



TERMS OF REFERENCE FOR STRATEGIC PLAN CONSULTANT 2026-2031

EXPRESSION OF INTEREST (EOI): STRATEGIC PLAN CONSULTANT FOR THE WALVIS BAY CORRIDOR GROUP

CLOSING DATE: FRIDAY, 29 AUGUST 2025 AT 12:00

EOI NUMBER: WBCG-2025-001-SC

1. NEED STATEMENT

The Walvis Bay Corridor Group (WBCG) seeks the services of a qualified consultant (s), consulting firm, or consortium of consultants to facilitate the development of its Strategic Framework for the period 2026-2031. The consultant will work closely with the WBCG Board of Directors, Management, and key stakeholders to review WBCG's current strategic framework and define ambitious, forward-looking goals and objectives.

2. BACKGROUND

WBCG adopted its first strategic framework for 2016-2021 in 2016, followed by the current strategic framework for 2021-2026. In light of the dynamic regional environment, evolving market trends, and shifting policy landscapes, WBCG has recognised the need for a comprehensive strategic review and repositioning to ensure continued relevance, impact, and alignment with its core mandate.

3. PURPOSE

The objective of the consultancy is to revise and strengthen WBCG's strategic direction. The new framework will aim to enhance WBCG's role in its core mandate of trade facilitation, corridor management, business development, and its associated initiatives such as the Logistics Hub and Wellness Services.

4. STRATEGY DEVELOPMENT PROCESS

The process will be participatory and consultative, engaging WBCG members, Board of Directors, Management, donors, and key stakeholders within the transport and logistics industry. It will include a strategic planning retreat, stakeholder consultations and interviews, collaborative development of a new strategic framework, and continuous engagement with WBCG's leadership and support from the CEO and

Management. Any information contained herein does not constitute an expressed or implied contract or offer.

5. EXPECTED DURATION

- Literature review and analysis, and gathering of information; 26-30 January 2026
- Facilitate Strategic Planning Session: 16-20 February 2026
- Finalisation of Strategic Framework Report: 23-27 February 2027

6. EXPECTED OUTCOME

The consultancy will result in the development and adoption of a revised strategic framework for 2026-2031, building on the achievements brought forward as part of the implementation and leveraging new opportunities. This will include reviewing, analysing, and when needed, refreshing or fundamentally updating the following:

6.1. Mission (who are we and what are we trying to achieve?)

- a) Mission and vision
- b) Theory of change
- c) Unique selling point and value proposition
- d) Long-term goals and expected outcomes

6.2. Advocacy (who are our key targets to bring about change?)

- a) Advocacy strategy – what will be the campaign’s focus?
- b) Policy priorities
- c) Political engagement and access to power
- d) Research and data

6.3. Strategic Plan (how will we effectively achieve our goals?)

- a) Learning
- b) Campaign evaluation and how findings can be fed into new planning
- c) Monitoring: data collection and analysis

6.4. Member engagement and leadership (Is our network structure fit for purpose?)

- a) Collaboration and participation of members
- b) Role in the wider transparency & accountability movement
- c) Reputation/Brand

6.5. Specific Objectives of the Consultancy

- a) Define the scope and the methodology of the strategic planning process;
- b) Review and analyse Strategic Plan 2021-2026 and related documents;
- c) Conduct SWOT and PESTLE analysis

- d) Engage stakeholders through consultations, interviews, and strategic sessions.
- e) Facilitate strategic planning workshops and retreats;
- f) Support the formulation of appropriate systems and metrics for Monitoring and Evaluation;
- g) Draft and finalize the Strategic Framework 2026-2031.

7. SCOPE AND METHODOLOGY

The consultant will follow a four-step participatory and consultative approach:

Step One (1): Inception

- a) Inception meeting with Management to discuss and agree on the methodology and timeline;

Step Two (2): Review and Analysis

- a) Participatory process of critical reflection, analysis and consultation (SWOT and PESTLE analysis);
- b) Review of relevant organizational documents (vision, mission statement, theory of change, etc.);
- c) Session with WBCG members, partners, donors and other relevant stakeholders;
- d) Assessment report outlining critical issues, contextual analysis, gaps to be addressed and opportunities to grab.

Step Three (3): Strategic Planning

- a) - analyse feedback from the different sources (as outlined in step-2);
- b) - Draft the strategic framework and key elements

Step Four (4): Finalization

- a) Draft the text around the key objectives;
- b) consult widely on draft new strategic framework;
- c) the WBCG Strategic Planning Session formally approves the final document;
- d) dissemination and implementation of the plan across WBCG Stakeholders by Management.

8. DELIVERABLES AND TIMELINES

Deliverables per phase:

- **Phase 1:** Inception report (Including stakeholder mapping and work plan) due 30 January 2026
- **Phase 2:** Assessment report (SWOT, PESTLE, stakeholder insights) due 20 February 2026

- **Phase 3:** Draft Strategic Framework (with key pillars, theory of change) due 23 February 2026
- **Phase 4:** Final Strategic Plan Document and Executive Summary.

Summary Timeline:

Deadline	Activity	Deliverable
26-30 January 2026	Start of consultancy – Step 1 <ul style="list-style-type: none"> • Inception meeting with Management to kick-off strategic planning process – contextual analysis • End of Step 1, including agreed methodology and steps for the strategic planning process 	<ul style="list-style-type: none"> • Minutes of the meeting – agreement on way forward • Inception report outlining key steps and proposed methodology
16 - 20 February 2026	Step 2: <ul style="list-style-type: none"> • Strategic planning workshop at the Swakopmund conference • Consult with members, donors, and partners. 	<ul style="list-style-type: none"> • Recommendations from engagements with the Board and Management • Assessment report outlining critical issues and gaps to be addressed
	Step 3: <ul style="list-style-type: none"> • draft theory of change, vision, mission, unique selling point • Present and discuss preliminary findings 	<ul style="list-style-type: none"> • New (or not) proposed theory of change, vision, mission • Finalize the new Strategic framework • Presentation and endorsement of new strategic framework • Draft Strategic Plan for 2026-2031 adopted
23 - 27 February 2026	Step 4: <ul style="list-style-type: none"> • Formulate and finalize the report • Final review and submission 	<ul style="list-style-type: none"> • Submit Final Strategic Plan

9. EVALUATION CRITERIA

Technical Evaluation Criteria:

- Experience in strategic planning (especially CMLs/Logistics): 25%
 - Methodology and approach: 25%
 - Qualifications and experience of key personnel: 20%
 - Familiarity with regional logistics and transport knowledge: 15%
 - Past performance and references: 10%
 - Proposal presentation: 5%
- Total: 100%**

Minimum qualifying score: 70%

10. PAYMENT SCHEDULE

- Inception report approved: 20%
- Assessment report submitted: 30%
- Draft strategic plan submitted: 30%
- Final report approved: 20%

11. SUPERVISION OF WORK

The consultant/s will work under the direct supervision of the Chief Executive Officer (CEO) of WBCG.

12. CONSULTANT/S PROFILE AND REQUIREMENTS

- Minimum of 5-10 years of experience in strategic planning;
- Good knowledge of corridor management, trade facilitation, logistics, and business development;
- Experience with public-private partnerships and development planning;
- Proven excellent communication, analytical, and facilitation skills;
- Fluency in English (written and spoken), other regional languages is an advantage;
- The bid is open to Namibian based companies as well as International companies in a joint venture with a Namibian partner.

13. ETHICS AND CONFIDENTIALITY

The consultant shall maintain strict confidentiality of all data, reports, and information received or generated during this assignment. Breach of this obligation may result in termination of the contract, and legal recourse.

14. QUALITY ASSURANCE MECHANISM

The final strategic plan must be reviewed and validated by the Board of Directors and Executive Management before final payment is issued.

15. DOCUMENTS TO BE SUBMITTED

Service providers are required to submit the following:

- (i) Certified copy of Certificate of registration or founding statement.
- (ii) Certified copy of shareholders' identification document;
- (iii) A valid certified copy of affirmative action compliance certificate, or in its absence, proof from the Employment Equity Commission that a bidder is not a relevant employer or an exemption issued in terms of section 42 of the Affirmative Action Act 1998.
- (iv) A certified copy of a valid good standing certificate Social Security Commission not older than (30) Thirty days;
- (v) A certified copy of a valid good standing certificate from NAMRA;
- (vi) SME certificate compulsory for all entities that are SME's;
- (vii) Company profile consisting of ownership and management structure;

Should any one of the above-mentioned pieces of information and/or documentation not be attached, the EOI will be deemed non-responsive and disqualified from the prequalification process.

16. PROPOSAL SUBMISSION

The submission must be sealed in two separate envelopes, one technical proposal and one financial proposal clearly marked as either "Technical Proposal for Strategic Plan Consultant for the Walvis Bay Corridor Group" or "Financial Proposal for Strategic Plan Consultant for the Walvis Bay Corridor Group", and both envelopes must be hand delivered to:

**THE CHIEF EXECUTIVE OFFICER
WALVIS BAY CORRIDOR GROUP
31 GENERAL MURTALA MUHAMMED AVENUE, EROS
WINDHOEK
NAMIBIA**

Only hand delivered EOI will be accepted.

All correspondence should be directed to:

Ms. Glory Kapendah

Secretary: Procurement Committee

E-mail: Financeassistant2@wbcg.com.na

Tel: +264 61 251 669

Closing Date: Friday, 29 August 2025 at 12:00 (PM).