

**CONSTITUTION OF THE
DAR ES SALAAM CORRIDOR
COMMITTEE**

ARRANGEMENT OF ARTICLES

PREAMBLE

We, the undersigned, being the representatives authorised to sign this Constitution on behalf of the respective Members;

RECOGNISING the SADC Protocol on Transport, Communications and Meteorology provisions calling on Member States to establish institutional frameworks involving all transport modes to promote inter and intra-modal cooperation between stakeholders and to support the development of regional development corridors facilitating unimpeded access and travel between the territories of the Member States; and calling on Member States to promote establishment of cross-border multimodal Corridor Planning Committees comprising of public and private sector stakeholders in the Member State or States whose territory or territories are traversed by such corridors;

DESIRING

To facilitate the seamless, efficient and cost effective flow of goods, persons and services between the port of Dar es Salaam and markets in Congo, Malawi, Tanzania, Zambia and elsewhere in Central and Southern Africa;

To build an inclusive private / public partnership through the Dar es Salaam Corridor Committee and its national support structures;

To provide a forum for interaction between business and government;

INTENDING

To adopt, annually, an action-oriented work programme to support speedy and effective implementation of goals;

To provide value-added services to Members; and

To operate an efficient, responsive and results-oriented secretariat;

HEREBY AGREE to adopt the following Constitution.

1. Definitions

In this Constitution-

“Committee” means the Dar es Salaam Corridor Committee described in Article 2;

“Corridor” means the transport system described in the First Schedule;

“Corridor State” means the Democratic Republic of the Congo, the Republic of Malawi, the United Republic of Tanzania and the Republic of Zambia;

“Executive Director” means the Executive Director appointed under Article 18;

“Member” means a Member of the Committee listed in the Second Schedule;

“Consultative Member” is a Member of the Committee as provided for under Article 9; and

“Representative” means the person chosen to represent a Member on the Committee.

2. Establishment of the Committee

- (a) The Dar es Salaam Corridor Committee (“the Committee”) is hereby established.
- (b) The Members of the Committee hereby confirm their commitment to collectively and individually pursue the objectives set out in Article 5.

3. Legal status

- (a) The Committee shall be a legal person, with the power to enter into contracts, to acquire, own or dispose of movable or immovable property and to sue or be sued.
- (b) For this purpose, the chairperson is authorised to perform, on behalf of the Committee, all acts necessary to incorporate the Committee as a not-for-profit body corporate in the state where the Secretariat establishes its seat as contemplated in Article 13 (c).

4. Scope

- (a) The scope of the committee’s activities is the corridor transport system as defined in the First Schedule; and
- (b) The schedule referred to in paragraph (a) may be amended by two thirds of the Members of the Committee.

5. Objectives of the Committee

The objectives of the Committee are:

- (a) To encourage the establishment of business and spatial development along the corridor and actively market the corridor in order to attract investment, improve international and domestic traffic levels and promote national and regional economic growth;

- (b) To support operational planning by Members through proactive collection, processing and dissemination of traffic data, analysis of competitive corridors and business information;
- (c) To ensure that an open and competitive environment is maintained among corridors;
- (d) To facilitate mutually-beneficial business partnerships between Members;
- (e) To create a strategic, high level partnership between senior government officials and business leaders;
- (f) To encourage the upgrading of port, rail, lake, road and border post infrastructure;
- (g) To promote the sustained maintenance of infrastructure;
- (h) To encourage a reduction in cost associated with moving freight along the corridor;
- (i) To encourage the implementation of SADC railway and road traffic standards and the implementation of national legal and regulatory harmonization;
- (j) To support the implementation of existing bilateral road transport agreements concluded by the corridor states;
- (k) To encourage the implementation of improved customs transit procedures and the implementation of joint customs controls and juxtaposed customs offices at land borders and seaports;
- (l) To lobby for improved services and facilities along the corridor to encourage commercial and tourist activity as well as increased transport efficiency and traffic;
- (m) To establish productive working relationships with other SADC corridors and institutions; and
- (n) To seek Membership, where appropriate, in the SADC and other regional committees that share similar objectives.

6. Members of the Committee

- (a) The Members of the Committee are the bodies that have subscribed to this constitution as listed in the Second Schedule.
- (b) Any –
 - (i) Legal person;
 - (ii) Government organization or department; or
 - (iii) Association representing the interests of statutory bodies or legal persons, may apply for Membership of the Committee.
- (c) There shall be an initial signing of this constitution at a signing ceremony. In order for the constitution to be effective 50 percent of the bodies listed in the Second Schedule must sign it.
- (d) Founding Members shall be those who shall have signed the constitution by and at the first Committee meeting after the signing ceremony.
- (e) An application for membership of the Committee must be made in writing to the Secretariat, who must circulate a copy of the application to all Members within 14 days of its receipt.

- (f) A Member must, within 14 days of receipt of a membership application from the Secretariat, inform the Secretariat in writing whether or not it has any objection to such application. In the event of an objection, the Member must provide a statement of reasons.
- (g) If the Secretariat has received no objections to an application for membership within 30 days after having dispatched such application to all Members, the application is deemed to be approved and the applicant is admitted to membership at the following meeting of the Committee. Admission to membership is effected through signature of this constitution by the applicant's authorised representative.
- (h) If a Member has objected to an application, the matter must be placed on the agenda of the following meeting of the Committee. If, after debate, the objection is not withdrawn, the matter is decided through a simple majority vote expressed in a secret ballot.

7. Roles and duties of Members

Through signature of this Constitution, a Member of the committee undertakes –

- (a) To actively pursue the objectives of the Committee listed in Article 5;
- (b) To give other Members reasonable notice of any intended action that may significantly affect the operational performance of the corridor transport system, and where applicable, consult other Members before implementing such action;
- (c) To appoint a person or persons with adequate operational knowledge about the corridor to represent such Member within the Committee and its working groups and to take all reasonable steps to ensure continuity in its representation;
- (d) To ensure that its representative is diligent in attending meetings and in participating in activities of the Committee, where applicable;
- (e) To comply promptly with all reasonable requests by the Secretariat to provide operational information required for the corridor database;
- (f) To promptly remit Membership dues to the Secretariat in the manner determined by the Committee; and
- (g) To participate in marketing trips, exhibitions and other activities organized to promote the corridor.

8. Functions of the Committee

The functions of the Committee are:

- (a) To develop and implement strategies designed to provide seamless transportation along the corridor;
- (b) To develop performance targets for the corridor and to monitor performance;
- (c) To develop and implement strategies to market the corridor;

- (d) To monitor the utilization of the corridor and to develop and implement strategies to attract more traffic to the corridor;
- (e) To adopt an annual work programme;
- (f) To appoint working groups;
- (g) To undertake research or to have research undertaken;
- (h) To appoint the Executive Director of the Secretariat and other staff through an open, competitive recruitment process;
- (i) To determine the conditions of service and benefits of Members of the Secretariat;
- (j) To consider and approve the annual budget of the Secretariat; and
- (k) To appoint experts to assist with the performance of its functions.
- (l) The Committee must adopt an annual work programme at its first meeting of the year. The annual work programme must -
 - (i) Set out the Committee's goals for the forthcoming year;
 - (ii) Outline the activities to be undertaken to achieve the approved goals;
 - (iii) Allocate responsibility for each activity;
 - (iv) Set time scales for each activity;
 - (v) Outline the budgetary and resource implications for each activity; and
 - (vi) Identify the performance indicators applicable to each goal and activity.
- (m) To appoint auditors.

9. Consultative Members

- (a) Any other interested institution may apply to be a Consultative Member of the Committee. A consultative Member may participate in the deliberations of the Committee in respect of its field of interest, but may not vote. A Consultative Member is not liable for membership dues and receives no membership privileges.
- (b) The SADC Secretariat is a Consultative Member of the Committee.
- (c) The Committee may invite any person or body to attend any of its meetings, or meetings of the executive committee or a working group as a Consultative Member, if the participation of such person or body will contribute to the deliberations of those bodies.

10. Establishment of Working Groups

- (a) The Committee may establish a working group to investigate any matter related to its objectives or functions and to formulate recommendations thereon to it. The Committee may task the Secretariat to formulate a brief for a working group.
- (b) The Committee appoints the Members of a working group and designates its Chairperson. Wherever possible, the Committee must strive to appoint Members

to a working group that are representative of all the corridor states and ensure the balanced representation of public and private Members.

- (c) A working group adopts its own procedures having regard to the nature of its brief.
- (d) A working group must report to the Committee in the manner specified in its brief.
- (e) A working group disbands once it has completed its brief, unless it has been appointed as a standing working group.

11 Chairperson and Vice-Chairperson of Committee

- (a) The persons holding the offices of Chairperson and Vice-Chairperson of the Committee shall rotate between the nationals of the corridor states in the manner set out in columns A and B of the Third Schedule.
- (b) The Chairperson and Vice-Chairperson each serve a term of two years. A person may be re-elected for a subsequent term as the Chairperson or Vice-Chairperson as the case may be, provided he or she qualifies in terms of the rotation schedule set out in the Third Schedule.
- (c) The Chairperson and Vice-Chairperson are elected through a simple majority vote expressed in a secret ballot. The chair must call for nominations by Members of the Committee. A nominee must be the person appointed as the representative of a Member of the Committee. A nomination is only valid if it is seconded. The chair must ensure that nominees are elected in terms of the rotation schedule set out in the Third Schedule and willing to take on the specified responsibilities.
- (d) If the person elected as Chairperson is the nominated representative of a government organization or a parastatal body, the Vice-Chairperson must be elected from among the nominated representatives of a private body or vice-versa.
- (e) The election of the first Chairperson and Vice-Chairperson of the Committee is undertaken in the manner set out in Article 24 (b).
- (f) The Chairperson and Vice-Chairperson may resign at any time. The Chairperson or Vice-Chairperson vacates office if a Member withdraws its appointment of the Chairperson or Vice-Chairperson as its nominated representative on the Committee or its membership of the Committee. If the position of Chairperson or Vice-Chairperson falls vacant, a replacement must be elected in the manner set out in paragraph (c) to serve the remainder of the term. The provisions of paragraphs (a) and (d) apply to the election of the replacement.
- (g) The Committee may decide unanimously to delegate any of its functions to the Chairperson. The Chairperson in consultation with the Vice Chairperson may perform a function delegated. by the Committee.

12. Executive Committee

- (a) The Committee may appoint an executive committee to oversee its affairs between meetings.

- (b) The executive committee consists of the Chairperson, the Vice-Chairperson and at least three but no more than five other Members nominated by the Committee. At least half the Members of the executive committee must be representative of the private sector. The Committee must have due regard to the need to ensure that all transport modes and the interests of all corridor states are adequately represented on the executive committee.
- (c) The Committee may decide unanimously to delegate any of its functions to the executive committee.
- (d) The provisions of Article 20 apply, with the necessary changes, to the meetings of the executive committee.

13. Secretariat

- (a) The work of the Committee is supported by the Secretariat headed by an Executive Director.
- (b) The Executive Director reports to the Committee.
- (c) The seat of the Secretariat shall be Dar es Salaam
- (d) The functions of the Secretariat are:
 - (i) To provide secretariat, organizational and logistical services to the Committee, the executive committee and working groups;
 - (ii) To provide the Committee, the executive committee and working groups with technical advice;
 - (iii) To prepare a draft annual work programme for approval by the Committee;
 - (iv) To coordinate the implementation of improved communications systems among Members, customers, relevant government agencies and others concerned with the operation of the corridor;
 - (v) To develop an operational database tracking the corridor's performance and utilization;
 - (vi) To maintain comparative pricing, delivery time and reliability data on the competitive corridors;
 - (vii) To assist transport service providers to develop cost and service packages offering competitive rates and services and an integrated tariff structure to customers;
 - (viii) To respond to requests from business, Ministries of Trade and Industry, Chambers of Commerce and other organizations involved in industrial development and investment promotion regarding the facilities, cost, delivery time to various markets, security and reliability of the route as needed for them to effectively market the corridor and spur economic development based in part on the quality of the transport system;

- (ix) To market the corridor through the dissemination of information, the publication of a newsletter and a website, participation in exhibitions and trade fairs and by undertaking marketing visits;
- (x) To undertake research on own initiative or as directed by the Committee, the executive committee or a working group;
- (xi) To appoint and manage consultants, subject to the approval of the Committee;
- (xii) To prepare recommendations of annual Membership dues and any other sources of funding;
- (xiii) To prepare an annual budget for approval by the Committee; and
- (xiv) To collect and account for the funds of the Committee.

14 National Corridor Committees

- (a) A national corridor committee is established in each corridor state.
- (b) The Members of a national corridor committee are the Members of the Committee from that state and other interested Stakeholders.
- (c) The Chairperson and Vice-Chairperson of a national corridor committee are the respective national corridor co-ordinators.
- (d) The persons holding the offices of Chairperson and Vice-Chairperson rotate between the two national corridor co-ordinators on an annual basis. The national corridor co-ordinator representing government serves as the first chairperson of the national corridor committee.
- (e) A national corridor committee meets four times per year following the meeting of the Committee and again immediately preceding the next meeting of the Committee. The Chairperson must ensure that Members receive notice of a meeting at least two weeks in advance, through the despatch of a draft agenda and minutes of the previous meeting and of the Corridor Committee, if applicable.
- (f) Additional meetings of the national committee may be convened by agreement between the Chairperson and Vice-Chairperson or at the request of a majority of Members conveyed to the Chairperson.
- (g) The Chairperson ensures that a secretary is designated to keep the minutes of a meeting.

15 Functions of National Corridor Committees

The functions of a national corridor committee are:

- (a) To develop and implement national strategies designed to provide seamless transportation along the corridor;
- (b) To co-ordinate national strategies and actions necessary to implement the work programme of the Committee;

- (c) To develop performance targets for those portions of the corridor falling within the national territory and to monitor performance;
- (d) To develop and implement national strategies to develop the region and to market the corridor; and
- (e) To monitor the utilization of the corridor and to develop and implement strategies to attract more traffic to the corridor; and
- (f) To recommend actions to the Committee that will benefit the corridor as a whole.

16. Appointment of National Corridor Co-ordinators

- (a) A national corridor committee designates two of its Members as national corridor co-ordinators.
- (b) The national corridor co-ordinators must be representative of the government and private sector respectively.
- (c) A national corridor co-ordinator must be the appointed representative of a Member on the Committee and is appointed for a term of two years. A national corridor co-ordinator is eligible for re-appointment.

17. Functions of National Corridor Co-ordinators

The functions of a national corridor co-ordinator are to:

- (a) Promote the implementation of decisions, recommendations and resolutions of the Committee at the national level within their respective organizations and constituencies;
- (b) Liaise with his or her counterpart national corridor co-ordinator to promote a consistent approach between government and the private sector;
- (c) Assist the Secretariat in following up the status of implementation of Committee decisions at the national level;
- (d) Assess the need for meetings of the national corridor committee in order to encourage the implementation of decisions at the national level; and
- (e) Identify ways in which the Committee can strengthen national development goals and convey recommendations to its meetings.

18. Executive Director

- (a) The Committee invites applications for the post of Executive Director by publishing a notice soliciting applications in the national media of the corridor states.
- (b) A person appointed as Executive Director must –
 - (i) Have at least ten years appropriate experience; and

- (ii) Hold an appropriate qualification in transportation, marketing, management or other discipline approved by the Committee.
- (c) The Executive Director is appointed subject to such terms and conditions, including remuneration, allowances and benefits, as the Committee determines in writing.

19. Frequency, venue and convening of meetings

- (a) The Committee shall meet twice a year. Exceptionally, the Committee may meet more regularly at the request of the majority of the Members or the Chairperson in consultation with the Secretariat.
- (b) The Committee, taking into consideration the principle that meetings should rotate between the corridor states, determines the venue for meetings. Exceptionally, the Chairperson may decide to convene a meeting at a venue other than that designated in this paragraph.
- (c) Meetings are convened by the Secretariat acting in consultation with the Chairperson, through the despatch of a notice containing a draft agenda and the minutes of the previous meeting, if applicable. Notice of a meeting must be given at least one month prior to the proposed date thereof.
- (d) The Secretariat must, at least two weeks before giving notice of a meeting, enquire from Members whether they wish to propose any matters for inclusion on the agenda and discussion at the meeting.
- (e) The Secretariat may, acting in consultation with the Chairperson, invite any person to attend a meeting to act as advisor to the Committee, if the attendance of such person is likely to contribute to the discussion of an agenda item.

20 Proceedings at meetings

- (a) A quorum for meetings of the Committee is two thirds of the Members. Each Member has one vote.
- (b) Decisions of the Committee are taken by majority vote, unless the Committee decides that a matter must be decided unanimously. In the event that a Member holds a dissenting opinion, the Chairperson must ensure that such opinion is recorded in the minutes by the Secretariat.
- (c) If required to ensure its effective functioning, the Committee may adopt a decision, recommendation or resolution without meeting, provided the Chairperson has solicited the views of all Members telephonically, by facsimile or by electronic mail and has obtained the approval in writing of a majority of Members.
- (d) The Executive Director attends meetings of the Committee *ex officio* and participates in deliberations, but may not vote.

21. Appointment, conditions of service and termination of service of staff

- (a) The Executive Director may, with the approval of the Committee, appoint such persons as Members of the Secretariat as are required for the proper discharge of its functions.
- (b) Any appointment is subject to such conditions in respect of remuneration and conditions of service as the Executive Director determines in writing, with the approval of the Committee.
- (c) Any Member may, to support the work of the Secretariat, second a person in its employ to serve as a full- or part-time Member of the Secretariat, subject to such conditions as the Executive Director may determine with the approval of the Committee. Members are also encouraged to make in-kind contributions to the initial set-up of the Secretariat, such as equipment or travel costs.

22 Financing

- (a) The Committee is financed from the Membership dues payable annually by Members and from any other method the Committee deems fit. The Secretariat must prepare a scale of Membership dues or any other sources of funding for approval by the Committee. Where the Committee considers and approves Membership dues payable by each Member, the Committee will ensure that the dues are equitable based on such considerations as the Committee may think relevant.
- (b) The Secretariat must, in preparing annual budget of the Committee, calculate the Membership dues payable annually by each Member. The Secretariat must submit the annual budget, including the recommended Membership dues, to the Committee for approval.
- (c) Each Member must remit its dues to the Secretariat in the manner approved by the Committee.
- (d) The Committee may receive grants, donations and bequests in cash or kind. The Secretariat must ensure that cash amounts so received are separately accounted for. The Committee or Secretariat may develop activities and provide services for which a separate fee is charged so as to increase the operating budget.
- (e) The expenses of attending meetings, other than those of staff Members of the Secretariat, are borne individually by Members.

23. Accounting and auditing arrangements

- (a) The Executive Director must ensure that adequate accounting records are kept in accordance with general practice to reflect fairly the financial affairs of the Committee.
- (b) External auditors registered in the state where the Secretariat has its seat must audit the Committee's accounts.

24. Transitional arrangements

- (a) The first meeting of the Committee must be convened within four weeks after half the Members of the Committee listed in the Second Schedule have confirmed their intention in writing to sign this Constitution to the Interim Committee.
- (b) The Chairperson of the Interim Committee shall convene the first meeting of the Committee and preside as Chairperson thereat until a Chairperson and Vice-Chairperson is elected, whereafter he or she shall vacate the chair.
- (c) Pending selection of the Executive Director, the offices of the Chairperson and Vice Chairperson shall provide secretariat services to the Committee.
- (d) For the purposes of this constitution the Interim Committee refers to the body that was transformed by the addition of two Members from each Member country to the existing Transport Coordinating Committee at the meeting of Corridor stakeholders held at Dar es Salaam on the 17th of December 2002, and was mandated by the stakeholders to put in place such other interim bodies as were deemed necessary for transitional arrangements.

25. Termination of membership

- (a) Any Member may terminate its membership by giving the Secretariat 6 months written notice. The Secretariat must ensure that such notice is circulated promptly to all other Members.
- (b) Any Member that is in arrears with its financial contributions for a period exceeding 6 months shall be given a notice of 6 months to settle arrears after such contributions are due and is deemed to have voluntarily terminated its membership at the expiry of such period. All membership services to such Member cease upon expiry of such 6-month period of notice.
- (c) The membership of Member is reinstated upon the date that any unpaid amounts contemplated in paragraph (b) are paid in full.

26. Amendment of this Constitution

- (a) Any Member may propose an amendment to this Constitution by submitting a written proposal to the Secretariat.
- (b) A proposal for amendment must be discussed at the first meeting held after the receipt of such proposal.
- (c) Assuming the quorum is met, a proposal for amendment is adopted by a three quarters majority of all Members present and voting.

27. Settlement of Disputes

- (a) Members must settle any dispute amicably.
- (b) In the event that an amicable settlement cannot be reached with three months, the Committee may appoint a neutral person to mediate in the dispute. Such person may be the designated representative of a Member not involved in the dispute.
- (c) If a dispute is not settled after mediation, the matter may be referred to the Committee for final decision.

28. Interpretation

A decision of the Committee is final in the interpretation of the Constitution.

29. Dissolution

The Committee may be dissolved by a decision approved by a three quarters majority of Members. The decision determines the disposal of the assets and liabilities of the Committee in accordance with the laws of the host country.

30. Entry into Force

- (a) This Constitution enters into force upon signature thereof by half the Members of the Committee listed in the Second Schedule.
- (b) The original signed copy of this Constitution is deposited with the Secretariat. The Secretariat must transmit certified copies of the Constitution to all Members.

SIGNED by the Members listed below at Dar es Salaam

| <u>Organisation/institution</u> | <u>Signature</u> | <u>Date</u> |
|--|------------------|-------------|
| (1). MCC Ltd | | |
| (2). Malawi Revenue Authority (MRA) | | |
| (3). Ministry of Communications and Transport (Tanzania) | | |
| (4). Ministry of Transport and Public Works (Malawi) | | |
| (5). Ministry of Justice (Malawi) | | |
| (6). Ministry of Commerce and Industry (Malawi) | | |
| (7). Malawi Police Force | | |
| (8). Department of Immigration (Malawi) | | |
| (9). Malawi Telecommunications Ltd | | |
| (10). National Development Corporation (NDC), Tanzania | | |
| (11). National Roads Authority (Malawi) | | |
| (12). Road Transport Operators Association (Malawi) | | |
| (13). Tanzania Central Freight Bureau | | |
| (14). Tanzania Freight Forwarders Association (TAFFA) | | |
| (15). Tanzania Harbours Authority (THA) | | |
| (16). Tanzania International Container Terminal Services (TICTS) | | |
| (17). Tanzania National Roads Agency (TANROADS) | | |

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| (18). Tanzania Railway Corporation (TRC) | | |
| (19). Tanzania Transport Operators Association (TATO) | | |
| (20). Tanzania Zambia Railway Authority (TAZARA) | | |

FIRST SCHEDULE

The scope of activities of the committee is cargo and passenger transport utilizing:

- Trunk roads N1, N5 and N35 in Democratic republic of the Congo, M1 in Malawi, T2 and T3 in Zambia and A104 and A7 in Tanzania
- Main roads M1 and M5 in Malawi and M1 and M2 in Zambia
- The railway system operated by the Soci t  Nationale de Chemin de Fer du Congo in the Katanga province
- The railway system operated by Zambia Railways in the Copperbelt and Central Regions
- The railway system operated by the Tanzania – Zambia Railway Authority between Kapiri Mposhi and Dar es Salaam
- The railway system service operated by Tanzania Railway Corporation between Kigoma and Dar es Salaam
- The port of Dar es Salaam
- The port of Mpulungu
- The port of Kalemie
- The port of Kigoma
- The lake service on Lake Tanganyika
- Deep sea and coastal shipping services calling at Dar es Salaam
- The TAZAMA pipeline
- Malawi Lake Services, Malawi
- Lake Nyasa Services, Tanzania
- The port of Chilumba
- The port of Chipoka
- The port of Nkhata Bay
- Kidatu inland transshipment terminal
- The port Mbamba Bay
- The port of Itungi
- The port of Manda.

SECOND SCHEDULE

The potential Members of the committee are:

- (1). Bwana Mkubwa Mining Ltd
- (2). Clearing and Forwarding Agents Association (Malawi)
- (3). Confederation of Tanzanian Industries
- (4). Copperbelt Energy Corporation
- (5). FEDHAUL (Zambia)
- (6). Kitwe and District Chamber of Commerce and Industry
- (7). Konkola Copper Mines
- (8). Lake Tanganyika Lake Services
- (9). MCC Ltd
- (10). Malawi Chamber of Commerce and Industry
- (11). Malawi Revenue Authority (MRA)
- (12). Ministry of Communications and Transport (Tanzania)
- (13). Ministry of Communications and Transport (Zambia)
- (14). Ministry of Transport and Public Works (Malawi)
- (15). Ministry of Justice (Malawi)
- (16). Ministry of Commerce and Industry (Malawi)
- (17). Malawi Police Force
- (18). Malawi Lake Service
- (19). Department of Immigration (Malawi)
- (20). Electricity Supply Commission (Malawi)
- (21). Malawi Telecommunications Ltd
- (22). Mopani Copper Mines
- (23). Mpulungu Port Authority
- (24). National Development Corporation (NDC), Tanzania
- (25). National Roads Authority (Malawi)
- (26). National Roads Board (Zambia)
- (27). Road Transport Operators Association (Malawi)
- (28). Road Traffic Directorate (Malawi)
- (29). Société Nationale de Chemin de Fer du Congo (SNCC)
- (30). Tanzania Revenue Authority (TRA)
- (31). Tanzania Central Freight Bureau
- (32). Tanzania Chamber of Commerce, Industry and Agriculture
- (33). Tanzania Freight Forwarders Association (TAFFA)
- (34). Tanzania Harbours Authority (THA)
- (35). Tanzania International Container Terminal Services (TICTS)
- (36). Tanzania National Roads Agency (TANROADS)
- (37). Tanzania Railway Corporation (TRC)
- (38). Tanzania Transport Operators Association (TATOA)
- (39). TAZAMA Pipeline Corporation
- (40). Tanzania Zambia Railway Authority (TAZARA)
- (41). Zambia Association of Chambers of Commerce and Industry (ZCCI)
- (42). Zambia Clearing and Forwarding Agents Association
- (43). Zambia Metal Surveillance Co-ordinating Committee (ZMSCC)
- (44). Zambia Railways Ltd (ZRL)

- (45). Zambia Revenue Authority (ZRA)
- (46). Petroleum companies

This list is indicative and is not intended to exclude other organizations interested in subscribing to the constitution.

THIRD SCHEDULE

| | Column A Chairperson | Column B Vice-Chairperson |
|--------------------|--------------------------------|-------------------------------------|
| First term | Tanzania | Zambia |
| Second term | Zambia | Malawi |
| Third term | Malawi | Congo |
| Fourth term | Congo | Tanzania |