Requests for Proposals:

Improving Freight Flow and Predictability on Uganda's Northern Corridor

Analysis and improvement plan for Uganda weigh station operations

1. Description of the Global Gateway Investment Climate Reform Facility

The Global Gateway Investment Climate Reform (GG ICR) Facility is jointly co-financed by the European Union (EU), the Federal Ministry of Economic Development and Cooperation (BMZ) and the Ministère de l'Europe et des Affaires Étrangères (MEAE) and implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Expertise France (EF) and the Netherlands Development Organisation (SNV).

The GG ICR Facility contributes to the development of a conducive investment climate for the implementation of the European Union's Global Gateway Strategy.

The Overall Objective of the GG ICR Facility is to make the investment climate in the EU partner countries more conducive, inclusive and sustainable to ensure Global Gateway investments create equitable and sustainable growth and decent jobs.

The Specific Objective of the GG ICR Facility is to support partner countries public and private organisations to develop actions to improve the business environment and investment climate.

The Global Gateway strategy of the European Union covers five areas: Digital, Climate and Energy, Transport, Health and Education and Research. It allows EU partners to develop their societies and economies and create opportunities for the EU Member States' private sector to invest and remain competitive. The GG ICR Facility is part of the 'soft' measures to materialise the Global Gateway strategy. Through this programme and across all its results, the EU aims at supporting green investments and a transition towards low-carbon circular economies, in line with the ambition of the European Green Deal and with the Paris agreement objectives. It is integrated into the European Consensus on Development 'our world, our dignity, our future', specifically with its priorities of promoting inclusive and sustainable growth and jobs. Lastly, it reinforces the EU's leadership in promoting gender equality and social inclusion, in full alignment with the transformative approach of the Gender Action Plan III, while contributing to the 2030 Agenda's SDG 5 (gender equality).

2. Context and objectives of the project

Context

The GG ICR Facility is supporting the Northern Corridor Transit and Transport Coordination Authority (NCTTCA) and the Ministry of Works and Transport of Uganda to improve freight flow and predictability on Uganda's Northern Corridor. The NCTTCA has a responsibility to coordinate transport infrastructure (roads, rail, pipeline, ports and inland waterways) and trade matters along the Corridor. It undertakes

interventions, working with different players and key stakeholders on the Northern Corridor route, from the Port of Mombasa to the six (6) NCTTCA Member States - of Burundi, Democratic Republic of the Congo, Kenya, Rwanda, South Sudan and Uganda.

The Northern Corridor is the trade lifeline in East and Central Africa. It handles the bulk of cross-border flows and offers the quickest route to fast-growing inland markets. Against a backdrop of GDP growth in the region, trade in the EAC has grown by 13% to $12.1bn in 2023 reflecting greater regional economic integration (source UN COM Trade). This trend is expected to continue with increased expected freight volumes, requiring upgrading current infrastructure and tackling existing bottlenecks in the Northern Corridor.

Due to its central geographic location, Uganda acts as the most critical determinant of time and costs to the final destination in the Northern Corridor. Currently the Uganda stretch of the Northern Corridor poses challenges for users, importers, exporters and cargo movement facilitators, especially at weight stations. Axle-load control is essential to protect road assets and improve safety. Weigh stations are a key part of axle-load control, but they can also create delays when operating practices are inconsistent, site layouts constrain traffic flow, equipment reliability is weak, or supporting services such as power and connectivity are interrupted. Delays are also influenced by how diversion, static checks and enforcement actions are applied in practice.

Several problems have been reported by private sector representatives concerning Ugandan weighbridge stations in the past: (1) significant delays / waiting time at weighbridge stations, (2) inconsistent weighing at weighbridge stations within Uganda but also between Uganda and Kenya weighbridge stations, (3) multiple weighings of up to five times when transiting Uganda.

Axle-load control on the Uganda stretch sits within a regional framework for vehicle load management, notably the East African Community Vehicle Load Control Act, 2016 and the harmonised COMESA-EAC-SADC vehicle load management standards, which set common axle-load and gross vehicle weight limits and require vehicles above the agreed threshold to be weighed. Levels of domestication and enforcement still vary across partner states, and differences in standards and weighing practice between Uganda and its neighbours contribute to the inconsistent and repeated weighing experienced by transporters along the Corridor. Improving predictable, harmonised weigh station operations in Uganda therefore supports both the protection of road assets and smoother regional freight flow.

The assignment will cover the following eight weigh stations along Uganda's stretch of the Northern Corridor:

1. **Malaba** – main Uganda–Kenya border crossing (eastern route); the principal entry point for Mombasa–Kampala corridor freight.
2. **Magamaga** – near Jinja on the Kampala–Iganga–Malaba highway (eastern route); the highest recorded throughput of the internal stations in 2024.
3. **Mbale** – eastern region, serving the Tororo–Mbale–Soroti routes.
4. **Luwero** – on the Kampala–Gulu highway (central/northern route towards Elegu and South Sudan).
5. **Lukaya** – on the Kampala–Masaka road (central route towards Mutukula/Tanzania and the south-west).
6. **Mubende** – on the Kampala–Mubende–Fort Portal road (western route towards Mpondwe and the DRC).
7. **Mbarara** – on the Masaka–Mbarara–Katuna road (western route towards Rwanda).
8. **Elegu** – Uganda–South Sudan border at Nimule (northern route); the exit point towards Juba.

The list of weigh stations will be confirmed during Phase 1 of the project.

Objective

The technical assistance is designed to address these issues with the objective to improve the efficiency and predictability of freight movement on Uganda's Northern Corridor segment while maintaining effective axle-load control. This will be done by establishing a comparable baseline of logistics performance across all relevant weigh stations and their approaches, and by developing an agreed plan for operational and process improvements. The work is strongly grounded in consultation with both public agencies and private corridor users.

A first phase will focus on the baseline review including interviews and consultations. The second phase will focus on improving the analysis with a Public Private Dialogue and a peer review between Ugandan and Kenyan officials In a third phase the GG ICR Facility will provide TA support to introduce immediate process improvements in at least one pilot site.

3. Project steering and work phases

This project is going to be steered by a steering group consisting of representatives from the GG ICR Facility, the NCTTCA (partner lead organisation) as well as from the Ministry of Works and Transport of Uganda. A consulting firm will be hired to implement the activities laid out below. The steering group will define key milestones for the project, provide strategic direction and advice to the implementing partners and review the deliverables of the project.

This project will be conducted in three phases. At the end of each phase, deliverables are handed in and confirmed by the steering group or a validation meeting of the steering group takes place to take stock of the activities and their results, and to discuss the next steps. The successful and timely completion of the previous phase and continued commitment of the requester and its partner(s) are necessary conditions for the following phase to start. The GG ICR Facility reserves the right to not implement all phases if these conditions are not fulfilled.

Gender considerations will be integrated in the project.

The assignment will be implemented by a consulting firm with a maximum of four assigned key experts for a total of 130 working days. Part of the work can be carried out remotely / as a desk study, but the main field work will take place in Uganda, exact locations to be determined. One mission to Kenya is expected to be included in the assignment.

The following profiles will be needed (one expert could execute multiple functions):

Profile	Days	Expertise and main role
K-1: Team Leader	23	Overall technical lead; corridor performance framing; quality assurance; reporting; leads steering engagements and workshops.
K-2: Corridor Logistics Expert	27	Supports analysis of freight movement and travel time constraints; leads stakeholder engagement; supports public–

		private dialogue; helps shape practical recommendations, supports pilot TA.
K-3: Weigh Station Operations Expert	31	Leads site process review for all stations; develops recommended operating procedures; identifies operational and site management improvements; supports pilot TA.
K-4: Data and Monitoring Expert	19	Compiles and analyses datasets; develops comparable site indicators; prepares monitoring templates and tracking tools.

If short input by other non-key experts is needed, the consulting firm is expected to factor this in the existing key expert days, coordinate and take care of quality in delivery. The number of days/travel/workshops and the budgets will be contractually agreed as maximum amounts.

Indicative schedule

The schedule can be adapted to stakeholder availability. A practical implementation period would be 8 months but allowing a 12-month window in case of delays in stakeholder engagement. A project start is expected in July / August 2026.

Phases	Period	Main activities
Phase 1	Month 1	Inception and shared understanding; first steering group meeting; stakeholder mapping; data analysis; workplan; framework & indicators
	Months 2–3	Baseline assessment across sites; field visits; interviews; time and movement review; draft baseline report.
	Month 3	Steering group baseline validation meeting; agreement on priorities and approach to operating procedures.
Phase 2	Months 4	Draft improvement plan; operating procedures for all sites.
	Months 4-5	Peer exchange with Kenya; integrate findings into improvement plan and operating procedures.
	Months 5-6	Public Private Dialogue workshop to validate improvement plan; action list, performance measures and reporting arrangements.
Phase 3	Month 6	Finalisation of action plan; adapt to pilot site, confirmation with steering group.
	Months 6-8	Implementation of action at pilot site; short on-site coaching for frontline staff on the agreed SOP and queue and site management measures; handover of monitoring and performance tracking sheets; sensitisation of users.
	Month 8	Lessons learnt and recommendations for wider roll-out; replication note; handover of learnings and action list for replication to NCTTCA and GoU.

Phase 1: Baseline review and first recommendations (Months 1-3)

Activity 1.1: Inception and shared understanding (Month 1)

The consultants will begin with an inception phase to establish a shared understanding with the stakeholder steering group. This includes confirming the scope, agreeing the site list, confirming data access and agreeing the engagement plan.

- Steering group inception meeting with NCTTCA and Ugandan counterparts to confirm objectives, expectations and ways of working.
- Stakeholder mapping and confirmation of points of contact.
- Data inventory and data request list agreed with responsible institutions.
- Detailed workplan, including site visit plan and engagement schedule.
- Baseline framework and indicator set agreed for use across all sites.

Activity 1.2: Baseline assessment and process review across all sites (Months 2-3)

The consultants will prepare a comparable baseline across all relevant weigh stations and their approaches. This phase will combine analysis of existing records with field verification and interviews with a broad group of corridor stakeholders.

- Review of available operational records and NCTTCA observatory data relevant to weigh stations and freight movement.
- Field visits to relevant stations and their approaches, including observation of traffic flow, queue formation, and site management practices.
- Time and movement analysis using available station records and targeted observations to understand the time taken at stations and the causes of delay.
- Interviews with a wider group of logistics industry stakeholders (transporters, freight forwarders, shippers, logistics operators, associations), members of the local community as well as government officials in charge of managing daily operations of weigh stations to capture operational experience.
- A particular emphasis will be put on integrating the experience of women users of weigh stations into the analysis by, for instance, gathering specific data available from the MoWT Uganda (if available) and interviewing women associations in the logistics sector.
- Process mapping for each site, showing the steps from arrival to exit, including diversion, static checks, enforcement actions and data capture points.
- Preparation of a draft baseline report with preliminary findings and initial recommendations.

Activity 1.3: Validation of baseline findings and preliminary recommendations (Month 3)

The consultants will present draft findings and preliminary recommendations for validation. This step is important to confirm facts, test feasibility and agree priorities before drafting the full improvement plan.

- Validation workshop with the steering group to confirm baseline findings and agree on priorities.
- Agreement on the scope of recommended improvements and the approach to standardising operating procedures across sites.

Phase 2: Development and validation of the improvement plan (Months 4-6)

Activity 2.1: Development of improvement plan (Month 4)

Following validation of baseline findings and preliminary recommendations, the consultants will develop a detailed improvement plan for the weigh station network and related operating processes.

- Draft improvement plan covering cross-cutting measures for the network, generic improvements, as well as site-specific measures.
- Draft operating procedures applicable for all sites, with consistent inspection and weighing sequences and clear guidance for common scenarios.

Activity 2.2: Peer exchange with Kenya (Months 4-5)

At this stage, the peer exchange with Kenya will be used to test and strengthen the proposed measures, especially on calibration and operating practice. A selected number of public officials from the Ministry of Works and Transport of Uganda and the Uganda National Bureau of Standards will be travelling to Mombasa Kenya to conduct onsite visits of a Kenyan weigh station and meet with their Kenyan counterparts from the Kenya National Highways Authority. The NCTTCA together with GG ICR Facility will coordinate and host the peer exchange in terms of logistics. The consultants are expected to support with technical input and debrief in the form of a technical note and improved improvement plan and operating procedures:

- Peer exchange with Kenya on calibration and operating practice; preparation of a short technical note with practical recommendations for Uganda.
- Integration of peer exchange findings into the improvement plan and operating procedures.

Activity 2.3: Public Private Dialogue workshop to validate improvement plan (Months 5-6)

A Public-Private Dialogue workshop will be held to validate the final improvement plan, operating procedures and monitoring approach, and to confirm the agreed action list for implementation. This workshop will be hosted by the NCTTCA and will take place in Uganda (tbc.). The consultants will play a key role in terms of technical input and integrating findings and agreements into key documents.

- Public–private dialogue session focused on agreeing an action list, responsibilities, timelines and performance measures.
- Agreement on the action list, performance measures and reporting arrangements.
- Agreement on next steps and any follow-on preparation needed for investment-related measures.

Phase 3: Implementation support at one pilot site (Months 6-8)

Activity 3.1: Finalisation of action plan for pilot site (Month 6)

Based on the results of Phase 1 and 2, the consultants will define the concrete action plan for the pilot site in close collaboration with the steering group.

- Pilot site readiness checklist including availability of leadership/ management as well as front line staff, availability of data, agreement with SOP, written consent by MoWT of Uganda and NCTTCA
- Action plan adapted to the pilot site along with tasks, clear timeline, stakeholders to be involved

Activity 3.2: Implementation of action plan for pilot site (Months 6-8)

The consultants will provide practical support at one station to introduce immediate process improvements and strengthen day-to-day application of new SOP

- Plan for onsite coaching: day briefing, role assignment, visualisation of process steps (poster)
- 2-3 weeks of on-the-job coaching for front line staff of all shifts, introduction of new agreed SOP including simple queue and site management measures that do not require procurement.
- Definition of Station Monitoring Focal point, hand-over of monitoring templates and performance tracking sheet.
- Consultants to check KPI incl. throughput times, reweighing, reasons for termination, deviation logs with Station Monitoring Focal Point
- Based on monitoring results fine-tuning SOP, updating job aids, brief re-briefings.
- Involvement of security personnel for traffic flow and conflict prevention; brief security checklist.
- Calibration and quality management
    - Checklist for calibration status, inspection intervals, documentation; comparison with recommendations from Kenya Exchange.
    - Mini training course for calibration and maintenance protocols.
- Stakeholder sensitisation
    - Brief user awareness campaign: driver briefings, posters detailing expected steps and rights/obligations; contact point for feedback.
    - Community touchpoint: if relevant, brief information on traffic management and safety.

Activity 3.3: Lessons learned and recommendations for wider roll-out (Month 8)

As the implementation of improving actions is only carried out for one out of eight weighbridges in Uganda, the consultant is expected to write up lessons learned to be considered when extending the action plan to the other weighbridges in Uganda or other Northern Corridor member states.

- A short note capturing lessons and practical considerations for wider roll-out.
- Structured replication kit: SOP template, job aids, training agenda, monitoring templates, pilot readiness checklist, standard PPD agenda.
- Handover workshop with steering group defining roles for scaling, schedule, resource requirements, and accompanying governance.

Engagement structure and workshops

Phase	Stakeholders	Engagement	Purpose	Output
Phase 1	Steering group (NCTTCA, GoU, GG ICR, consultants)	Steering group inception meeting (online)	Agree expectations, scope, data access and ways of working	Agreed inception record and workplan
	Logistics industry & weigh stations users, consultants	Interviews with logistics industry stakeholders (online / face-to-face)	Capture operational issues early and shape field verification and analysis	Short issues note
	Steering group (NCTTCA, GoU, GG ICR, Consultants)	Steering group baseline validation workshop (online)	Validate baseline findings and preliminary recommendations	Workshop record and agreed priorities
Phase 2	Selected government officials & frontline staff from Uganda & Kenya	Kenya peer exchange (face-to-face)	Confirm calibration and good practice options and applicability	Technical note with practical recommendations
	Steering group, key stakeholders from public and private sector	Public–private dialogue (face-to-face)	Validate the final improvement plan, operating procedures and monitoring approach, and to confirm the agreed action list for implementation	Action list and performance measures
	Steering group (NCTTCA, GoU, GG ICR, Consultants)	Steering group validation workshop (online)	Validate final documents and agree next steps	Workshop record and agreed plan

Phase	Stakeholders	Engagement	Purpose	Output
Phase 3	Frontline staff & consultants	Pilot site working session and coaching (face-to-face)	Introduce agreed improvements at one site and support handover	Pilot support note and tracking templates
	End of project steering group	Final steering group meeting (online)	Validate project work and lessons learnt, handover of project management to partner institutions	Lessons learnt and action plan for roll out

Deliverables

Phase	Deliverable	Expected content
Phase 1	**D1. Inception note and workplan**	Confirmed scope and site list; stakeholder map and points of contact; data inventory and agreed data request list; workplan and field visit plan; engagement schedule; baseline indicator set.
	D2. Baseline assessment report (draft)	Site profiles for all stations; summary of freight movement constraints; time and movement findings (time taken at stations and main drivers); process maps for each site; preliminary recommendations; data gaps and assumptions clearly stated.
	D3. Baseline validation workshop record	Presentation deck; list of validated findings; agreed priority issues; agreed direction for operating procedures; decision on pilot site.
Phase 2	**D4. Operating procedures compendium (all sites)**	Recommended inspection and weighing sequences for each site; standard steps and exceptions; roles and responsibilities at the station; data capture points; short job aids for staff; driver guidance note and posters.
	D5. Kenya peer exchange technical note	Summary of calibration practice and operating approaches observed; practical recommendations applicable to Uganda; implications for monitoring and reporting.
	D6. Public–private dialogue outputs	Summary of issues raised; agreed action list with responsible parties and target dates; performance measures to track progress.
	D7. Improvement plan (draft and final)	Site-by-site measures and cross-cutting measures; prioritisation; implementation responsibilities; time horizons; monitoring approach; identification of medium-term needs and follow-on preparation tasks (including draft follow-on ToRs where relevant).

Phase	Deliverable	Expected content
	D8. Monitoring and reporting toolkit	Indicator definitions; reporting templates; simple tracking sheet; suggested reporting cycle and responsibilities; short handover session outline.
	D9. Steering group validation workshop record	Presentation deck; consolidated agreed plan; final action list and performance measures; agreed next steps.
Phase 3	**D10. Action plan for pilot site**	Short note summarising action items for implementation at pilot site agreed between consultants and steering group.
	D11. Pilot site support note	Scope and support provided: summary of on-site assistance and improvements implemented. Training and coaching: sessions delivered, attendance, brief outcomes. Performance results: target vs. actual key figures (before/after), documented deviations and corrective measures. Quality and compliance: calibration/maintenance records. Handover package: updated SOPs/job aids, tracking sheet, handover confirmation.
	D12. Replication note	Key lessons and practical checklist for applying the approach at other corridor locations and station types; considerations for adaptation. Annexes (standard package): 9. SOP addendum (transferable template). 10. Shift and role plan template. 11. Monitoring templates (indicators, reporting, shift log).
	D13. TAC report	The consulting firm is expected to hand in the completed Technical Assistance Completion (TAC) report provided by GG ICR Facility for M&E purposes.

Besides the activities described above, the experts are expected to:

- understand **the M&E plan** provided by the GG ICR Facility project manager before the kick off meeting, and provide remarks as needed, to ensure they know when and how to **collect M&E data** during the activities
- understand the **Technical Assistance Completion (TAC) report** and complete it at the end of the project.
- help with the collection of **communication materials** for the GG ICR Facility, such as photos or videos of events and participants, as agreed beforehand with the GG ICR Facility project manager.
- ensure that all data collected during the project are processed in accordance with the EU General Data Protection Regulation (GDPR), with the support of the GG ICR Facility project manager.

4. Qualifications and experience of the team

K-1: Team Leader (approx. 23 Working Days)

Responsibilities

- Overall technical lead; define methodology for baseline, indicator set, and improvement plan.
- Lead all steering formats (steering group, validation workshops, public–private dialogue), ensure quality of all deliverables (D1–D12).
- Coordinate and technically support the Kenya peer exchange; integrate findings into SOPs and the improvement plan.
- Stakeholder management; risk/integrity management; ensure gender considerations throughout.
- Oversee pilot site support: coaching concept, monitoring set-up, lessons learned and replication.

Minimum qualifications (Must)

- Master's in transport/civil engineering, logistics/transport economics, public policy/administration, or comparable.
- ≥10 years' experience in freight logistics/corridor performance in Sub-Saharan Africa; ≥5 years in leadership of multi-stakeholder TA or reform processes.
- Proven projects on axle-load control/weighbridge management, SOP/process development and operational optimization.
- Experience facilitating public–private dialogues and government workshops; development of actionable plans with KPIs.
- Familiarity with EAC axle load standards and relevant practice standards (e.g., calibration, OIML basics, weigh-in-motion vs. static).
- Fluency in English (spoken and written).

Desired qualifications (Should)

- Country context experience in Uganda (MoWT, UNRA, UNBS, Traffic Police) and/or Kenya (KeNHA).
- Experience with peer learning formats between authorities; governance and integrity measures at control sites.
- Evidence of gender mainstreaming within transport operations/reform projects.

Evidence required

CV (max. 4 pages); 3–5 relevant reference projects (role, outputs, contact person); sample deliverable outline (e.g., SOP/KPI framework).

K-2: Corridor Logistics Expert (approx. 27 Working Days)

Responsibilities

- Analyse freight movement and travel-time constraints to/from weigh stations; conduct time-and-motion studies.
- Conduct and synthesize stakeholder interviews (transporters, freight forwarders, shippers, associations); feed into PPD.

- Co-develop indicator set and monitoring/reporting toolkit; co-draft the improvement plan with prioritization.
- Integrate gender-responsive insights (e.g., women users' experience, associations, available MoWT data).

Minimum qualifications (Must)

- Bachelor's/Master's in logistics, transport economics/engineering, or similar.
- ≥7 years' experience in corridor/freight logistics analysis in East Africa; demonstrated time-and-motion and capacity analyses.
- Track record in KPI design, reporting templates, and operational recommendations.
- Experience conducting interviews/workshops with private sector stakeholders.

Desired qualifications (Should)

- Familiarity with Northern Corridor and NCTTCA Observatory data and use cases.
- Basic data visualization (e.g., Power BI/Excel).
- PPD design/facilitation experience

Evidence required

CV; 2–3 references with relevant analyses and PPD contributions; sample charts/indicator sets (anonymized if needed).

K-3: Weigh Station Operations Expert (approx. 31 Working Days)

Responsibilities

- End-to-end process mapping on-site (arrival to exit incl. diversion, static checks, enforcement, data capture).
- Develop a standardized SOP compendium: inspection/weighing sequences, exceptions, roles/responsibilities, data capture points, job aids, driver guidance/posters.
- Recommend site-specific operational improvements (layout guidance, queue/site management, shift/role plans), prioritizing measures not requiring procurement.
- Support Kenya peer exchange (calibration/operational practice), draft technical note; embed UNBS/calibration aspects into SOPs.
- Pilot implementation: 2–3 weeks of on-the-job coaching across shifts; fine-tune SOPs; set up monitoring; develop security checklist in coordination with security staff.

Minimum qualifications (Must)

- Technical degree in engineering (transport/electrical/mechanical) or equivalent long-term hands-on experience in weigh station/axle-load control operations.
- ≥8 years of experience planning/operating/optimizing weigh stations in SSA; authoring SOPs/operations manuals and delivering trainings.
- Knowledge of calibration/maintenance regimes, documentation, inspection intervals; cooperation with standards bodies.
- Experience implementing integrity and fraud-prevention measures (e.g., four-eyes principle, rotation plans, digital logs) within station operations.

- Demonstrated training and coaching of frontline staff in shift-based environments.

Desired qualifications (Should)

- Knowledge of WIM/HS-WIM vs. static/portable systems; implications for throughput and error sources.
- Experience with on-site safety/traffic flow measures and engagement of security personnel.

Evidence required

CV; 3 references on SOP/operations optimization; sample SOP/manual table of contents; training agenda.

K-4: Data and Monitoring Expert (approx. 19 Working Days)

Responsibilities

- Consolidate and validate available datasets (station logs, NCTTCA Observatory, reweighing/deviation logs); maintain a data inventory. Support the field assessment by structuring time-and-movement and throughput data across all weigh stations, and quality-assure the baseline dataset.
- Build a comparable indicator set; develop monitoring/reporting templates, shift log, and basic dashboards.
- Set up monitoring at the pilot site; handover to Station Monitoring Focal Point; brief training session.

Minimum qualifications (Must)

- Degree in statistics, data analytics, computer science, industrial engineering, or similar.
- ≥5 years in operational monitoring and KPI design for transport/logistics processes; strong Excel
- Ability to implement data quality checks and user-friendly templates for non-technical users.

Desired qualifications (Should)

- Experience with time-and-motion/event logs; basic process mapping.
- Experience with simple BI tools is an asset.

Evidence required

CV; 2 references; sample indicator/reporting template or simple dashboard screenshot.

Team configuration and availability

- Up to 4 named key experts; one individual may cover multiple roles if all minimum criteria are met. Provide a clear resource plan by phase/deliverable.
- Availability for fieldwork in Uganda (multiple stations) and 1 mission to Kenya; remainder remote.
- Response time for coordination ≤3 working days.

- Short-term inputs (built into the named experts' days allocations) may be used; team leader ensures quality assurance.

Cross-cutting requirements (for all key experts)

- Compliance and integrity: Experience implementing anti-corruption and conflict-of-interest safeguards in operational control environments; integrate into SOPs and practice.
- Gender and inclusion: Demonstrated approach to addressing gender aspects in analysis, workshops, SOPs, and training.
- Communication: Excellent English; clear, action-oriented documentation; strong facilitation skills.
- Data protection and information security: Handle sensitive operational data in line with GDPR for this Facility and applicable national law; no personal data processing without a legal basis.

6. Submission requirements

SNV is the contracting party for this assignment on behalf of the GG ICR Facility. Interested experts or team of experts are invited to submit:

(A) Technical proposal, including:

- Named key experts with CVs (max. 4 pages each), role/availability matrix (Working Days per phase/deliverable), reference list (with contact details).
- Short methodology note (max. 8 pages) covering:
  - baseline and time-and-motion analysis;
  - SOP design incl. calibration/quality management;
  - PPD facilitation;
  - pilot coaching and monitoring handover.
- Work sample: table of contents/sample pages of an SOP/KPI document or template (anonymized)

(B) Financial proposal, including:

- Total fee in euros and the proposed daily rate per expert for the corresponding expert days calculated by GG ICR Facility. Firms compete on unit rates.
- Total of all travel costs, including transport, hotel, per diem, visas, and any other travel related costs that the experts may incur during the entirety of the assignment. Estimated travel days should not be more than 40 days.
- Training materials as a separate budget line covering materials needed for the pilot-site working sessions and coaching (Phase 3).

Please submit your financial and technical proposals (**as 2 separate documents!**)) via email with the **subject line:** *RFP: Improving Freight Flow and Predictability on Uganda's Northern Corridor* to tenders@snv.org by **2nd of July 2026 23:59 CET.** Please note that documents **cannot exceed 10MB.**

Overall evaluation weighting

The overall evaluation will be based on a combined weighting of 70% for the technical offer and 30% for the financial offer.

The evaluation weighting is as follows:

TECHNICAL WEIGHTING	**70%**
Team qualifications and fit to the SoW	35%
Methodology and feasibility by phase incl. gender/integrity/monitoring	15%
Context knowledge (Uganda/Northern Corridor) and peer-exchange experience	10%
Availability/work planning and risk/quality assurance	10%
FINANCIAL WEIGHTING	**30%**
Daily Rate	
Total travel expenses	