTFA, GIZ
Ad-hoc support to deepen CCTTFA/stakeholder knowledge and understanding of Master Plan	Ongoing as required until December 2027, online/in-person, focal points of Contractor, CCTTFA, GIZ

Work package II: Technical support to the establishment of a sustainable cold chain ecosystem along the Central Corridor, starting in Tanzania, with first-wave investment pipeline

The objective of technical support is to produce a prioritised cold chain ecosystem investment pipeline with immediate-term focus on the rail corridor in Tanzania that can, in a follow-on step, be developed into business cases, investor outreach and transaction assistance under the wider GEDC transformation agenda.

The following activities shall be conducted with respective results/deliverables:

1) Cold chain situation analysis/stock-taking:

The Contractor shall **map existing cold-chain infrastructure, services and utilisation resulting in a corridor-wide inventory of existing and planned cold-chain assets** and identify/take stock of all **current and planned interventions** by WFP, TRC, ports, donors and private actors.

The **asset inventory** should include cold rooms, packhouses, warehouses, reefer trucks, reefer containers, reefer plug points, airport cold stores, private packhouses, port cold-chain facilities, fish and dairy chilling infrastructure, pharma cold stores, aggregation centres, and off-grid or solar-powered cooling units. It should include the assets' location, owner/operator, commodity served, temperature range, installed capacity, utilisation, power source, operating condition, service model and current constraints. The inventory should distinguish between

assets that are physically present and assets that are commercially functional. The key question is not only “what exists?” but “what is usable, reliable, accessible to SMEs/cooperatives, and connected to viable routes and buyers?” The inventory should include functionality, age, capacity (size), cooling capacity, energy efficiency (e.g. EER), refrigerant type and charge, ownership, operational model and current level of utilization.

The Contractor shall produce a GIS-style map and a practical investor-facing map showing where infrastructure exists, where it is underutilised, where gaps are binding, and where planned investments could be integrated.

In addition to mapping of existing cold chain assets, the situation analysis will cover a **stock-taking of current and planned interventions by WFP, TRC, ports, donors and private actors**, which will result in a structured “**who is doing what**” matrix covering WFP, CCTTFA, TRC, TPA / Dar es Salaam Port actors, airport authorities, investment agencies, private exporters, logistics companies, DFIs, development partners and local governments. For donors and DFIs, the stock-taking should include ongoing climate, food-security, logistics, SME finance and green corridor programmes that could provide co-finance, guarantees or technical assistance. The idea is to avoid duplication and create a single ecosystem plan that shows where existing interventions can be linked, where gaps remain, and where private investment can be mobilised.

The inventory/mapping work in the Central Corridor Member States should be conducted in parallel with the GEDC Transformation & Infrastructure Master Plan consultation process, considering that both processes are closely interrelated. Given that there is a need for immediate support to the ongoing TRC-led Rail Cold Chain Project in Tanzania, the combined cold chain inventory/mapping and GEDC Master Plan country visits by the Contractor should start in Tanzania so that the first deliverable can be the inventory/stock-taking report for Tanzania.

2) Development of a conceptual approach for a Central Corridor hub-and-spoke cold-chain ecosystem plan, with rail corridors in Tanzania as first phase, based on demand mapping:

Considering that ongoing interventions in support of cold chain development have not been focussing on the geographic space of the Central Corridor, it is necessary for the design of a corridor-wide system, it is therefore necessary to **map demand, product flows and priority value chains/sectors**. The latter should include horticulture, fish, dairy, meat, poultry, pharma, vaccines, processed foods and regional food-distribution systems. The mapping shall build on the CCTTFA/GIZ horticulture and pharmaceuticals RVC assessments and identify where cold-chain failure causes the highest losses or missed trade opportunities: first-mile cooling, aggregation, packhouse capacity, rail or road transit, border delay, port/airport handling, and urban last-mile distribution. Demand analysis should be segmented by route and market. The result will be an estimative indication of volumes, seasonality, willingness to pay, existing costs, rejection/loss rates, service gaps and likely anchor users, which can feed directly into business cases.

The principle of the **hub-and-spoke cold-chain ecosystem plan** is to design an integrated system rather than a list of isolated cold stores. The horticulture RVC assessment is explicit that packing and cold storage are central to international export channels, and that cold storage, air freight and sea freight are key to timely delivery of perishable products. It also notes that very little fresh produce destined for intra-regional markets currently passes through

an end-to-end cold storage chain. The Contractor will therefore propose a definition of primary hubs, secondary hubs and spokes with respective needs.

3) Identification of commercial opportunities and prioritisation of a first-wave investment pipeline focused on the Tanzanian SGR corridor between Dar es Salaam and Mwanza:

The ecosystem plan shall be translated into an **initial prioritised pipeline of commercially viable infrastructure and service opportunities along the Dar es Salaam–Mwanza SGR corridor**. At a high level, opportunities need to be assessed against criteria including commercial and development potential, climate benefits, investor interest, availability of anchor users, links to existing or planned infrastructure, feasibility and potential for replication. The pipeline will align with the GEDC Catalytic Anchor Project approach, particularly the proposed integrated cool-logistics corridor connecting Dar es Salaam Port with production and processing centres.

For the most promising 3-5 commercial opportunities from the perspective of European investors and/or in light of potential joint-ventures with Tanzanian companies, a **sketch of an investor-facing business case shall be prepared in the form of an investment fiche**, covering the proposed location and asset, potential target users and commodity flows, demand and throughput assumptions, estimative capital and operating costs, revenue and tariff models, ownership and operating arrangements, financing requirements, risks, mitigation measures, possible public-sector facilitation needs and expected development impacts, with attention to utilisation risks. Potential anchor users and off-takers will be identified, while opportunities for climate finance will be highlighted for sustainable, e.g. solar cooling warehouses, reduced food losses and low-carbon rail-linked logistics.

The investment fiches will be the basis for structured consultations to be undertaken to secure demand signals, letters of interest or preliminary MoUs from users and operators. The consultations themselves are beyond the scope of his consultancy and will be facilitated by CCTFA and GIZ.

4) Crosscutting issues:

Considering the high potential for job creation and skills development for women and youth in the future cold chain system, gender and youth should be treated by the Contractor as crosscutting priority theme. In addition, digitalization, green logistics and monitoring should be embedded from the outset through a shared evidence base covering infrastructure, demand, freight flows, cold-chain capacity, and investor engagement potential. The sustainable cold chain ecosystem along the Central Corridor should integrate digital booking, traceability, Sanitary and Phytosanitary (SPS) documentation and temperature monitoring while prioritizing energy-efficient, lower-carbon solutions such as solar cooling, reduced food loss and rail-linked freight. Its M&E framework should track both operational results and investment mobilization, including financing secured, assets deployed, cargo handled, jobs created, losses reduced and emissions avoided.

Milestones/process steps/partial services	Deadline/place/person responsible
Inception Report	November 2026, online, focal points of Contractor, CCTFA, TRC, GIZ (same for all milestones)
Corridor-wide Cold Chain Situation Analysis/Stock-taking report covering an inventory of existing cold-chain assets and a	<u>Tanzania chapter</u> : January 2027 (to allow for prioritized technical support to the ongoing TRC-led Rail Cold Chain Project)

"Who is doing what" matrix, including summary PPT presentation	Covering the <u>other 6 Central Corridor Member States</u> : March 2027
Central Corridor Hub-and-Spoke-Cold-Chain Ecosystem Plan report , with rail corridors in Tanzania as first phase, based on demand mapping of product flows and priority value chains/sectors, including summary PPT presentation	March 2027
Commercial Opportunities and Prioritised First-wave Investment Pipeline report focused on the Tanzanian SGR corridor Dar es Salaam-Mwanza, including 3-5 investor teasers (in PPT format) presenting the cases most likely to generate appetite from European investors and/or for joint-ventures with Tanzanian companies	April 2027
Contribution to (presentation), and participation in, restitution workshop	May/June 2027
Ad-hoc support to deepen CCTTFA/stakeholder knowledge and understanding of Cold-Chain Ecosystem Plan and associated investment opportunities	Ongoing as required until December 2027, online/in-person, focal points of Contractor, CCTTFA, GIZ

The Contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.

In addition to the reports required by GIZ in accordance with the AVB and the key deliverables (see under "Milestones" in the table above), the Contractor submits brief quarterly reports on the implementation status of the two parts of the contract assignment.

Period of assignment (both work packages): Beginning of November 2026 until 31 July 2028.

3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed by the Contractor) (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them. This includes identifying relevant

actors and describing how these actors interact with each and the project team (1.2.1) and outlining the contractor's approach to cooperating with relevant stakeholders (1.2.2).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the Contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps considering the milestones.

Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project (**1.6.1**). In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

The tenderer is required to draw up a **personnel assignment plan (1.6.2)** (with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

Details about backstopping (1.6.3)

The tenderer is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the tender in accordance with Section 3.1 of the GIZ AVB:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between the tenderer and GIZ
- Assuming personnel responsibility for the contractor's experts
- Process-oriented steering for implementation of the commission
- Securing the administrative conclusion of the project

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, based on their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

The tenderer must provide a clear overview of all proposed short-term experts and their individual qualifications.

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the Contractor (quality and deadlines)
- Writing and compiling of large parts of the GEDC Master Plan

- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Regular reporting in accordance with deadlines

Qualifications of the team leader

- Education/training (2.1.1): University degree (Master/German 'Diplom') in Economics and/or Development Studies
- Language (2.1.2): C2-level language proficiency in English language
- General professional experience (2.1.3): 14 years of professional experience in economic development
- Specific professional experience (2.1.4): 6 years in master planning and value chain development
- Leadership/management experience (2.1.5): 5 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 5 years of experience in projects in the Central Corridor region, of which 1 year in projects in Tanzania
- Development cooperation (DC) experience (2.1.7): 10 years of experience in DC projects
- Other (2.1.8): Project management certification of PRINCE2 Foundation and PRINCE2 Practitioner

Key expert 1: Infrastructure Expert

Tasks of key expert 1

- Analyse multi-modal transport and other relevant infrastructure projects in the Central Corridor (road, rail, IWT, aviation, pipelines, RVC-related industrialization and cold chain infrastructure) for the GEDC Transformation & Infrastructure Master Plan, including energy and IT/digitalization (where necessary)
- Estimate costs, timelines and resource mobilization (public & private sector) requirements for the GEDC CAPs and other key infrastructure developments

Qualifications of key expert 1

- Education/training (2.2.1): University degree (Master/German 'Diplom') in Engineering, Infrastructure or Urban & Regional Planning
- Language (2.2.2): C2 -level language proficiency in English language
- General professional experience (2.2.3): 15 years in engineering and/or urban and regional planning
- Specific professional experience (2.2.4): 10 years in infrastructure development
- Regional experience (2.2.6): 3 years in the Central Corridor region
- Development Cooperation (DC) experience (2.2.7): 10 years in development cooperation

Key expert 2: Cold Chain & Business Development Expert

Tasks of key expert 2:

- Central Corridor cold chain system situation analysis
- Demand analysis
- Conceptualization of a corridor-wide Hub-and-Spoke-Cold-Chain Ecosystem Plan
- Identification of business opportunities and prioritized first-wave investment pipeline
- Preparation of investor teasers (in PPT format)

Qualifications of key expert 2

- Education/training (2.3.1): University degree (Master/German 'Diplom') in Economics or Business, Engineering or equivalent
- Language (2.3.2): C2 -level language in English language
- General professional experience (2.3.3): 15 years in economics and/or financial services
- Specific professional experience (2.3.4): 10 years in business development in development cooperation contexts and ideally cooling (cold chain) experience
- Regional experience (2.3.6): 5 years' experience in the Central Corridor region
- Development Cooperation (DC) experience (2.3.7): 10 years in development cooperation

Key expert 3: GIS Mapping and Graphic Design

Tasks of key expert 3:

- GIS spatial analysis and mapping
- Graphic design for visuals in presentations, print-ready final reports and investor teasers

Qualifications of key expert 3

- Education/training (2.4.1): University degree (Master/German 'Diplom') in Geography, GIS, IT and/or communication or related field
- Language (2.4.2): C2 -level language in English language
- General professional experience (2.4.3): 5 years in GIS, spatial analysis and geospatial data management
- Specific professional experience (2.4.4): 2 years in corridor-related mapping and graphic design
- Regional experience (2.4.6): 1 year experience in the Central Corridor region
- Development Cooperation (DC) experience (2.4.7): 2 years' experience in development cooperation

Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods

- Interdisciplinary thinking

5. Costing requirements

Assignment of personnel and travel expenses

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable from the [German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2026 \(GERMAN ONLY\)](#)).

Accommodation allowances are reimbursed as detailed in the specification of inputs below.

With special justification, additional Accommodation costs up to a reasonable amount can be reimbursed against evidence.

All business travel must be agreed in advance by the officer responsible for the project.

While CCTTFA will organize and fund the Master Plan-related consultation and validation workshops, GIZ will fund the Contractor's "field work" across the Member States for both Work Packages. Therefore, the Contractor must include in its budget (see below) the costs for its experts' travel related to physical consultations in the Member States, infrastructure project site visits and travel to/from the validation workshops (including accommodation and per diem allowances).

Sustainability aspects for travel

GIZ has undertaken an obligation to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO₂ efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO₂ emissions caused by air travel must be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The [Development and Climate Alliance \(German only\)](#) has published a [list of standards \(German only\)](#). GIZ recommends using the standards specified there.

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Designation of Team Leader	1	55	55	
Designation of Key Expert 1	1	35	35	

Designation of Key Expert 2	1	25	25	
Designation of Key Expert 3	1	15	15	
Travel expenses	Quantity	Number per expert	Total	Comments
Fixed travel budget <i>GIZ has set a fixed amount. This option is used as there is uncertainty regarding the specific travel plans during the tender procedure. However, the tenderer is expected to describe the number of trips, travel destinations and time periods as best as possible.</i>	1	-	30.000,00	A budget is earmarked for travel to the following countries: Tanzania, Burundi, DRC, Malawi, Rwanda, Uganda, Zambia. A fixed budget of EUR 30.000,00 is earmarked for settling travel expenses against evidence. You can find further information on the travel expense budget in the 'Price schedule' document. Please use the 'Explanations' column in the price schedule to break down the individual items. Settlement is possible only until the budget is depleted.
CO₂ compensation for air travel	1	-	1.620,00	A fixed budget of EUR 1.620,00 is earmarked for settling carbon offsets against evidence.
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	3.000,00	3.000,00	A budget of EUR 3.000,00 is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.

6. Inputs of GIZ or other actors

GIZ and/or other actors are expected to make the following available:

- Logistics for workshops: CCTTFA and GIZ will organize and fund the required workshops in the Member States of the Central Corridor, including workshop venues, catering, translation, travel and accommodation of participants. The travel costs for the experts under this contract attending these workshops are to be included in the tenderer's proposed travel budget (see above). Similarly, the expert days indicated include the contractor's participation in any such workshops.

7. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English (language).

The complete tender must not exceed 40 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in English (language).

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The Contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.

8. Option

After the services put out to tender have been completed, important elements of these tasks can be continued or extended. Specifically:

Type and scope

The contractor is responsible for providing the following optional services:

- Additional analyses (including through field visits) of transport and/or other infrastructure and industrial projects in the Central Corridor linked to the Standard Gauge Railway or the GEDC
- GIS mapping and design of additional projects related projects identified
- Preparation of communications materials including but not limited to presentations, project fiches,
- Drafting of resource mobilisation proposals and concepts

Requirements

Exercising the option will depend on additional funding from the BMZ and/or other commissioning parties. The decision on continuation is expected to be made in the period 30 April 2027 and 30 April 2028. If the option is exercised, it is anticipated that the contract term will be extended to 31 December 2028.

The option will be exercised by means of a contract extension on the basis of the individual approaches already offered.

Quantitative requirements for the optional services

Designation of Team Leader	1	10	10	
Designation of Key Expert 1	1	10	10	
Designation of Key Expert 2	1	10	10	
Designation of Key Expert 3	1	5	5	
Travel expenses	Quantity	Number of days per expert	Total	Comments
Fixed travel budget	1	-	10.000,00	A budget is earmarked for travel to the following countries: Central Corridor Member States or AU or EU Member States for market sounding & investor mobilisation. A fixed budget of EUR 10.000,00 is earmarked for settling travel expenses against evidence.
CO₂ compensation for air travel	1	-	520,00	A fixed budget of EUR 520,00 is earmarked for settling carbon offsets against evidence.
Other costs	Quantity	Price	Total	Comments
Flexible remuneration	1	1.500,00	1.500,00	A budget of EUR 1.500,00 is earmarked for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.

Requirements on the format of the tender for the option

Please complete both spreadsheets in the price schedule, i.e. one for the main service and one for the optional service.