

TERMS OF REFERENCE (TOR) FOR CONSULTANCY SERVICES TO SUPPORT DART'S IMPLEMENTATION OF DAR ES SALAAM URBAN TRANSPORT IMPROVEMENT PROJECT (DUTP)

1. PREAMBLE

The Government of the United Republic of Tanzania has applied for financing from the World Bank towards the cost of the Dar es Salaam Urban Transport Improvement Project (DUTP), and intends to apply part of the proceeds for eligible payments under the contract for Consultancy Services to Support Implementation of DUTP for which these Terms of Reference are issued, through Dar Rapid Transit Agency (DART).

2. PROJECT DESCRIPTION

The DART project addresses the problem of urban congestion in Dar es Salaam and its implementation will facilitate movement of people and goods in the City of Dar es Salaam through exclusive lanes. This endeavor will enhance the quality of life by reducing air pollution and decongestion of traffic. The project will change the way urban development policies and in particular to management of city's transportation system and it will inspire other Cities to consider early planning to minimize investment costs of similar projects in the future.

The Government of the United Republic of Tanzania has received a credit from the International Development Association (IDA) towards the cost of the Dar es Salaam Urban Transport Improvement Project (DUTP). Part of the proceeds of this credit is being used to implement the Bus Rapid Transit (BRT) Project for Dar es Salaam, branded ***DART System***. The BRT for Dar es Salaam is planned to be implemented in six phases which will be integrated and work as one system.

Furthermore, DART is constrained in its ability to operate effectively though there is significant scope to improve. DART abilities to achieve desired outcomes in particular centralized decision making together with access to adequate finances, ability to lead, recruit and retain necessary skills rely upon having structured reforms and capacity building. DART Agency intends to use part of the funds of the financing to engage suitable, qualified, and experienced consultancy firm to support the Agency in operationalization of the BRT system in line with the GoT policies but comparable with other BRT implementing institutions in the other parts of the World.

3. OBJECTIVE OF THE ASSIGNMENT

The objective of the assignment is to provide highly skilled and experienced managers/experts to strengthen the management of DART Agency for ensuring effective

planning and operation of the Bus Rapid Transit system. The support to be provided through each position is described below, but it is important to underline that the transfer of knowledge to counterpart members of DART management through hands-on training is an integral part of the assignment.

The Consultant will be expected to provide approximately 120 person months of key staff inputs over the 2 years. The estimate of the key person requirements is only indicative and could be construed as skill mix requirements for these services. The contract for this assignment will be a time based contract.

4 Project Team

The project Team is expected to have the following composition with the respective areas of specialization and expertise. The team members may be international or national consultants.

The professional staff to be provided by the Consultant is estimated at 200 staff-months covered by the services of Team Leader; Transport PPP and Contracts Management Specialist, Transport Financial Specialist; Transport Energy Specialist, Procurement Specialist, Environmentalist, Sociologist, and Communication Specialist. The services are anticipated to be completed within 24 months from the Contract Effective Date. The Technical Support Consultant (TSC) is required to provide secondment experts to DART in the areas shown in the table. The desirable inputs of the key staff are provided as follows

NO	Key Personnel	Person Month
1	Team Leader	22
2	Transport PPP and Contracts Management Specialist	20
3	Transport Financial Specialist	20
4	Transport Energy Specialist	15
5	Procurement Specialist	15
6	Social Safeguard Specialist	15
7	Environmentalist	12
8	Communication Specialist	12
9	Additional Expertise to be made available	77
	Total	200

4.1 Team Leader:

Must be a professional with a postgraduate qualification in project management or Transportation engineering . Project Management Certification will be an added advantage.

He/she must have at least 20 years of international professional experience in setting up operations for urban mass transit systems. He/She must save as a Team Leader in at least 2 projects which involves a setting-up operations of at least one metro or bus rapid transit system that is being operated through public private partnership.

The ability to work effectively in a developing country context. Proficiency in written and spoken English is mandatory

4.2 Transport PPP and Contracts Management Specialist:

Must have a least a Bachelor's degree in Contract Law degree, Contract Management or degree from any related field and should be CP3P certified.

He/she must have a minimum experience of 10 years' in the legal analysis of PPP projects, some with private participation and other related capacity development, Excellent legal and commercial transactional skills. He/she must have participated in at least one project of similar nature and magnitude in the last ten (10) years. Experience in sub-Saharan African countries is an added advantage. A comprehensive knowledge of PPP Policy and Legal framework in Tanzania as well as IDA contract procedures and regulations of the Government's Procurement Act is an added advantage.

The ability to work effectively in a developing country context. Proficiency in written and spoken English is mandatory.

4.3 Transport Financial Specialist

The Transport Financial Specialist expected to possess a Bachelor's degree in Finance, Economics, Accounting from an accredited college or university. Possession of Certified Public Accountant (CPA) , **Association of Chartered Certified Accountants (ACCA)**, Certified Management Accountant (CMA) or equivalent is mandatory. Possession of Master's Degree in Finance or Accounting is an added advantage.

He/She must have a minimum 8 years of experience in the financial analysis and modelling of infrastructure projects, some with private participation. He/she must have participated in at least one (1) project similar to the assignment in the last 10 years'.

The ability to work effectively in a developing country context. Proficiency in written and spoken English is mandatory.

4.4 Transport Energy Specialist

The Transport Energy Specialist is expected to demonstrated familiarity with BE buses and bus recharging systems and requirements, as indicated by involvement in the design of at least one successful recharging system and supporting infrastructure serving multiple BE buses, or other experience acceptable to the Committee; Demonstrated familiarity with CNG buses and bud refueling systems and requirements, as indicated by

involvement in the design of at least one successful CNG refueling system and supporting infrastructure serving multiple CNG buses, or other similar experience acceptable to the Committee; Qualified and legally authorized to provide engineering services for the design of electrical and natural gas systems in Tanzania, or comparable qualification in another jurisdiction (e.g. through registration as a Professional Engineer or Chartered Engineer).

4.5 Procurement Specialist

Must be registered with a relevant professional licensing/regulatory authority and shall be a holder of a degree in Procurement Management or other related degree from a recognized University. A postgraduate degree in Procurement Management (Project or Contract) will be an added advantage.

He/she is expected to have at least 12 years of experience in Procurement of civil engineering infrastructure in an international, national, public, or private organization, preferably in a developing country setting. The Candidate must have served in a similar capacity for at least two (2) projects in the last 10 years. He/she must have a working experience of at least three (3) years in Sub-Saharan Africa. Proficiency in written and spoken English is mandatory. He/She should have demonstrated skills in computer application and use of software programs for procurement database and monitoring. A knowledge of World Bank procurement guidelines and regulations is essential as is experience in preparation of Contracts and Contracts Management. Proficiency in written and spoken English is mandatory.

4.6 Social Safeguard Specialist

He/she is expected to possess a bachelor's degree in Social Science, Development or related disciplines. The Candidate shall possess experience of not less than ten (10) years in community engagement for the transportation projects. The Candidate must have served in a similar capacity for at least two (2) Paratransit integration and consolidation projects of similar nature in the last 10 years. In addition, he/she must have a working experience of at least three (3) years in Sub-Saharan Africa. Proficiency in written and spoken Swahili and English is mandatory.

4.7 Environmentalist

He/She is expected to possess a degree in Environment Management or related discipline. The Candidate must be registered with a relevant professional licensing/regulatory authority. The Candidate must have working experience on environmental management with sound knowledge of environmental and social issues, initiatives and implementation of mitigation measures in infrastructure projects of at least ten (10) years. The Candidate must have served in a similar capacity for at least two (2) projects of similar magnitude and complexity in the last 10 years. In addition, the Candidate must have a working experience of at least three (3) years in Sub-Saharan Africa. Proficiency in written and spoken Swahili and English is mandatory.

4.8 Communication Specialist

The Communication Specialist is expected to possess at least a bachelor's degree in Journalism/Mass Communications or related fields with at least 10 years' experience in the field; experience in development projects will be an added advantage. The Candidate must have served in a similar capacity for at least two (2) projects of similar nature in the last 10 years. In addition, he/she must have a working experience of at least three (3) years in Sub-Saharan Africa. Proficiency in written and spoken Swahili and English is mandatory.

4.9 Additional Expertise to be made available

DART would like the option of drawing on additional expertise, as and when necessary, in the form of inter alia, a transport planner/engineer, Transport Schedulers, ITS Experts, Bus Operation Experts, Business Development Expert etc. Consultants are asked to provide unit rates for additional staff in their financial proposals.

5 SERVICES AND FACILITIES

5.1 DART Obligations

The Client shall provide the Consultant's personnel with the following:

- (a) All relevant studies, designs, bid documents, drawings, data, and other documents related to the Projects that are necessary for the assignment
- (b) Introduction letters to study, design and Supervision Consultants and Contractor(s), engaged by the Employer to implement the relevant projects;
- (c) Facilitation of the delivery of studies, designs, specifications, bid documents, contracts, reports, invoices, and other documents submitted by other consultants and Contractor(s) to the Employer in order for the Consultant to carry out her/his duties in support of the Employer;
- (d) Facilitation of the issuance of entry and exit visas for the Consultant and accompanying dependents;
- (e) Facilitation of the issuance of any permit required for the Consultant to carry out their duties within Tanzania;
- (f) Facilitation of the import and export of the Consultant's equipment necessary for the provision of the consultancy services, and of the personal belongings of the Consultant and accompanying dependents. Payments of import duties and or any related tax shall remain under the Consultant's obligations.

- (g) Office space at the Employer's headquarters at Dar es Salaam inclusive of utilities such as power and water for the Consultant's staff that will be seconded to the Employer;
- (h) Transport at work for the purpose of performing the services;
- (i) Internet connection and access to printing facilities; photocopy machine and office furniture.

5.2 The Consultant's Obligations

The Consultant shall be responsible for the following:

- (a) The Consultant shall employ only such key professional staff with CVs approved by the Client. Replacement or temporary substitution shall not be permitted unless in emergency or under very exceptional circumstances.
- (b) The Consultant shall arrange and provide fully equipped office inclusive of utilities such as power, water, telecom, internet etc. for all staff other than those to be seconded to DART;
- (c) The Consultant shall arrange and provide transport to all staff to and from the workplace (office);
- (d) The Consultant shall ensure that his supervision staff provide organized training and instructions to counterpart personnel assigned to the Project, monitor their performance and submit report as required under this TOR. Training program and reporting should be defined in the Consultant's proposal and agreed with the Client during pre-contract discussions.
- (e) The Consultant shall make his own arrangements for all living accommodation, personal transportation, and personal equipment such as computer or laptop and stationery. The key staff members for the above positions will be expected to spend majority of the assignment while in Tanzania. The Consultant shall draft all reports, minutes of meetings etc. Circulation thereof shall be done by the DART.

6 REPORTING

6.1 GENERAL

The team will be working on day to day basis in respective departments within DART and coordinated by the Team Leader. The team leader will coordinate the preparation of a consolidated report and submit to the Chief Executive of DART. The MSC will provide

monthly progress reports that document activities implemented during the period and those planned for the forthcoming period. In addition, task specific reports will be produced as required by the client. MSC outputs will also include annual report at the end of 12 months period and final report at the end of the 2-years period.

The MSC shall prepare and submit the reports and documents listed below, in English, and in a format approved by the Client: Two (2) hard copies and electronic copies of each report. Electronic copies shall be in Microsoft Office format (PDF or other form as shall be directed by the Employer). All reports and documents relevant to the services shall become the property of the Employer.

6.2 INCEPTION REPORT

An Inception Report will be submitted within one month from the start of services. It will describe the planning the Consultant has established for the assignment and remarks as deemed appropriate. This report will update the methodology and program of work that was included in the Consultant's proposal, noting changes and detailing any difficulties encountered, together with a proposal on how they may be overcome.

The Inception Report will include a consolidated work plan outlining critical milestones, methodologies, reviewed schedule of deliverable and plan to ensure the quality of the services. Points of contact shall be identified and methodologies for exchange of information discussed and decided upon. Coordination of work efforts, definition of needs from the Employer, and establishment of future roles and participation shall also be presented. The Inception Report will also propose a format for Monthly Technical Progress Reports (which should be brief summaries of key activities).

6.3 MONTHLY PROGRESS REPORT

The Monthly Progress Report shall contain, for each member of staff, specific works undertaken in the reporting month. A summary of all work accomplishments including both technical and organisational challenges encountered, recommended solutions and plan for the next month. This report shall be submitted to DART and the World Bank not later than the 15th day of the month following the end of the reporting month.

6.4 FINAL COMPLETION REPORT

Within one month after completion of the Consultancy Services, and taking into account the final reports prepared by the Experts, the Consultant shall submit to the Employer and the Development Partners a draft Final Report summarizing the execution of Assignment activities. This should be finalized to final version in two weeks after receipt of comments from the Employer and Development Partners.

7 DURATION OF THE ASSIGNMENT

The total duration of the assignment will be two years (24 months)

8 PAYMENT TO THE CONSULTANT

The contract will be time based.

9 GENERAL OBLIGATIONS

The Consultant's remunerations shall be deemed to cover all of his liabilities, taxes, travel costs, accommodation, transport, computers, intermittent high-level management meetings and support of his head office staff and all his obligations other than additional services not covered by these terms of reference.