



REQUEST FOR PROPOSALS (RFP) - SELECTION OF CONSULTANTS

TENDER TITLE: PREPARATION OF THE SEPTEMBER 2024/ SEPTEMBER 2025 LOGISTICS PERFORMANCE SURVEY & MOMBASA PORT AND NORTHERN CORRIDOR COMMUNITY CHARTER (MPNCCC) REVIEW

TENDER NUMBER: PRQ20250261

ISSUE DATE: 03 September 2025

DUE DATE: 24 September 2025 No Later Than 1100HRS KENYA TIME

FINANCED BY: TRADEMARK AFRICA (TMA)

TENDER INSTRUCTIONS

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General

1. This Request for Proposal (RfP) and the instructions for compiling and submitting your Proposal are designed to help you produce a Proposal that is acceptable to TMA as well as ensuring that Proposals are given equal consideration. TMA will select the most economically advantageous tender. It is essential, therefore, that you provide the information requested in the specific format and no other.
2. **TRADEMARK AFRICA (TMA) is not bound to accept the lowest price, or any, proposal. We also reserve the right to request any, or all, Consultants to clarify the proposals submitted.**

Instructions to Consultants

3. Pre-submission meeting and/or site visit

A pre-submission meeting and/or site visit is not applicable for this procurement process.

4. Costs and Charges

The Consultant shall bear all costs associated with the preparation and submission of its proposal, and TMA shall not be responsible or liable for those costs, regardless of the conduct or outcome of the selection process. TMA is not bound to accept any proposal and reserves the right to annul the selection process at any time prior to contract award, without thereby incurring any liability to the Consultant.

5. Language of Proposal

The proposal, as well as all correspondence and documents relating to the proposal exchanged between the consultant and TMA shall be written in the **ENGLISH** language. Any other language shall lead to disqualification of the proposal. In cases where there is a translation, it must be endorsed by an authorised translator.

6. Only One Proposal

The Consultant (including the individual members of any joint venture (JV)) shall submit only one proposal, either in its own name or as part of a JV in another proposal. If a Consultant, including any JV member, submits or participates in more than one proposal, all such proposals shall be disqualified and rejected. This does not, however, preclude the Consultant's staff from participating as key experts and non-key experts in more than one proposal. However, the same sub-Consultant may participate in several submissions.

If the consultant is a consortia/JV, the RfP shall include:

a copy of the JV agreement entered by all members,

or

a letter of intent to execute a JV agreement, signed by all members together with a copy of the agreement proposal.

In the absence of this document, the other members will be considered as sub-consultants. Experiences and qualifications of sub-consultants shall not be considered in the evaluation of the proposals.

7. Validity

The proposals must remain valid for not less than **120 days** from the date of submission. TMA shall endeavour to complete the evaluation and communicate within this period. The proposals shall be prepared in indelible ink, and it shall contain no interlineations or overwriting, except as necessary to correct errors made by the Consultant. Any such corrections must be initialled by the person(s) who sign(s) the proposals.

8. Clarifications and Amendments

Enquiries must only be for the purposes of clarifying the content of this RfP. All enquiries must clearly specify the tender title, number, section being queried and should be emailed to procurement@trademarkafrica.com.

Interested Consultants may request for clarifications on this RfP up to **seven (7)** days before the submission date. TMA will endeavour to reply within three (3) working days of receipt of the sought clarification(s) to any reasonable request for explanation. It will be at TMA's discretion to provide additional information where necessary.

Final clarifications with TMA's responses will be shared with all potential Consultants and/or made public on the prescribed website. Consultants are advised to frequently check the prescribed website for updates for review and consideration in preparation of their submissions.

Should TMA deem it necessary to amend the RfP, because of clarifications, it shall do so by issuing an amendment in writing or by standard electronic means. The amendment shall be sent to all Consultants and will be binding on them. TMA may extend the proposal submission deadline to give the Consultants reasonable time to take an amendment into account in their proposals.

9. Eligibility

This assignment is eligible to firms and consortiums only. Application received from individual consultants shall be automatically disqualified.

TMA permits Consultants (firms, including JVs and their members) from all countries to offer consulting services for TMA-financed projects.

Furthermore, it is the Consultant's responsibility to ensure that its experts, JV members, sub-Consultants, agents (declared or not), sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by TMA.

- a) **Sanctions:** A firm or an individual sanctioned by TMA in accordance with the Supplier Code of Conduct, shall be ineligible to be awarded or benefit from a TMA-financed contract, financially or otherwise, during such period of time as TMA shall determine.
Consultants debarred by the World Bank, the Public Procurement and Disposal Act (PPDA) of the Governments of all TMA countries of operation, TMA donors and/or any other international donor agency are barred from bidding.

- b) **Prohibitions:** Consultants and individuals of a country or goods manufactured in a country may be ineligible if indicated in TMA's Supplier Code of Conduct and:
- as a matter of law or official regulations, the recipient's country prohibits commercial relations with that country, provided that TMA is satisfied that such exclusion does not preclude effective competition for the provision of services required; or
 - by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the recipient's country prohibits any import of goods from that country or any payments to any country, person, or entity in that country.
- c) **Restrictions for Government-owned Enterprises:** Government-owned enterprises or institutions in the recipient's Country shall be eligible only if they can establish that they (i) are legally and financially autonomous, (ii) operate under commercial law, and (iii) that they are not dependent agencies of TMA.

To establish eligibility, the government-owned enterprise or institution should provide all relevant documents (including its charter) sufficient to demonstrate that it is a legal entity separate from the government; it does not currently receive any substantial subsidies or budget support; it is not obligated to pass on its surplus to the government; it can acquire rights and liabilities, borrow funds, and can be liable for repayment of debts and be declared bankrupt; and it is not competing for a contract to be awarded by the government department or agency which, under the applicable laws or regulations, is its reporting or supervisory authority or has the ability to exercise influence or control over it.

- d) **Restrictions for public employees:** Government officials and civil servants of the recipient's country are not eligible to be included as experts in the Consultant's proposal unless such engagement does not conflict with any employment or other laws, regulations, or policies of the Recipient's country, and they
- are on leave of absence without pay, have resigned or retired;
 - are not being hired by the same agency they were working for before going on leave of absence without pay, resigning, or retiring;
(in case of resignation or retirement, for a period of at least six (6) months, or the period established by statutory provisions applying to civil servants or government employees in the recipient's country, whichever is longer. Experts who are employed by the government-owned universities, educational or research institutions are not eligible unless they have been full time employees of their institutions for a year or more prior to being included in consultant's proposal); and
 - their hiring would not create a conflict of interest.

10. Format of Your Proposal

Your Proposal should be set out in four (4) main parts:

- Part A – Preliminary Requirements;
- Part B – Executive Summary;
- Part C – General and Technical; and
- Part D – Financial.

11. Part A Preliminary Requirements

Consultants are required to submit scanned copies of the below documents:

- Signed and stamped Supplier Code of Conduct (**Annex 1**) with all pages initialized.
- Signed consortia/JV agreements or letters of intent (applicable to consortia/JV) between your selected partners; and
- Signed power of attorney.

Failure to submit the above requirements may lead to disqualification.

Parts A, B & C may be contained in one PDF document. However, the Financial Proposal (Part D) must be submitted as a **separate PDF document** to enable the Technical and Financial proposals to be evaluated independently.

Please do not include any financial/ price information in Parts A, B or C. Inclusion of any price information in Parts A, B or C **shall lead to rejection of the Proposal**.

12. Part B Executive Summary

This should be a brief overview of your tender covering how you intend to achieve the outputs and your assessment of the resources required.

13. Part C General and Technical Proposal

Your technical submission should contain the following:

- a) Signed and stamped Technical Bid Submission Form (**Annex 2**);
- b) The firm's previous relevant experience should include the client's contact details, description of the assignment undertaken, start and end dates of each assignment. Refer to **Annex 4** in this RfP;
- c) Technical response (including method of implementation and your proposed quality assurance mechanisms);
- d) A list of the names and designation of all proposed experts/key personnel who will work on this project. Please clearly indicate the positions/roles to be played by the personnel to match those requested for in the Terms of Reference (ToRs). The team composition template is **Annex 5** in this RfP;
- e) The Curriculum Vitae (CVs) of proposed experts with information relevant to this project to support the proposed expert for this assignment. The CV template is **Annex 3** in this RfP;
- f) **Only one (1) CV** shall be submitted for each of the proposed key expert position. If more than one CV is submitted for the same position, only the first CV will be evaluated; and
- g) Consultants must confirm that their proposed key expert will be available to provide the required services for the duration of the contract.

NOTE:

- **The technical proposal shall not include any financial information. The Inclusion of any financial information shall lead to the proposal being declared non-responsive.**
- **The technical proposal MUST be in PDF and password protected.**

Consultants are advised to respond in line with or in reference to the scoring criteria as indicated in the **Technical Evaluation** section of this RfP document.

14. Part D Financial Proposal

The financial proposal shall be prepared using the standard forms annexed in the RfP. It shall list all costs associated with the services, including (a) remuneration of key experts and non-key experts, (b) other expenses, and (c) all applicable taxes.

a) Contents: The financial proposal should contain the following information:

- Signed and stamped Financial Bid Submission Form (**Annex 6**); and
- Pricing details using the enclosed pro-formas. Besides completing proforma 1, bidders must complete proformas 2, 3 and 4 on a fees and expenses basis to demonstrate the cost breakdown of the milestone payments. Innovation is encouraged in the development and pricing of technical and commercial proposals (**Annex 7 Proforma Templates**).
- The financial proposal should not be combined with the technical proposal but should be submitted as a separate document.
- The financial proposal **MUST be in PDF and password protected.**

b) Currency of Proposal: The financial proposal shall be stated in ***United States Dollars (\$)***.

c) Taxes:

- The financial proposal should clearly estimate, as a separate amount, the different applicable taxes, duties, fees, levies, and other charges imposed in **Kenya** under the Applicable law, on the Consultants, the sub-Consultants, and their experts (other than nationals or permanent residents of the Country).
- The consultant, its sub-Consultants and experts are responsible for meeting all tax liabilities arising out of the Contract unless stated otherwise in this RfP. The Consultant is required to obtain information on taxes in the Country where the contract is to be implemented.
- The resultant Contract will be domiciled in **Kenya**.
- Consultants should clearly breakdown and separate the tax components in their financial proposals to facilitate evaluation of the financial proposals.

15. Confirmation of Experience Letter / References

References of potential Consultants which have been given by a current TMA employee shall not be accepted in support of a submission of a Proposal as part of a procurement process. For the avoidance of doubt, only TMA's confirmation of experience letter / references signed by the Head of Procurement are acceptable in support of applications, bids, proposals, or submissions.

16. Sustainability Considerations

TMA has adopted the World Bank's Environmental and Social Framework (ESF) as mentioned in the Supplier Code of Conduct. Consultants are required to demonstrate how the implementation of their proposed solution shall address/enhance sustainability.

17. Evaluation Criteria and Process

In assessing the proposals submitted, the evaluation panel will use the Quality and Cost Based Selection (QCBS) as specified in this RfP.

18. Technical Evaluation

The technical evaluation will be based on a scoring system marked out of a maximum score of **100 Marks**. Only proposals that score a minimum of **70 marks out of possible 100 marks** will be deemed to be “technically responsive”.

The detailed evaluation criteria are provided below:

#	Evaluation Criteria	Max Score (100)
A	Experience and understanding of the objectives of the firm	(15 marks)
1	Relevant Assignments & Regional/International Reach- Evidence of successfully completed assignments in logistics performance surveys, port/community charters, or trade facilitation in East Africa or similar regions	8
2	Stakeholder Engagement & Multi-Disciplinary Delivery - Demonstrated experience managing complex assignments involving government agencies, private sector, and development partners, Proven ability to coordinate multi-disciplinary teams and lead inclusive consultation processes	5
3	Quality, Innovation & Impact of Previous Work - (Evidence of high-quality deliverables adopted by stakeholders)	2
B	Approach and Methodology (30 marks)	Max Score
5	Understanding of the objectives & relevance of the assignment with clear deliverables and timelines and stakeholder engagement strategies also to be highlighted.	10
6	Approach for data collection (Robust mixed methods sampling frame with sample sizes by stakeholder/node, digital collection tools, enumerator training & contingency/QC plan.)	8
7	Approach for data analysis (Detailed quantitative and qualitative analysis plan (statistical tests, disaggregation, benchmarking, cost/time modelling) and list of software/outputs)	8
8	Detailed work plan with clear deliverables schedule and timelines.	4
C	Team Composition, Key Experts' Qualifications and Competence for the Assignment (55 marks)	Score Max Score

C 1	Team Leader (10 marks)	Advanced degree in Transport/Logistics, Maritime Studies, Economics, International Trade, or Law (Proof of Academic Certificates Must be submitted)	2	10
		Minimum 10 years and multiple Team-Leader roles on comparable corridor/port/LPS studies with senior management of multi-disciplinary teams (Proof of experience Must be submitted)	3	
		At least 3 highly comparable assignments where candidate was TL/lead author with client-accepted reports	3	
		Authored high-quality inception/final reports with rigorous methodology and documented client uptake (provide at least 2 samples).	1	
		Led inclusive validation workshops with government/private sector and produced documented outcomes.	1	
C 2	Trade & Customs Expert (10 marks)	Degree in International Trade, Customs, Law, or related field (Proof of Academic Certificates Must be submitted)	2	10
		At least 10 years direct implementation experience with single-window, SCT, OSBP, RECTS and technical deliverables	3	
		At least 3 assignments in EAC/Kenya (or neighbours) with local stakeholder engagement. (Max: 2)	2	
		Demonstrable before/after metrics (e.g., clearance time/cost reductions) from reforms led	2	
		Produced actionable policy roadmaps or system specs used by customs authorities	1	
C 3	Transport Economist (10 marks)	Advanced degree in Transport Economics, Economics, or related field (Proof of Academic Certificates Must be submitted)	2	10
		At least 10 years direct experience in transport logistics analysis, economics or trade facilitation projects	3	
		Developed advanced cost/time and CBA models with reproducible annexes/spreadsheets and documented methods	2	
		Experience on multiple corridor/port benchmarks with peer comparisons and clear KPIs.	2	
		Experience in integrated analysis across multimodal logistics - road, rail and sea/lake.	1	
C 4	Data Analytics & IT Expert (4 marks)	Degree in Data Science, Statistics, IT or related field (Proof of Academic Certificates Must be submitted)	2	5

		At least 5 years experience working with data collection tools, sampling strategies, and quantitative analysis related to logistics performance. (Proof of experience Must be submitted)	2	
		Delivered operational BI dashboard (Power BI/Tableau) linked to source data	1	
C 5	Green Logistics & Sustainability Expert (7 marks)	Degree in Environmental Science, Engineering, or related field. (Proof of Academic Certificates Must be submitted)	2	7
		At least 7 years of experience in areas such as environmental impact analysis of transport, climate change mitigation in freight, or related green freight, low-carbon transport strategies, and environmental impact analysis in logistic. (Proof of experience Must be submitted)	3	
		Prepared freight GHG inventories/models using IPCC/GHG Protocols with calculator outputs.	1	
		Implemented modal-shift or green freight interventions with quantified emissions/cost benefits.	1	
C 6	Inclusion (Gender & Social) Expert (7 marks)	Degree in Gender Studies, Social Development, or related field (Proof of Academic Certificates Must be submitted)	2	7
		At least 7 years in gender analysis, social inclusion, or community engagement	3	
		Exposure to trade and logistics projects	2	
C 7	Monitoring & Evaluation (M&E) Expert — (6 marks)	Degree in Development Studies, Statistics, or related field. (Proof of Academic Certificates Must be submitted)	2	6
		At least 7 years’ experience in M&E design, preferably in trade/logistics	2	
		Developed full M&E frameworks with baselines, targets and indicator matrices tied to trade/logistics outcomes.	1	
		Demonstrable experience working with large KPIs and operational dashboards	1	
Grand Total Marks			100	
{Notes to Consultant: The Client will assess whether the proposed methodology is clear, responds to the TORs, work plan is realistic and implementable; overall team composition is balanced and has appropriate skills mix; and the work plan has right input of Experts}				
· For professional and academic qualification certified copies of certificates by either Commissioner of Oaths, Notaries Public or Lawyers must be attached.				
· For experience, bidders must attach CVs of proposed staff signed by the said staff with a commitment statement on availability for the Project.				
· All the Experts MUST attach proof of registration with relevant professional bodies and valid current practicing licenses.				

*Only firms and or consortiums/JV who attain a minimum of **70 or more marks out of possible 100 marks** shall be shortlisted for the **financial evaluation**.*

The weight given to the **technical evaluation** shall be **70%** out of **100%** and the weight given to the financial proposal shall be **30%**.

19. Financial Evaluation

All substantially responsive proposals that score **70 marks or more out of 100 marks** from the **technical evaluation** shall have their financial proposals evaluated.

The formula for determining the financial score (Sf) shall be as follows:

Sf = 30% x fm/f where:

Sf = is the financial score

Fm is the lowest fees quoted and

F is the fees of the proposal under consideration.

The lowest fees quoted will be allocated the maximum score of **30%**.

The bidder's proposals will be ranked according to their combined technical score (st) and financial score (sf) and weighted accordingly. The formula for the combined scores shall be as follows: $S = ST \times T\% + SF \times P\%$

Where:

S, is the total combined scores of technical and financial scores

St is the technical score

Sf is the financial score

T is the weight given to the technical proposal (in this case **70%**) and

P is the weight given to the financial proposal (in this case **30%**)

Note P + T will be equal to **100%**.

The bidder who /has achieved the highest combined technical and financial score shall be declared successful and subsequently invited for clarifications.

20. Negotiation

TMA, may at its discretion, choose to negotiate either with all Consultants that have passed technical and financial evaluation, or a shortlist of such, on any aspects of the TOR, proposed methodology, key expert, inputs, price and/or conditions of the contract.

21. Packaging, Submission and Delivery of Tenders

All submissions must be submitted via TMA's procurement mailbox using the email address, **procurement@trademarkafrica.com** on or before **24 September 2025 No later than 1100Hrs Kenya Time**.

Please note that the maximum size of each email with attachments must not exceed **5MB**. The Technical and Financial proposal shall be submitted **as two separate documents in PDF format**, in the same email or as separate emails.

Both Technical and Financial proposal MUST be password protected.

22. Late tenders.

No late tenders will be accepted. No special pleadings will be accepted. Faxed or hard copy proposals/samples shall be rejected.

23. Complaints

Any questions, queries or concerns about the procurement process should be raised directly with the Head of Procurement in the first instance via procurement@trademarkafrica.com, who will address the matters raised. If the matter is not satisfactorily resolved, the complainant is encouraged to write to complaints@trademarkafrica.com.

24. Deviations, Reservations, and Omissions

During the evaluation of bids, the following definitions apply:

- “Deviation” is a departure from the requirements specified in the Bidding Document;
- “Reservation” is the setting of limiting conditions or withholding from complete acceptance of the requirements specified in the Bidding Document; and
- “Omission” is the failure to submit part, or all of the information or documentation required in the Bidding Document.

25. Determination of Responsiveness

TMA’s determination of a bid’s responsiveness is to be based on the contents of the bid itself. A substantially responsive bid is one that meets the requirements of the Bidding Document without material deviation, reservation, or omission. A material deviation, reservation, or omission is one that,

- if accepted, would: -
 - Affect in any substantial way the scope, quality, or performance of the Works specified in the Contract; or
 - Limit in any substantial way, inconsistent with the Bidding Document, the Employer’s rights or the Bidder’s obligations under the proposed Contract; or
- If rectified, would unfairly affect the competitive position of other Bidders presenting substantially responsive bids:
- The Employer shall examine the technical aspects of the bid submitted in accordance with Invitation to Consultants (ITC), Technical Proposal in particular, to confirm that all requirements have been met without any material deviation, reservation, or omission; and
- If a bid is not substantially responsive to the requirements of the Bidding Document, it shall be rejected by the Employer and may not subsequently be made responsive by correction of the material deviation, reservation, or omission.

26. Nonconformities, Errors, Omissions and Fee Rates

- Provided that a bid is substantially responsive, the Employer may waive any non-conformity in the bid.

- Provided that a bid is substantially responsive, the Employer may request that the Bidder submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities in the bid related to documentation requirements. Requesting information or documentation on such nonconformities shall not be related to any aspect of the price of the bid. Failure of the Bidder to comply with the request may result in the rejection of its bid.
- Provided that a bid is substantially responsive, the Employer shall rectify quantifiable nonmaterial nonconformities related to the Bid Price. To this effect, the Bid Price may be adjusted, for comparison purposes only, to reflect the price of a missing or non-conforming item or component.

27. TERMS OF REFERENCE

Preparation of the September 2024/ September 2025 Logistics Performance Survey & Mombasa Port and Northern Corridor Community Charter (MPNCCC) Review

Background

Efficient logistics are critical to trade competitiveness and economic performance, as high transport costs and delays directly hinder the region's capacity to trade and development. To monitor and improve logistics efficiency, the Shippers Council of Eastern Africa (SCEA) has led periodic Logistics Performance Surveys (LPS) that examine the cost, time, and complexity of freight movement in East Africa. These surveys serve as a regional comparison tool to identify bottlenecks in the supply chain (e.g., infrastructure gaps, cumbersome procedures) and inform policy and operational reforms. Findings from past LPS reports have been used by shippers to negotiate better services and by government agencies to initiate trade facilitation improvements. Considering recent disruptions (e.g., geopolitical shocks, pandemic) and emerging challenges like climate change and the rising need to decarbonize freight transport through low-emission solutions, modal shifts, and green corridor initiatives, a new LPS is planned to cover the period between September, 2024 to September, 2025 to capture the current state of logistics and guide interventions. For this assignment, the focus will be on all modes of transport in logistics corridors – notably the Northern Corridor through the Port of Mombasa – to provide specific insights while leveraging SCEA's regional survey framework and enhancing the use of digital data collection tools and IT-based analytics platforms for real-time performance monitoring and reporting.

Concurrently, the Mombasa Port and Northern Corridor Community Charter (MPNCCC) – a public-private compact launched in 2014 with 53 stakeholder signatories – is due for a comprehensive review. The Charter is a collaborative framework binding port community members to specific performance targets and timelines, with a vision to transform Mombasa Port and its transit corridor into an efficient, reliable, globally competitive trade route. Over the past decade, the Charter has driven significant improvements in port infrastructure, transport connectivity and automation, and digital systems adoption resulting in reduced cargo clearance times, faster ship turnaround, shorter transit times, and lower overall logistics costs. However, a recent assessment indicates *critical gaps* in the Charter's implementation – including weaknesses in governance and accountability, inconsistent stakeholder participation, an overly complex results framework (with over 180 indicators), data availability issues, and insufficient sustainability planning. With the Charter reaching its 10-year milestone, there is a pressing need to review and realign it with current realities and best practices emerging technologies in digital trade and logistics digitization.

TradeMark Africa (TMA), which supported the last Charter revision in 2018, is combining the 2024/2025 LPS and the MPNCCC review into a single consultancy assignment for Kenya. This joint approach will create synergies between the survey and the charter analysis: the LPS will provide up-to-date evidence on logistics performance (including any persistent Charter-related bottlenecks), while the Charter review will contextualize these performance findings within the governance and commitments of the port community. Both components will explicitly integrate cross-cutting priorities of sustainability, inclusion and IT-enabled transformation. Green freight has become top agenda items – for example, the region is launching programs to achieve low-emission, inclusive freight transport in Eastern Africa, with TMA among the partners driving green logistics initiatives. Similarly, inclusivity (gender, youth, persons enabled differently and community participation) is now recognized as vital for equitable development; even the Charter involves groups like Women in Maritime (WOMESA) to promote gender inclusivity in the sector. This assignment therefore seeks to holistically evaluate Kenya's logistics performance and Charter progress through a sustainability, digital innovation, and inclusivity lens, ensuring that recommendations align with emerging trends (green freight,

digital trade, logistics automation and the use of interoperable IT systems across the supply chain) and the TradeMark Africa’s objectives for sustainable, inclusive trade.

The two deliverables will significantly advance the objectives of the TradeMark Africa BEEP project, which aims to improve the business environment for exports, focusing on three key value chains mango, vegetables, and avocado thereby fostering job creation and enhancing trade competitiveness.

The Review of the Port Charter will result in a clear Monitoring and Evaluation (M&E) framework that balances import, export, green, and inclusivity metrics. By leveraging the charter platform, this process will support the operationalization of a more inclusive, export-oriented logistics governance framework. Subsequent stakeholder dialogues will strengthen coordination, improve performance monitoring, and enhance public-private engagement to drive cost-effective and climate-smart export solutions.

The Logistics Performance Survey (LPS), which assesses the cost, time, and complexity of logistics services for both exports and imports, will inform targeted advocacy to reduce logistics costs, delays, and regulatory burdens. Structured engagements will address identified logistics gaps, streamline export processes, and support a modal shift from airfreight to sea freight, ultimately increasing export volumes through the Port of Mombasa. The LPS will also recommend best practices to simplify logistics and customs procedures for export, including digital customs systems, electronic documentation, and automation of port and border processes. thereby enhancing the region’s export competitiveness and sector growth as well as enhancing the logistics business environment.

Objectives

Main Objective: To conduct a comprehensive evaluation of East Africa’s logistics performance and review the Mombasa Port & Northern Corridor Community Charter, producing actionable recommendations to enhance efficiency, greening of freight, inclusivity and digitization in the region’s trade and transport corridors under a single, integrated assignment.

Specific Objectives:

1. Conduct the 2024/2025 Logistics Performance Survey (LPS): Assess Kenya’s key logistics corridors—mainly the Northern corridor by measuring critical performance indicators—cost, time, and complexity of moving goods—while capturing stakeholder perceptions on the efficiency and reliability of freight services.
2. Review the Mombasa Port and Northern Corridor Community Charter and its implementation. Evaluate the implementation of the Mombasa Port Community Charter (MPNCCC) since its inception, identifying achievements, gaps, and alignment with emerging trade facilitation best practices. The review will provide clear, actionable recommendations to improve the Charter’s effectiveness in strengthening logistics governance and export competitiveness.
3. Integrate green logistics and inclusivity considerations. Mainstream sustainability into freight, smart technologies and social inclusion into both the LPS and Charter review and this will involve integrating green freight logistics (including fuel efficiency, intermodal transport, alternative fuels, carbon accounting, climate resilience of transport infrastructure and emissions reduction strategies) and inclusivity considerations. This will include assessing the role and challenges of women, youth, and local communities in Kenya’s logistics sector, while promoting climate-smart, low-carbon, and inclusive logistics solutions.

This consultancy seeks to strengthen region’s logistics performance and export competitiveness by delivering three interconnected outcomes. Through the **2024/2025 Logistics Performance Survey (LPS)**, it will generate

evidence-based insights on the cost, time, and complexity of freight services (air, road, rail and water ways) along key corridors, capturing stakeholder perspectives to inform targeted interventions. Complementing this, the **review of the Mombasa Port Community Charter** will assess its implementation, identify gaps and opportunities, and align commitments with emerging trade facilitation best practices to enhance logistics governance. Both efforts will be underpinned by the integration of **green logistics and inclusivity**, ensuring that sustainability, climate-smart solutions, and the meaningful participation of women, youth, and local communities are embedded in Kenya's logistics ecosystem.

Scope of Work-

The consultant (team) is expected to undertake the following tasks and activities, treating the LPS and Charter review as integrated work streams but delivered within 6 (six) Calendar months as independent deliverables.

1. **Inception & Work Planning:** Hold initial meetings with TradeMark Africa (TMA) and key partners (e.g., SCEA, steering committee and the Port Charter Secretariat) to understand and align expectations and gather initial data. Develop an Inception Report detailing the refined methodology, work plan, and stakeholder engagement approach. for both the LPS and Charter review. The inception phase should identify data requirements (e.g., lists of indicators, survey sample frame, available port/corridor statistics) and outline how greening and inclusion will be embedded in the approach from the start.
2. **Desk Research and Literature Review:** Conduct a comprehensive review of existing documentation and data. For the LPS, review previous SCEA Logistics Performance Survey reports (e.g., 2018, 2021 editions) and related analyses of East African logistics performance, with a key focus on all modes of transport in Kenya, including maritime, Road, airfreight and Rail. Provide clear statistics on the performance of imports and exports through the port of Mombasa and key airports in the region. The same will include a review of the regulatory policies and frameworks impeding seamless movement of cargo, and a comprehensive comparison and benchmark with the best performing corridors globally and similar corridors in the region.

For the Charter, review all relevant MPNCCC documents – the original 2014 Charter and the revised 2018-2024 Charter, any annual performance or dashboard, reports and past evaluation or meeting reports including the recent undertaken impact evaluation survey by the Charter Monitoring and Evaluation committee . Also examine Northern Corridor Transport Observatory reports, port performance statistics from Kenya Ports Authority, trade facilitation assessments (e.g., WTO Trade Facilitation Agreement implementation status), the World Bank's Logistics Performance Index and any recent studies on Kenya's trade logistics. This review will inform the benchmarking of performance indicators and provide context on trends over the past decade and inform the formulation of KPI targets and benchmarks.

Under the LPS; the consultant will include the above;

- i. Provide a review of the IT systems and digitization to enhance logistics performance monitoring and trade facilitation: Promote the integration of digital tools, interoperable platforms, and automated systems to improve data collection, performance tracking, and the efficiency of port, corridor, and customs operations. This will include identifying opportunities for deploying smart technologies, digital dashboards, and electronic logistics management systems.
- ii. To quantify and qualify the overall transport chain costs and time from the source to the end based on the areas identified above.

- iii. To benchmark the costs, time and freight in relation to other economies in Ghana, Tanzania and South Africa, Nigeria, Egypt, Algeria, Mauritius, Djibouti, Namibia, Malaysia, Singapore and Europe with specific proposals for suitable logistics performance index (LPI).
 - iv. To conduct an analytical study of the total logistical costs (including sea freight, shipping lines and shipping agencies charges, cargo consolidators charges, port handling charges, ICD charges, clearing charges, CFS charges, Empty Container Depot charges, inland transport costs, direct and indirect/hidden costs of delays) and time from the port of loading to the port of discharge and to the end user with emphasis on the internal costs and time to the carriers and external costs and time, taking into account the cost and time of delays.
 - v. To propose and recommend concrete policy, regulation and institutional measures that are meant to address the reduction of costs and improve competitiveness.
 - vi. To provide a diagnostic analysis on reliability, predictability and safety and security on road, rail and pipeline as a mode of transport.
 - vii. To provide an analysis on air freight costs and time with emphasis on savings related to its quick delivery times, reliability and predictability.
 - viii. Conduct an analytical comparison of cost and time of the Northern Corridor with other corridors including the central corridor, LAPSET Corridor, Southern Africa Corridor and West Africa Corridor.
 - ix. Carry out an analytical comparative costs of different shipping lines, shipping agencies, Cargo consolidators, ICDs, CFSs and Empty Container depots.
 - x. Conduct a market structure for both import and exports and level of concentration of the shipping industry including the volumes handled and market shares by the various shipping lines and vertical integration along the logistics chain.
 - xi. To propose institutional regulatory changes that will cushion the cargo owners from being penalised for inefficiencies of the systems beyond their control.
 - xii. Provide desk research on the overview of the performance of the Port of Lamu and the LAPSET corridor.
 - xiii. Safety: Analyse occurrence of incidences and well as emergency response preparedness capacity (equipment, personnel, drills etc)
 - xiv. To conduct an analytical study on demand, capacity and capacity gaps at the main airports and ports in the region
3. **Stakeholder Mapping and Engagement:** Identify and map key stakeholders to consult during the assignment. These will include public sector agencies (e.g., AFA-HCD, KEPHIS, KPA, KRA, KenTrade, KeNHA, Kenya Railways, Kenya Airports Authority, relevant ministries), National Police, private sector representatives (importers/exporters, transporters, freight forwarders, shipping lines, business associations like KNCCI, KIFWA, KEPWA, KTA, FPC, FPEAK, KFC etc.), development partners, RECS, including MOESNA, NCTTCA, logistics service providers and the port community stakeholders. Ensure that diverse groups (women, youth, persons with disabilities, local community leaders) are included in consultations. Develop tailored interview guides or focus group discussion guides to gather qualitative insights on logistics bottlenecks, Charter governance issues, and perceptions on progress. Schedule consultations in Nairobi, Mombasa, and other key nodes (e.g., border points) as necessary.
4. **Logistics Performance Survey Design and Data Collection:** Design the September 2024 / September 2025 LPS for Kenya, building on SCEA's established survey framework. This will involve preparing the survey instrument (questionnaires, checklists etc) to capture data on cost, time, and complexity of logistics transactions. The survey shall cover areas such as: shipping/port processes, inland transport (road/rail) performance, border clearance, storage and handling, and regulatory procedures maritime and airfreight performance. Incorporate specific questions or modules to gather data on green logistics practices (e.g., usage of fuel-efficient trucks, intermodal transport, adoption of solar

or electric equipment, awareness of carbon footprint) incorporate data points on truck fleet composition (age, fuel type, engine standards), fuel consumption, and adoption of clean technologies (e.g. EVs, LNG, solar-powered handling equipment and on inclusion (e.g. whether firms have gender-inclusive policies, perceptions of safety for women in logistics, community feedback mechanisms). Define the sampling approach – targeting shippers (importers/exporters), freight forwarders, transport companies, and other logistics service providers operating in Kenya. With support from SCEA, disseminate the survey (through online platforms, emails, and direct interviews as needed). Collect quantitative data on key performance metrics (e.g., average transport costs on Mombasa–Nairobi route, average port dwell time, border crossing times, etc.) and stakeholder ratings of logistics services (e.g., rating customs efficiency, infrastructure quality, etc.). Ensure data collection also captures any notable differences or constraints faced by women-owned businesses or small-scale traders. The consultant may recruit or train enumerators for data collection if needed, but overall supervision and quality control remain the consultant’s responsibility.

5. **Charter Situation Analysis & Stakeholder Consultation:** In parallel with the survey, perform the Charter review analysis. Engage with members of the MPNCCC Steering Committee and signatory organizations to gather their input. This may include one-on-one interviews with key charter stakeholders: e.g., officials from KPA (port authority), KMA (maritime authority), KRA (revenue/customs), government departments (Transport, Trade), private sector bodies (SCEA, shippers’ and transporters’ associations), and regional partners like the Northern Corridor Transit and Transport Authority (NCTTCA) and MOESNA. Assess the governance structure of the Charter – how the Steering Committee and various sub-committees’ function, the level of high-level (CEO/ministerial) engagement, and how decisions are implemented. Evaluate stakeholder participation: which signatories have been active or inactive, and why? Identify any strategies or accountability mechanisms that could improve participation. Review the Charter’s monitoring and evaluation (M&E) framework, by examining the 180+ performance indicators currently tracked, determine which indicators have data readily available and which do not, and identify redundant or irrelevant metrics. The consultant will work to streamline the KPI framework, proposing a sharper set of key indicators that align with Kenya’s trade facilitation priorities and are feasible to measure regularly. Also, analyse the resource mobilization and sustainability aspects – how the Charter’s activities (secretariat operations, data systems, etc.) have been funded to date, what gaps exist, and how to ensure sustainable financing and institutional support going forward. Under the charter evaluation of the KPI framework, assess whether the Charter can include enforceable green freight commitments, such as annual emissions reduction targets, fleet renewal incentives, and modal shift programs.
6. **Data Analysis and Synthesis:** Analyse the data and information gathered from both work streams to extract meaningful findings. For the LPS, compute and compare performance metrics (e.g., average cargo clearance time at Mombasa Port, transport rates per km, etc.), and identify the worst pain points or delays along the logistics chain with an emphasis of the key horticultural products. Highlight the most critical constraints affecting cost and time – whether due to infrastructure (e.g., road conditions), processes (e.g., lengthy customs procedures), or other factors (e.g., freight regulations, informal fees). Use appropriate benchmarks: compare 2024 findings with previous surveys (e.g., LPS 2021) to see trends over time, and where data allows, compare Mombasa corridor performance with other regional corridors or ports (such as Dar es Salaam) to gauge region’s competitive position. For the Charter analysis, evaluate how much progress has been made on key targets (e.g., ship turnaround time, transit time, one-stop border posts operational, etc.). Identify areas of success (targets met or significantly improved) and areas of under-performance, providing evidence for each.

Examine the root causes for any targets not met (e.g., was it due to lack of funding, lack of coordination, unrealistic target setting, external shocks). Importantly, cross-analyse the LPS results with Charter commitments: Are the problem areas revealed by the LPS (e.g., persistent high transport costs) linked to Charter commitments that were not fulfilled? For instance, if trucking costs remain high, is it because certain Charter measures on axle load harmonization or road upgrades lagged? This integrated analysis will strengthen the recommendations. In undertaking the assignments, the consultant may also include and provide relevant information not captured in the scope of work, that is relevant to the studies and make suggestions for improvement.

The consultant will also be required to: (i) disaggregate costs (transport, handling, documentation, taxes, informal charges) and show the contribution of each to total logistics cost, noting that logistics can account for 30–42% of the delivered price; (ii) separate import and export dwell times and factor in sea, road, rail, and air modalities with export-focused data collection covering port, air cargo, rail, and road, including procedural steps, compliance requirements, and logistics costs from the point of origin to final destination; and (iii) strengthen the export focus by introducing export-specific KPIs and applying perishability as a performance lens. This will include tracking critical indicators such as the time and cost of KEPHIS inspections, cold-chain performance (packhouse-to-vessel/aircraft times and uninterrupted cold-chain rates), modal shift adoption (air vs. sea share, cost per ton-km, spoilage rates), documentation efficiency (time/cost of preparing and digitising export documents), and customs/export clearance times at JKIA and Mombasa. Analyses will be disaggregated by perishable vs. non-perishable exports, capturing loss rates, shelf-life erosion, spoilage, and compliance penalties linked to logistics inefficiencies, to ensure the unique challenges of fresh produce exporters are fully reflected

7. **IT and Digitization Assessment and Integration:** Assess the current state of IT infrastructure and digitization across the corridor logistics value chain and within Charter implementation processes. This will include reviewing the use of port community systems, customs automation (e.g., iCMS), digital logistics platforms, cargo tracking systems, and stakeholder access to digital tools (especially SMEs and women-led businesses). Identify existing gaps, duplications, or inefficiencies in the use of digital technologies and propose strategies for enhancing data interoperability, real-time performance monitoring, and end-to-end visibility of cargo flows.
8. **Cross-Cutting Analysis – Green Logistics & Inclusion:** As a distinct analytical step (though woven into the above tasks), the consultant will perform focused analysis on environmental and social inclusion aspects:
 - **Green Logistics:** Quantify or estimate, where possible, the environmental impact of current logistics operations in Northern Corridor. This could involve estimating average fuel consumption and CO₂ emissions for road freight on key routes, reviewing the modal split (road vs rail) and its environmental implications, and assessing compliance with environmental standards in port and transport operations. Identify any ongoing green initiatives and evaluate their uptake. The consultant will highlight opportunities for reducing emissions and improving sustainability. These findings should feed into both the LPS report (as a section on sustainability) and the Charter recommendations (perhaps proposing the Charter adopt explicit green freight goals).
 - **Inclusion and Gender:** Analyse data to determine the level of inclusion in the logistics sector. For instance, use survey data to see if female-owned businesses report different logistics challenges than others, or if youth-led enterprises face specific barriers in freight services. Assess the gender balance in the industry workforce (e.g., proportion of female clearing agents, truck drivers, port workers) and identify any notable barriers to entry or advancement. Review whether Charter-

related forums or committees have adequate representation of women and youth, and whether community perspectives (such as those of communities along transport routes) are considered in corridor initiatives. The consultant will compile gender-disaggregated insights and case examples to illustrate inclusion gaps.

9. **Reporting of Findings and Recommendations:** Prepare the key outputs in draft form (detailed in Deliverables section below) and facilitate stakeholder validation:
 - **Draft Logistics Performance Survey Report (2024/2025):** Compile the quantitative findings, stakeholder feedback, and analysis into a coherent report. This report should present Kenya's logistics performance metrics in 2024/2025, compare them with past data and benchmarks, discuss identified bottlenecks (with supporting evidence and possibly case studies), and provide targeted recommendations to improve performance and reduce logistics costs. It should include dedicated sections on green logistics (e.g., current status and recommendations for emissions reduction) and inclusion (e.g., summary of gender/youth-related findings and recommended actions), per the objectives.
 - **Draft MPNCCC Review and Recommendations Report:** Develop a report (or a set of documents) that covers the Charter situation analysis and proposals for improvement. This should include: an executive summary of the Charter's performance over the past decade (highlighting achievements and shortfalls), analysis of each of the focus areas (governance, stakeholder engagement, results framework/KPIs, accountability mechanisms, sustainability strategy), and a clear set of recommendations for Charter revitalization. The recommendations may include a revised Charter framework – for instance, updated priority objectives and a trimmed list of KPIs (with rationales for any indicators suggested for removal or addition). They should also propose ways to strengthen institutional arrangements and ensure financial sustainability. Emphasis should be given to integrating export promotion goals, digital trade facilitation, green freight, and inclusivity into the Charter's next phase, in line with global best practices.
 - Share the draft reports with TMA and key stakeholders for review. Organize (in coordination with TMA and SCEA) at least one validation workshop or a series of validation meetings to present the findings and gather feedback. It may be practical to have a validation session focused on the LPS findings (with broader private sector and government attendees) and another focused on the Charter review (with the Charter signatories and Steering Committee). Ensure that these forums are inclusive (representation of women, youth, different regions). Document the feedback and inputs received.
10. **Final Outputs and Dissemination:** Incorporate the feedback from stakeholders and TMA into the final versions of the reports. Prepare the final LPS 2024 report (Kenya) and the final MPNCCC Review report, ensuring clarity, accuracy, and a concise set of recommendations in each. Additionally, the consultant should compile a policy brief or executive summary that merges key insights from both the LPS and Charter review – this brief (e.g., 4-6 pages) will be useful for high-level dissemination, highlighting how improving logistics performance and implementing Charter reforms will contribute to Kenya's trade competitiveness, sustainability, and inclusive growth. Finally, the team may be called upon to present the findings to relevant forums (such as TMA donor briefs, government stakeholder meetings, or SCEA member forums), so the consultants should be prepared with presentation materials summarizing the assignment's outcomes.

Methodology

The methodology to combine rigorous data analysis with inclusive stakeholder engagement, ensuring that the final outputs are evidence-based, contextually grounded, and reflective of broad stakeholder input.

Deliverables

The consultant is expected to deliver the following outputs, in professional quality English, aligned with TMA's formatting and publication guidelines. All reports will be submitted in electronic form (Microsoft Word and PDF) and should include all relevant annexes (data tables, list of people consulted, survey instrument, etc.):

- **Inception Report** – A concise report (~15-20 pages) to be delivered within [2-3] weeks of contract start. It will detail the refined approach and methodology, work plan with timelines, and stakeholder engagement strategy.
- **Draft Logistics Performance Survey 2024 Report (Kenya)** – A comprehensive draft report presenting the findings of the LPS. The structure is expected to include an executive summary, introduction (scope and method), analysis of results by theme, identified bottlenecks and challenges, and a set of recommendations. It must also include dedicated sub-sections on environmental sustainability findings and inclusion findings, ensuring those cross-cutting issues are visible
- **Draft MPNCCC Situation Analysis & Review Report** – A draft report documenting the Charter review. It should outline the Charter's background and context, the methodology of review, and detailed findings under each aspect of the scope: implementation status, stakeholder analysis, governance assessment, results framework review, performance indicator analysis, and sustainability considerations.
- **Stakeholder Validation Workshop Report(s)** – A brief report or reports documenting the validation process. If separate validation workshops are held for the LPS and the Charter components, the consultant may produce two short reports, or a combined report if a joint validation occurs.
- **Final Logistics Performance Survey 2024/2025 Report (Kenya)** – The revised final report for the LPS, incorporating feedback from TMA and stakeholders. This should be a polished document, ready for publication on SCEA's or TMA's platforms.
- **Final MPNCCC Review Report & Revised Charter Framework** – The finalized outputs for the Charter review. Depending on TMA's preference, this could be a single comprehensive report or two pieces: (a) a Situation Analysis Report summarizing the findings and rationale for changes, and (b) a Revised Charter document or implementation roadmap.
- **Merged Executive Summary / Policy Brief** – A short, user-friendly brief that distils the key findings and recommendations from both the LPS and Charter review, highlighting the interlinkages.

Timeframe

The assignment is expected to be completed within **approximately six (6) months** from the contract start date. Total Level of Effort is estimated at **approximately 350 working days over 6 months**; this includes time for the multi-expert team to be involved at different stages. The consultant's work plan should align with this timeframe.

Budget and Level of Effort

TMA will provide adequate resources to support the undertaking of this assignment covering professional fees, travel, and necessary operational costs.

Expected level of effort: Team Leader~80 days; Trade and Customs Expert ~60 days; Transport Economist ~60 days; Data Analytics & IT Expert ~30 days; Green Logistics and Sustainability Expert ~30 days; Inclusion (Gender & Social) Expert ~30 days; Monitoring & Evaluation (M&E) Expert: ~60 days.

Reporting and Coordination

TMA will appoint a Project Manager (or team) as the primary contact for the consultancy, responsible for oversight and approvals of outputs. In addition, given the collaborative nature of this assignment, the consultant will coordinate closely with SCEA (Shippers Council of Eastern Africa) and the MPNCCC steering committee. The consultant will report to a project implementation team, which is to be established by the steering committee.

Experts Required

The assignment requires a multi-disciplinary team of experts; with proven track of related assignments in trade and transport sector and evidence of regional representation or partnership which is key to the successful delivery of the assignment. The bidder's team should include, at minimum, the following;

key experts:

1. **Team Leader** — *Overall lead & quality assurance*

- **Role:** Lead the assignment, coordinate the team, ensure methodological rigour and stakeholder engagement, and deliver final outputs.
- **Minimum qualifications:** Advanced degree in Transport/Logistics, Maritime Studies, Economics, International Trade, or Law.
- **Experience & skills:** 12+ years in corridor/port/logistics studies; proven record leading multi-disciplinary teams and multi-stakeholder processes; strong report writing and presentation skills; experience with time/cost studies and performance indicators.

2. **Trade & Customs Specialist** — *Trade facilitation, customs & digital single-window*

- **Role:** Analyse customs processes, single-window systems, border procedures, and regulatory bottlenecks; propose trade facilitation reforms.
- **Minimum qualifications:** Degree in International Trade, Customs, Law, or related field.
- **Experience & skills:** 10+ years in customs/single-window or trade facilitation; practical experience with East African customs regimes and border operations; familiarity with customs automation and regulatory reform.

3. **Transport Economist** — *Cost/time benchmarking & corridor economics*

- **Role:** Lead quantitative analysis of transport costs, time-in-chain, modal comparisons and benchmarking with other corridors/ports.
- **Minimum qualifications:** Advanced degree in Transport Economics, Economics, or related field.
- **Experience & skills:** 10+ years performing transport/corridor economic analysis, cost/time studies across sea, road, rail and air; strong modelling and data interpretation skills.

4. **Data & IT / Analytics Expert** — *Survey design, data collection & dashboards*

- **Role:** Design sampling, manage digital data collection, clean and analyse data, and advise on IT/digitisation and dashboard solutions.
- **Minimum qualifications:** Degree in Data Science, Statistics, IT or related field.
- **Experience & skills:** 7+ years with survey design, statistical packages (R, Stata, SPSS) and BI tools (Power BI/Tableau); experience integrating port/community IT systems and port dashboards.

5. **Green Logistics / Sustainability Specialist** — *Emissions, modal shift & green freight*

- **Role:** Quantify/estimate emissions, advise on low-carbon freight measures, and integrate green KPIs into the Charter and LPS.
- **Minimum qualifications:** Degree in Environmental Science, Engineering, or related field.
- **Experience & skills:** 5–8 years in transport emissions accounting, green freight initiatives, and sustainability strategy for logistics.

6. **Inclusion & Gender Specialist** — *Social inclusion and stakeholder participation*

- **Role:** Assess gender and social inclusion across the logistics value chain and ensure consultations capture vulnerable groups.
- **Minimum qualifications:** Degree in Gender Studies, Social Development, or related field.
- **Experience & skills:** 7+ years in gender/social inclusion analysis, stakeholder engagement and inclusive consultation design; experience with infrastructure/trade projects preferred.

7. **Monitoring & Evaluation (M&E) Specialist** — *KPI design, M&E framework & indicator streamlining*

- **Role:** Review and streamline Charter KPIs, design a realistic M&E framework and advise on data sources/collection frequency.
- **Minimum qualifications:** Degree in Development Studies, Statistics, or related field.
- **Experience & skills:** 7+ years in M&E design for government or regional programmes; experience developing concise, measurable indicators and dashboards.

Additional support (optional / as needed)

- Project Manager / Coordinator (for day-to-day operations) — 30–40 days.
- Data Analysts / Research Assistants / Enumerators — as required for fieldwork.

ANNEX 1: TMA'S SUPPLIER CODE OF CONDUCT

This document is shared as a separate document to the tender document.

ANNEX 2: TECHNICAL BID SUBMISSION FORM TECHNICAL BID SUBMISSION FORM

[The Bidder shall fill in this Form in accordance with the instructions indicated No alterations to its format shall be permitted and no substitutions shall be accepted.]

Date: _____ (insert date (as day, month and year) of Bid Submission)

To: **TRADEMARK AFRICA**
Fidelity Insurance Centre,
P O Box 313 00606,
Nairobi, Kenya

We, the undersigned, declare that:

- (a) We have examined and have no reservations to the Bidding Documents;
- (b) We offer to supply in conformity with the Bidding Documents and in accordance with the Delivery Schedules specified in the Schedule of Requirements the following Goods and Related Services [insert a brief description of the Goods and Related Services];
- (c) Our bid shall be valid for a period of **120 days**, from the date fixed for the bid submission deadline in accordance with the ITT, and it shall remain binding upon us and may be accepted at any time before the expiration of that period;
- (d) If our bid is accepted, we commit on request to obtain a performance security (if applicable) for the due performance of the Contract;
- (e) We have no conflict of interest;
- (f) We understand that this bid, together with your written acceptance thereof included in your notification of award, shall not constitute a binding contract between us, until a formal contract is prepared and executed.
- (g) We understand that you are not bound to accept the lowest evaluated bid or any other bid that you may receive.

Signed by: _____ (signature of person authorized by the Bidder to sign the bid submission form, and whose name and title are shown below)

Name: _____ (insert full name)

Title: _____ (insert official title)

Duly authorized to sign the bid for and on behalf of: _____
(insert full name of Bidder)

Dated on _____ day of _____, _____ [insert date of signing]

ANNEX 3: CURRICULUM VITAE TEMPLATE

PLEASE SUBMIT ONLY ONE (1) CV FOR EACH OF THE POSITIONS MENTIONED FOR THE PROPOSED KEY PERSONNEL AND SHORT-TERM TECHNICAL SUPPORT PERSONNEL. IF MORE THAN ONE CV IS SUBMITTED FOR THE SAME POSITION, ONLY THE FIRST CV WILL BE EVALUATED. PLEASE ALSO CLEARLY INDICATE THE POSITIONS THAT EACH OF THE SUBMITTED CVS WILL HAVE IN THIS ASSIGNMENT

Position/Role Title:	{e.g., TEAM LEADER}
Name of Expert:	{Insert full name}
Date of Birth:	{day/month/year}
Country of Citizenship/Residence	

Education: {List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained **attach valid copies of the certificates and testimonials**}

Employment record relevant to the assignment: {Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous clients and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.}

Period	Employing organization and your title/position. Contact info for references	Country	Summary of activities performed relevant to the Assignment
[e.g., May 2005-present]	[e.g., Ministry of, advisor/consultant to... For references: Tel...../e-mail.....; Mr. Hebb, deputy minister]		

Membership in Professional Associations and Publications:

Language Skills (indicate only languages in which you can work ranking from 1 to 5 for speaking, writing and reading where 1 is poor and 5 is excellent):

Language	Reading	Writing	Speaking

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts (<i>insert the time period</i>)	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
{List all deliverables/tasks in which the Expert will be involved}	

Experts contact information : (e-mail..... Phone.....)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Client.

{Day/month/year}

Name of Expert	Signature	Date
		{Day/month/year}

Name of authorized representative of the consultant <i>(the same one who signs the Proposal)</i>	Signature	Date
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Note:

- 1. Failure by the consultant to sign the CV (physically or electronically), may lead to the CV not being considered altogether.
- 2. Failure to submit copies of certificates and/or accreditation may lead to the CV being invalidated.

ANNEX 4 – FIRM EXPERIENCE

[Using the format below, provide information on each assignment for which your firm, and each associate for this assignment, was legally contracted either individually as a corporate entity or as one of the major companies within an association, for carrying out consulting services similar to the ones requested under this assignment.]

Assignment name:	Approx. value of the contract (in current US\$ or Euro):
Country: Location within country:	Duration of assignment (months):
Name of Client:	Total N° of staff-months of the assignment:
Address:	Approx. value of the services provided by your firm under the contract (in US\$ currency equivalent):
Start date (month/year): Completion date (month/year):	N° of professional staff-months provided by associated Consultants:
Name of associated Consultants, if any:	Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader):
Narrative description of Project:	
Description of actual services provided by your staff within the assignment:	

ANNEX 5 – TEAM COMPOSITION

Proposed Personnel

Bidders should provide the names of suitably qualified personnel to meet the specified requirements for each of the positions listed in your technical proposal.

Team Composition and Task Assignments

Professional Staff				
Name of Staff	Firm	Area of Expertise	Position Assigned	Task Assigned

Comments and Suggestions on the Terms of Reference and on Counterpart Staff and Facilities to be Provided.

C - On the Terms of Reference

[Present and justify here any modifications or improvement to the Terms of Reference you are proposing to improve performance in carrying out the assignment (such as deleting some activity you consider unnecessary, or adding another, or proposing a different phasing of the activities). Such suggestions should be concise and to the point, and incorporated in your Proposal, as applicable.]

Description of Approach, Methodology and Work Plan for Performing the Assignment

Technical approach, methodology and work plan are key components of the Technical Proposal. You are suggested to present your Technical Proposal divided into the following three chapters:

- a) Technical Approach and Methodology,
- b) Work Plan, and
- c) Organization and Staffing,

a) **Technical Approach and Methodology.**

In this chapter you should explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. You should highlight the problems being addressed and their importance and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach.

b) **Work Plan.**

In this chapter you should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents, including reports, drawings, and tables to be delivered as final output, should be included here. The work plan should be consistent with the Work Schedule of Form

c) **Organization and Staffing.**

In this chapter you should propose the structure and composition of your team. You should list the main disciplines of the assignment, the key expert responsible, and proposed technical and support staff.

STAFFING SCHEDULE¹

N°	Name of Staff	Staff input (in the form of a bar chart) ²														Total staff-month input		
		1	2	3	4	5	6	7	8	9	10	11	12	n	Home	Field ³	Total	
Foreign																		
1		[Home]																
		[Field]																
2																		
3																		
N																		
Subtotal																		
Local																		
1		[Home]																
		[Field]																
2																		
N																		
Subtotal																		
Total																		

1 For Professional Staff the input should be indicated individually; for Support Staff it should be indicated by category (e.g.: draftsmen, clerical staff, etc.).

2 Months are counted from the start of the assignment. For each staff indicate separately staff input for home and field work.

3 Field work means work carried out at a place other than the Consultant's home office.



Full time input



Part time input

1 Indicate all main activities of the assignment, including delivery of reports (e.g.: inception, interim, and final reports), and other benchmarks such as Client approvals. For phased assignments indicate activities, delivery of reports, and benchmarks separately for each phase.

2 Duration of activities shall be indicated in the form of a bar chart

ANNEX 6: FINANCIAL BID SUBMISSION FORM

Dear Sir/Madam:

We, the undersigned, offer to provide the consulting services for [Insert title of assignment] in accordance with your Request for Proposal dated [Insert Date] and our Technical Proposal.

Our attached Financial Proposal is for the amount of

(indicate the corresponding amount(s) in words and figures and the currency (ies)), including all applicable taxes in line provided clauses in this tender document.

This financial bid submission/ proposal is in line with Pro-forma 1, 2, 3 and 4 of Annex 1 of this RFP tender document.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from any contract negotiations, up to expiration of the validity period of the Proposal, up to a period of **120 days** after bid submission deadline date.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours Sincerely,

Authorized Signature **(In full and initials)**: _____

Name and Title of Signatory: _____

In the capacity of: _____

Address: _____

E-mail: _____

(For a joint venture, either all members shall sign or only the lead member/ consultant, in which case the power of attorney to sign on behalf of all members shall be attached)

ANNEX 7: FINANCIAL PROPOSAL PRO - FORMA TEMPLATES

Pro- forma 1

TENDER FOR: _____ (Insert tender title)

TENDER NUMBER: _____ (Insert tender reference number)

MILESTONE PAYMENTS PROPOSAL

The amount to be paid for the completion of the services is fixed at USD

Payment will be made either:

- a) as a lump sum on completion of the services or
- b) at relevant points throughout the contract period as detailed below

CRITERIA FOR PAYMENT	AMOUNT OF PAYMENT (\$)
TOTAL	\$

Pro forma 2

TENDER FOR: _____ (Insert tender title)

TENDER NUMBER: _____ (Insert tender reference number)

PROPOSAL BREAKDOWN - PERSONNEL INPUTS AND FEE RATES

NAME	COUNTRY (PLEASE SPECIFY)	NO DAYS	DAILY FEE RATE (\$)	COST (\$)
Long Term*				
Short Term				
TOTAL FEES				\$

* Long Term is in excess of 4 months

Guidance on Fees and Expenses can be found in Section 2 of the contract - the General Conditions.

Pro- forma 3

TENDER FOR: _____ *(Insert tender title)*

TENDER NUMBER: _____ *(Insert tender reference number)*

PROPOSAL BREAKDOWN – PROJECT EXPENSES

Costs should be shown separately in the format set out below using separate sheets to provide full details under each heading. Fees proposed by tenderers should be inclusive of all taxes.

TRAVEL (PLEASE STATE COUNTRY OF TRAVEL)		NO.	RATE	COST (\$)
FARES	International			
	Domestic			
	Other Travel Costs			
	Sub Total			\$
DAILY LIVING COSTS (state country) *Long Term				
*Short Term				
Sub Total				\$
EQUIPMENT* Items Purchased/Rented (Including vehicles)				
Sub Total				\$
Any other expenses (please list)				
Sub Total				\$
TOTAL PROJECT EXPENSES: (B)				\$

*TMA will not reimburse costs for normal tools of trade (e.g. portable personal computers)

* Long Term consultants are expected to utilise rented accommodation. No per diem is payable.

*Short Term expectation is either rented accommodation or a hotel.

Pro- forma 4

TENDER FOR: _____ *(Insert tender title)*

TENDER NUMBER: _____ *(Insert tender reference number)*

PROPOSAL BREAKDOWN - SUMMARY OF PAYMENT

PROPOSED PAYMENT BREAKDOWN	AMOUNT (USD \$)
Sub-total (exclusive of taxes)	\$
Taxation amount <i>(include all applicable taxes (e.g., Value Added Tax, Withholding Tax etc) in separate rows</i>	\$
TOTAL (inclusive of taxes)	\$

ANNEX 6: DRAFT CONTRACT TEMPLATE

CONTRACT FOR CONSULTANCY SERVICES

Section 1 – Form of Contract

CONTRACT FOR: [Insert Title here]

CONTRACT REFERENCE: [Insert Number here]

THIS CONTRACT dated [Insert date here] is made.

BETWEEN:

TradeMark Africa (“TMA”) having its principal place of business at (insert office details).

AND

[Insert Consultant Name] (“The Consultant”) having its principal office located in [Insert Contact Details].

WHEREAS:

TMA has requested the Consultant to provide certain consulting services as defined in the detailed terms of reference and scope of services attached to this Contract (hereinafter called the “Services”); the Consultant, having represented to TMA that they have the required professional skills, and personnel and technical resources, have agreed to provide the Services on the terms and conditions set forth in this Contract.

IT IS HEREBY AGREED as follows:

1. Documents

This Contract from page [Insert page no] to page [Insert page no.] shall comprise the following documents:

Section 1 Form of Contract

Section 2 General Conditions

Section 3 The Services

Section 4 Special Conditions and Key Personnel

Section 5 Fees

This Contract constitutes the entire agreement between the Parties in respect of the Consultant’s obligations and supersedes all previous communications between the Parties, other than as expressly provided for in Section 3 and/or Section 4.

2. Contract Signature

If the original Contract is not returned to - TMA duly completed, signed and dated on behalf of the Consultant within 15 days of the date of signature on behalf of TMA, TMA will be entitled, at its sole

discretion, to declare this Contract void. No payment will be made to the Consultant under this Contract until a copy of the Contract, signed on behalf of the Consultant is returned to TMA.

3. Commencement and Duration of the Services

- a. The contract shall be effective on the date both parties sign, and the services shall be completed by **[Insert end date]** (End Date") or any other period as may be subsequently agreed by the parties in writing unless this Contract is terminated earlier in accordance with its terms and conditions.
- b. If the services have not commenced in accordance with clause 3a above, TMA will within not less than 30 days notify the consultant in writing, declaring the contract to be null and void, and in the event of such declaration, the consultant shall have no claim against TMA with respect thereto.

4. Financial Limit

Payments under this Contract shall not, in any circumstances, exceed **[XXX]** for fees and **[XXX]** for expenses within a total limit of **[XXX]** inclusive of all taxes applicable ("the Financial Limit").

5. Time of the Essence

Time shall be of the essence as regards the performance by the Consultant of its obligations under this Contract.

For and on behalf of TMA

Name: **JOSEPHA NDAMIRA**
Position: **SENIOR DIRECTOR CORPORATE SERVICES**
Signature:
Date:

For and on behalf of the consultant

Name:
Signature:
Date:

CONTRACT FOR CONSULTANCY SERVICES

Section 2 – General Conditions

1. Definitions

"The Contract" means the agreement entered between TMA and the consultant, as recorded in this Contract Document signed by the parties, including all attachments and appendices thereto and all documents incorporated by reference therein.

"TMA Project Manager" means the person nominated by TMA who is responsible for the management of the Project.

"The Equipment" means any equipment, computer hardware or software, materials, goods and vehicles and associated services necessarily required for the implementation of the Services which are financed or provided by TMA for use by the Consultant.

"The Financial Limit" means the amount specified in Section 1 and which represents the maximum amount payable by TMA under this Contract.

"Fees" means the fees payable for the Services as set out in Section 5.

"The Services" means the services to be provided by the Consultant as set out in Section 3.

"The Consultant" means the natural person(s), partnership(s), or company (ies) whose bid to perform this contract has been accepted by TMA and is named as such in this contract and includes the legal successors or permitted assigns of the Consultant.

"The Consultant's Personnel" means any person instructed by the Consultant pursuant to this Contract to undertake any of the Consultant's obligations under this Contract, including the Consultant's employees, agents, and sub-contractors.

"Subcontractor" means any natural person(s), partnership(s), or company (ies), including its legal successors or permitted assigns, to whom any part of the services to be provided is subcontracted by the Consultant.

2. Interpretation

In the event of any inconsistency between the Form of Contract (Section 1), these General Conditions (Section 2) and the Special Conditions (Section 4), the Special Conditions shall prevail.

3. Project management

TMA designates the TMA Project Manager as being responsible for the coordination of activities under this Contract, for the acceptance and approval on behalf of TMA of the reports and of other deliverables produced by the Consultant, and for receiving and approving invoices for payment.

4. Obligations

- a. TMA and the Consultant each warrant that it has all the requisite corporate power and authority to enter this Contract and is fully capable of performing its obligations under this Contract on the terms provided for in this Contract.
- b. The Consultant shall perform the Services and all other obligations under this Contract with all necessary skill, diligence, efficiency, and economy to satisfy generally accepted professional standards expected from experts.
- c. The Services shall be provided at the location set out in Section 3. Notwithstanding this, the Consultant may be required to travel to other locations from time to time in carrying out the Services.

5. Indemnification

At its own expense, the Consultant shall indemnify, protect, and defend, TMA, its agents and employees, from and against all actions, claims, losses or damage arising from any act or omission by the Consultant in the performance of the services, including any violation of any legal provisions, or rights of third parties, in respect of patents, trademarks and other forms of intellectual property such as copyrights. Should the act or omission originate from TMA, then TMA will indemnify the consultant.

The Consultant hereby indemnifies TMA, its agents, and employees against any legal cost, including attorney/own client costs incurred by TMA in defending any complaints, disputes or claims lodged by any party as a result of the actions or omissions of the Consultant.

6. Consultant's Personnel

- a. The Consultant acknowledges that it and the Consultant's Personnel have no authority to create or incur any liability or obligation on behalf of TMA, including but not limited to any liability or obligation to expend or incur capital expenditure and not to recruit, employ or dismiss any member of staff employed by TMA.
- b. The Consultant shall not at any time, either personally or by an agent, directly or indirectly represent itself as being in any way connected with or interested in TMA save as being engaged to perform the Services.
- c. Save for the Services agreed and set out at Section 3, TMA is under no obligation to offer work to the Consultant and the Consultant is under no obligation to accept any work, which may be offered by TMA.
- d. No changes or substitutions may be made to members of the Consultant's Personnel identified in Section 4, if any, of this Contract without TMA's prior written consent.
- e. If TMA considers any member of the Consultant's Personnel unsuitable, the Consultant shall substitute such member as quickly as reasonably possible without direct or indirect charge to TMA with a replacement acceptable to TMA.
- f. The Consultant is responsible for all acts and omissions of the Consultant's Personnel and for the health, safety and security of such persons and their property.
- g. TMA is dedicated to gender equality and ensuring equitable and sustainable human development.

7. Fees

- a. Subject as follows, payments shall be due to the Consultant in accordance with the Fee payment schedule set out in Section 5. In the case of Fees that are payable upon the completion of milestones as may be set out in Section 4, such fees shall not become due and payable until the completion, to TMA's satisfaction, of the relevant milestone event or the delivery of the deliverables to TMA's satisfaction required for the achievement of the relevant milestone satisfactorily.
- b. Payment of the Fees shall be subject to TMA being satisfied that the Consultant is or has been carrying out its duties, obligations, and responsibilities under this Contract.
- c. If for any reason TMA is dissatisfied with performance of this Contract, an appropriate sum may be withheld from payments that would otherwise be due under this Contract. In such event TMA shall identify the particular Services with which it is dissatisfied together with the reasons for such dissatisfaction, and payment of the amount outstanding will be made upon remedy of any unsatisfactory work or resolution of outstanding queries.
- d. Fees charged and expenses incurred shall not, in aggregate, exceed the Financial Limit without the prior written consent of TMA.
- e. No payments shall be made in respect of days not worked due to sickness or holiday or otherwise.

- f. Only the fee rates listed in Section 5 of this Contract will apply to any Services performed by the Consultant under this Contract.

8. Expenses

The Consultant shall be entitled to be reimbursed only for those expenses which have been approved and are set out in Section 5.

9. Invoicing Instructions

- a. Invoices should particularise the contract to which they relate and should be sent to the address referenced in Section 5.
- b. All invoices should contain details of the Services provided, milestones achieved, and deliverables provided to which the invoice relates. Where expenses are payable, invoices should be accompanied by proof of the expense. Any invoice not presented in accordance with the above may be rejected and in any event shall be liable to query and delay in payment.
- c. TMA may request proof of payment in respect of any item and shall be entitled to refuse to meet a claim if this cannot be provided.
- d. TMA reserves the right to audit, or to nominate a reputable accounting firm to audit the Consultant's records relating to amounts claimed under this Contract during its term and any extension, and for a period of three months thereafter.
- e. TMA reserves the right not to pay any amount due in respect of an invoice received by TMA more than 60 days after the day of the Consultant becoming entitled to invoice for the payment to which it relates.
- f. TMA will deduct all applicable taxes from the consultant's invoiced amounts as per Government of **Kenya** regulations. Consultants from countries with double tax agreements will be provided with withholding tax certificates. It is the consultant's responsibility to establish their tax status in the country where the Services will be delivered.

10. Payments

Subject to TMA being satisfied that the Consultant is or has been carrying out their duties, obligations, and responsibilities under this Contract, sums duly approved shall be paid within 30 days of receipt of a valid invoice.

11. Nature of relationship

TMA and the Consultant agree and intend that this relationship is one of undertaking independent services and specifically is not a relationship of employer or employee agency, joint venture, or partnership.

Nothing contained herein shall be construed as establishing a relation of master and servant or of principal and agent between TMA and the Consultant and the Consultant will be solely responsible for the tax status, tax, and any statutory contributions payable of and for the

Consultant's Personnel and for all or any of its or the Consultant's Personnel's taxes payable in respect of Fees and reimbursements received in connection with this Contract.

12. Performance Standards

The Consultant undertakes to perform the Services with the highest standards of professional and ethical competence and integrity.

13. Termination and Suspension

TMA or the Consultant may terminate the Contract by giving not less than 30 days written notice. In such cases, TMA shall be liable to make payments only for work completed and delivered, of acceptable standard. Specifically, TMA reserves the right to terminate this Contract if the Consultant fails to perform any of its obligations or to comply with the conditions and requirements set out in this Contract.

Without prejudice to the above paragraph, TMA reserves the right to withdraw or suspend payments to the Consultant immediately under the following circumstances:

- i. The Consultant has engaged in illegal, corrupt, fraudulent, coercive, collusive or conflict of interest practices in connection with the Contract, without the Consultant having taken timely and satisfactory action to the satisfaction of TMA to address such practices when they occur.
- ii. The Consultant fails to comply with its obligations in the fields of environmental, social, or labour regulations, including sexual harassment and any form of abuse, including but not limited to failure by a supplier to take preventative measures, investigate allegations or to take corrective action against sexual exploitation or abuse incidences.
- iii. The Consultant fails to comply with its obligations under Anti-Terrorism and Organised Crime requirements of TMA.
- iv. A representation or statement made by the Consultant in or pursuant to the Contract intended to be relied upon by TMA in making the Contract, which was incorrect in any material aspect.

A full accounting of all payments made under this contract will be required prior to the conclusion of the notice period, in addition to full reimbursement of any unspent advance payments to the Consultant.

For any of the above, any unspent or inconsistently spent payments must be returned to TMA within 30 days of the termination notice.

14. Confidentiality

- a. The Consultant shall not, during the term of this Contract and within two years after its expiration or termination, disclose any proprietary or confidential information relating to the Services, this Contract or TMA's business or operations without the prior written consent of TMA.
- b. Notwithstanding the above, the consultant may furnish to its subcontractor such documents, data, and other information it receives from TMA to the extent required for the subcontractor to perform its work under the contract, in which event the consultant shall obtain an undertaking of confidentiality similar to that imposed on the consultant under this contract.

15. Ownership of Material

- a. Any studies, reports, or other material, graphic, software or otherwise, prepared by the Consultant for TMA under the Contract shall belong to and remain the property of TMA.
- b. Where intellectual property rights in all material produced by the Consultant or the Consultant's Personnel pursuant to the performance of the Services ("the Material") are the property of the Consultant, the Consultant hereby grants to TMA a worldwide, nonexclusive, irrevocable, royalty free licence to use all the Material.
- c. "use" shall mean, without limitation, the reproduction, publication, and sub-licence of all the Material and the intellectual property rights therein, including the reproduction and sale of the Material and products incorporating the same for use by any person or for sale or other dealing anywhere in the world.

16. Bribery, Conflict of Interest, Corruption and Fraud

The Consultant shall not, and shall ensure that any person affiliated with the Consultant shall not:

- i. Participate in the selection, award or administration of a contract, grant or other benefit or transaction funded by the Contract, in which the person, members of the person's immediate family or his or her business partners, or organisations controlled by or substantially involving such person, has or have any financial interest.
- ii. Participate in transactions involving organisations or entities with which or whom that person is negotiating or has any arrangement concerning prospective employment.
- iii. Offer, give, solicit, or receive, directly or indirectly, gratuities, favours, gifts or anything else of value to influence the action of any person involved in the procurement process or contract execution.
- iv. Misrepresent or omit facts to influence the procurement process or execution of the contract.
- v. Engage in a scheme or arrangement between two or more bidders, with or without the knowledge of the Consultant designed to establish bid prices at artificial, non-competitive levels; or
- vi. Participate in any other practice that is or could be construed as an illegal, corrupt or a conflict of interest in the country of operation.

Disclosure: If the Consultant has knowledge or becomes aware of any:

- i. Actual, apparent or potential conflict between financial interests of any person affiliated with the Contract and/or TMA; or
- ii. Any of the practices listed under (i) to (vi) above,

the Consultant shall immediately disclose the same directly to Procurement Director, TMA.

TMA reserves the right to terminate this Contract if the Consultant or any person affiliated with the Consultant fails to perform any of its obligations or to comply with the conditions and requirements listed under (i) to (vi) above.

Further details can be found in the Code of Ethics under Clause 4 (Fraud and Corruption) and to report such activities, the Consultant will follow the steps provided in Clause 8 of the same document.

17. Anti-terrorism and Organised Crime

The Contract funds shall not be used to finance terrorism and other criminal activities. The Consultant shall take all appropriate measures to ensure that the Contract payments are not used for unintended purposes including but not limited to money laundering and exploitation by terrorist organisations and/or their support networks.

The Consultant shall verify to the maximum extent reasonably possible that any parties associated with the Contract shall substantially protect TMA's resources from diversion to unintended purposes including but not limited to exploitation by terrorist organisations and/or their support networks.

TMA reserves the right to terminate this Contract if the Consultant or any person affiliated with the Consultant fails to perform any of its obligations or to comply with the conditions and requirements listed under this clause.

18. Safeguarding

The Consultant shall ensure that the Contract is implemented with strict adherence to TMA's Supplier Environmental and Social Standards document that includes adherence to policies against bullying, sexual exploitation, harassment, and abuse. The Consultant shall ensure that all steps are taken to mitigate against any identified environmental, social, and safeguarding risks that may arise because of the Contract.

TMA reserves the right to terminate this Contract if the Consultant or any person affiliated with the Consultant fails to perform any of its obligations or to comply with the conditions and requirements contained in the Supplier Environmental and Social Standards document.

19. Code of Ethics

The Consultant shall comply with TMA's Code of Ethics which forms part of this Agreement as amended from time to time, which must be signed off and adopted prior to TMA making payments on the Contract.

The Consultant shall always act loyally and impartially and as a faithful advisor to TMA in accordance with the rules and/or codes of conducts governing its profession.

The Consultant shall refrain from making any public statements concerning the services without prior written approval of TMA, and from engaging in any activity which conflicts with its obligations towards TMA under this contract.

The Consultant shall not commit TMA in any way whatsoever without TMA's prior written consent, and shall, where appropriate, extend this obligation to third parties.

TMA reserves the right to terminate this Contract if the Consultant or any person affiliated with the Consultant fails to perform any of its obligations or to comply with the conditions and requirements contained in the Code of Ethics.

20. Subcontracting

The consultant shall request approval in writing from TMA for all subcontracts awarded under this contract that are not included in the contract. Subcontracting shall in no event relieve the consultant of any of its obligations, duties, responsibilities, or liability under this contract.

21. Law Governing Contract and Language

The Contract shall be governed by the laws of **Kenya** but in the event of a conflict between Kenya laws and any other Law, then the laws of **Kenya** prevail. The language of the Contract shall be English.

22. Dispute Resolution

TMA and the Consultant agree to seek to resolve any dispute, controversy or claim arising out of or relating to this Contract or the breach, termination, or invalidity thereof, by amicable settlement. Where it is not possible to reach an amicable settlement, any dispute, controversy, or claim arising out of or relating to this Contract or the breach, termination or invalidity thereof, shall be settled by arbitration in accordance with the Arbitration Act of 1995 or any statutory modifications or re-enactment thereof for the time being in force.

Notwithstanding any adjudication or arbitration proceedings no party shall commit an anticipatory breach of contract.

23. Liability

Except where there has been misconduct, gross negligence, dishonesty, or fraud on behalf of the Consultant or the Consultant's Personnel, the Consultant's aggregate liability arising out of or in connection with this Contract shall be limited to the amount of the Financial Limit.

The Consultant shall not be liable for any failure to perform or delay in performance of any of its obligations arising out of or in connection with this Contract where such failure or delay is caused by TMA or any of TMA's agents, employees, or contractors.

24. Force Majeure

- a. The failure of the Consultant to fulfil any of its obligations under the Contract shall not be considered to be a breach of, or default under, this Contract insofar as such inability arises from an act, event, omission or accident beyond its reasonable control ("Force Majeure Event"), provided that the Consultant (i) has taken all reasonable precautions, due care and reasonable alternative measures in order to carry out the terms and conditions of this Contract, and (ii) has informed TMA as soon as possible about the occurrence of such an event and in any event not later than 14 days after the occurrence of such event.
- b. Any period within which the Consultant shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which the Consultant was unable to perform such action because of the Force Majeure Event.
- c. During the period of their inability to perform the Services because of a Force Majeure Event, the Consultant shall be reimbursed for additional costs reasonably and necessarily incurred by it during such period for the purposes of the Services and in reactivating the Services after the end of such period.

Force Majeure shall not include:

Any event which is caused by the negligence or intentional action of the consultant, or such consultant's subcontractors or agents or employees; nor Any event which a diligent party could reasonably have been expected to both: Take into account from the effective date of the contract; and avoid or overcome in the carrying out of its obligations.

25. Joint venture, consortium, or association

Unless otherwise specified in this contract, if the Consultant is a joint venture, consortium, or association, all of the parties shall be jointly and severally liable to TMA for the fulfilment of the provisions of this contract.

The composition or constitution of the joint venture, consortium or association shall not be altered without the prior written consent of TMA. Any alteration of the composition of the joint venture, consortium, or association without prior written consent of TMA shall be considered to be a breach of contract.

26. Travel

All authorized air travel must be economy class through the most direct and economical route.

CONTRACT FOR CONSULTANCY SERVICES

Section 3 – The Services

TERMS OF REFERENCE

[Insert]

CONTRACT FOR CONSULTANCY SERVICES

Section 4 – Special Conditions and Consultant’s Key Personnel

1. Special conditions

The proposal-both technical and financial-submitted for these tender forms an integral part of this contract.

2. Key Personnel

The following of the Consultant's Personnel cannot be substituted by the Consultant without TMA's prior written consent:

[Insert]

CONTRACT FOR CONSULTANCY SERVICES

Section 5 – Fees

1. Payment Schedule

Deliverable	%tage of Deliverable to be Paid (USD)	Total Contract Amount (USD)
TOTAL		

2. Invoicing instructions

After approval by the recipient, invoices should be sent to invoices@trademarkafrica.com. Invoices should clearly list the Contract Number (POxxxx) and the details of the Consultant's bank account to which TMA shall transfer payments.

ANNEX 7: EMAIL SUBMISSION GUIDELINES

Guidelines for Bidders for Bid Submissions via Email

1.1 Bidder Guidance for Emailed Submissions

- a) TradeMark Africa (TMA) will automatically send an email acknowledgment for all applications, bids, proposals and/or submissions received via the email addresses stipulated/specified in the bidding document. If a bidder does not receive an email acknowledgement **IMMEDIATELY** after submitting their applications, bids, proposals and/or submissions, via the email address stipulated in the bidding document, **IMMEDIATELY** contact TMA's Procurement unit using the mobile phone number, **+254 731 884 428**, to confirm whether the applications, bids, proposals and/or submissions were received.
- b) Bidders must not ignore any bounce back email received regarding rejection of an emailed application, bid, proposal and/or submission. If such an email is received, contact TMA's Procurement unit **IMMEDIATELY**.

1.2 Possible Reasons for Emailed Submission Rejection

- a) The email submission exceeded the maximum size of 5 MB.
- b) The subject line matched a known phishing subject line.
- c) The email contained a known phishing Uniform Resource Locator (URL), or the email originated from a server associated with phishing.
- d) The outbound mail server was present on a subscribed blacklist; or
- e) The email contained a virus or malware.

1.3 Remedial Action for Rejected Email Submission Prior to Tender Closing Date & Time

Prior to the tender closing date and time, if a bidder's submission is rejected, the following remedial action should be explored prior to re-submission.

- a) If the collective size of the emailed attachments **exceeds 5 MB**, the bidders should resubmit through multiple emails or may use other modes such **WeTransfer, Dropbox, or Google drive**. The bidder shall be required to clearly identify how many emails constitute the full submission. e.g., email **1 of XX**.
- b) If the emailed submission included zipped or executable files, unzip or remove the executable files then resubmit through one or more emails (refer to point 1.3a) above if the files collectively exceed 5 MB).
- c) If the email submission is rejected because of a blacklisted domain, the bidder is required to resend the submission from a different email account from a different domain that is not blacklisted, e.g., Gmail. Please note, this should be done before the stipulated tender submission deadline; and
- d) If the email submission is rejected because of a virus/malware in the email or any of the email attachments, ensure that the virus/malware is removed/cleaned prior to resubmission.

TMA's Procurement unit shall only consider and review cases of undelivered applications, bids, proposals and/or submissions, when it is brought to our attention by the affected bidder/s prior to the tender submission deadline.

Automatic Email Acknowledgement sent from the Procurement and Framework Mailboxes

Dear Sir/Madam,

This is to acknowledge receipt of your email to TradeMark Africa's Procurement mailbox.

Your email will be reviewed, and a response will be provided at the earliest opportunity. We encourage you to visit our website www.trademarkafrica.com/procurement-faqs/ for our procurement guidelines and answers to FAQs.

If you have submitted a bid for an open procurement process, it may take several weeks before you receive any further communication from us.

*The maximum size of each email with attachments should not exceed **5 MB**.*

*Please get in touch with us via the mobile number, **+254 731 884 428**, in case you do not receive an automatic acknowledgement email immediately after submission of your bid.*

For and on behalf of:

Joe Namwaya

Head of Procurement

TradeMark Africa

Fidelity Insurance Centre, 2nd Floor, Off Waiyaki Way, Westlands

P.O. Box 313, 00606 Nairobi, Kenya

Email: procurement@trademarkafrica.com

www.trademarkafrica.com