



**REQUEST FOR PROPOSALS (RFP) - SELECTION OF CONSULTANT**

**TENDER TITLE: CONSULTANCY TO SUPPORT BUSINESS PROCESS REVIEW OF TRADE PROCESSES AND ACTORS ALONG THE ABIDJAN – LAGOS AND ABIDJAN – OUAGADOUGOU CORRIDORS**

**TENDER NUMBER: PRQ20251314**

**ISSUE DATE: 30<sup>TH</sup> APRIL 2026**

**DUE DATE: 21<sup>ST</sup> MAY 2026 AT 15:00 GHANA TIME**

## TENDER INSTRUCTIONS

### CONTENTS

#### Introduction

1. [General](#)
2. [Acceptance of Tenders](#)

#### [Instructions to Consultant \(ITC\)](#)

3. [Pre-bid meeting and/or site visit](#)
4. [Costs and Charges](#)
5. [Language of Proposal](#)
6. [Only One Proposal](#)
7. [Validity](#)
8. [Clarifications and Amendments](#)
9. [Eligibility](#)
10. [Format of Your Tender](#)
11. [Part A Preliminary Requirements](#)
12. [Part B Executive Summary](#)
13. [Part C General and Technical Proposal](#)
14. [Part D Financial Proposal](#)
15. [Confirmation of Experience Letter / References](#)
16. [Sustainability Considerations](#)
17. [Evaluation Criteria and Process](#)
18. [Technical Evaluation](#)
19. [Financial Evaluation](#)
20. [Negotiation](#)
21. [Packaging, Submission and Delivery of Tenders](#)
22. [Complaints](#)
23. [Deviations, Reservations, and Omissions](#)
24. [Determination of Responsiveness](#)
25. [Late tenders will not be accepted.](#)
26. [Nonconformities, Errors, and Omissions](#)
27. [Terms of reference](#)
28. [Annexes](#)
29. [Annex 1: Supplier Code of Conduct](#)
30. [Annex 2: Technical Bid Submission Form](#)
31. [Annex 3: Curriculum Vitae Template](#)
32. [Annex 4: Financial Bid Submission Form](#)
33. [Annex 5: Financial Proposal Pro-Forma Templates](#)
34. [Annex 6: Draft Contract Template](#)
35. [Annex 7: Email Submission Guidelines](#)

## 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

A Pre-submission meeting will not be applicable for this 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](mailto: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 3** 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 4** 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 5** 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 (**See Annex 7 for 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 **Ghana** 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 **Ghana**
- TMA funds shall not be used to meet the cost of any Value Added Tax (VAT).
- 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 evaluations will follow a one-step process:

### SECTION A: Technical Evaluation Criteria

#### SECTION A: Technical Evaluation Criteria (Total: 100 Marks)

Proposals will be evaluated on technical merit, with a maximum score of **100 points**. Only proposals achieving a minimum technical score of 70% will be considered. Financial proposals will be reviewed for reasonableness and compliance with the budget ceiling. Award will be made to the highest-ranked technically qualified firm whose financial proposal is within the approved budget.

#### Section A – Firm Experience (30 Points)

The firm must demonstrate relevant experience in trade facilitation, corridor reform, business process review, and multi-country assignments in Africa.

No.	Criteria	Max Score
i.	Minimum five (5) years’ experience in trade facilitation, customs reform, corridor programmes, business process review, or related assignments, with knowledge of ECOWAS, UEMOA, AfCFTA, and WTO Trade Facilitation Agreement frameworks. Reference letters/completion certificates required.	10
ii.	Proven experience in at least two similar assignments involving business process mapping, corridor diagnostics, legal/regulatory alignment, customs modernisation, or trade facilitation programmes in Africa. Reference letters/completion certificates required.	10
iii.	Demonstrated experience delivering trade facilitation or corridor reform work in West Africa. Experience in CALAO countries or familiarity with the Abidjan–Lagos or Abidjan–Ouagadougou corridors will be an added advantage. Reference letters/completion certificates required.	5
iv.	Demonstrated experience implementing multi-country assignments involving coordination across multiple governments, regional organisations, or corridor stakeholders in Africa. Evidence from previous assignments must be provided.	5

**Subtotal: 30**

### Section B – Team Composition (40 Points)

The firm should propose a multidisciplinary team capable of delivering a multi-country corridor business process review assignment.

No.	Criteria	Max Score
i.	Team Leader – qualifications and experience in trade facilitation or corridor reform in West Africa, including experience with ECOWAS, UEMOA, AfCFTA, or WTO TFA-related reforms and demonstrated experience managing multi-country assignments.	15
ii.	Business Process Re-engineering / Trade Processes Expert – demonstrated experience in process mapping (e.g., BPMN), trade procedure review, or process improvement in customs, ports, logistics, or trade facilitation programmes.	10
iii.	National experts or partner firms in CALAO countries with experience working with NTFCs/CNFEs, customs administrations, or Ministries of Trade on trade facilitation, corridor, or regulatory reform assignments.	10
iv.	Bilingual capacity of key experts and demonstrated ability to deliver assignments and reports in both English and French.	5

**Subtotal: 40**

### Section C – Technical Proposal (30 Points)

The technical proposal will be evaluated based on clarity, realism, and suitability for a multi-country corridor assignment.

No.	Criteria	Max Score
i.	Demonstrates clear understanding of the TOR, including corridor trade facilitation challenges in West Africa.	10
ii.	Provides a clear and logical methodology for conducting multi-country business process mapping, stakeholder consultations, and coordination with NTFCs, regional organisations, and corridor stakeholders. Methodology should demonstrate an approach for bilingual coordination and synthesis across countries.	15
iii.	Provides a realistic, well-sequenced workplan showing how deliverables will be achieved within the proposed timeline.	5

**Subtotal: 30**

**TOTAL SCORE: 100**

*Bidders who achieve the minimum technical score of **70 Marks** (out of the possible 100 marks) will qualify for the financial evaluation.*

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

#### **19. Financial Evaluation**

All substantially responsive proposals that score **70 marks or more** from the **Technical submission evaluation** and satisfied the Compliance 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](mailto:procurement@trademarkafrica.com) on or before **21 May 2026 at (15:00 Ghana 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 the 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](mailto: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](mailto: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, and Omissions**

- 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

### CONSULTANCY TO SUPPORT BUSINESS PROCESS REVIEW OF TRADE PROCESSES AND ACTORS ALONG THE ABIDJAN – LAGOS AND ABIDJAN – OUAGADOUGOU CORRIDORS

#### 1. INTRODUCTION

##### 1.1. About TradeMark Africa

TradeMark Africa (TMA) is a leading African Aid-for-Trade organisation founded in 2010, with a mission to grow intra-African trade, increase Africa's share in global trade, and make trade more pro-poor and environmentally sustainable. TMA operates on a not-for-profit basis and is funded by: Canada, Denmark, the European Union, Finland, France, the Gates Foundation, Ireland, the Mastercard Foundation, the Netherlands, Norway, Sweden and the United Kingdom. TMA works closely with regional and continental organisations, national Governments, the private sector, and civil society. Since its inception, TMA has contributed significant progress in trade facilitation and economic integration across East Africa and the Horn, including a reduction of 16.5% in cargo transit times on the Northern Corridor from Mombasa to Bujumbura, and an average 70% reduction in border crossing times at selected one stop border posts. As of 2025, TMA operates in 20 countries across East, West and Southern Africa as well as the Horn. Registration is underway in a further six countries in West and Southern Africa.

In 2022, TMA set up a catalytic finance company – Trade Catalyst Africa – to pilot commercially viable projects in trade infrastructure (both physical and digital) and to expand access to trade finance for Small and Medium-Sized Enterprises (SMEs).

Both TCA and TMA are headquartered in Nairobi, Kenya. Country and regional offices are in: Arusha (EAC Secretariat), Burundi, the Democratic Republic of Congo, Djibouti, Ethiopia, Ghana, Malawi, Rwanda, Somaliland, Tanzania, and Uganda, with operations in Mozambique, South Sudan and Zambia. For more information, please visit [www.trademarkafrica.com](http://www.trademarkafrica.com)

#### 2.0. CALAO Corridor Context and Implementation of Trade Agreements

##### 2.1. Trade and Transit Along the CALAO Corridors

The Abidjan–Lagos and Abidjan–Ouagadougou corridors are among the most economically significant trade routes in West Africa, linking major ports in Côte d'Ivoire, Ghana, Togo, Benin, and Nigeria to landlocked markets in Burkina Faso and beyond. These corridors facilitate regional trade under **ECOWAS**, **UEMOA**, and **AfCFTA** frameworks and support the movement of agricultural goods, manufactured products, fuel, and transit cargo across multiple borders.

Trade volumes along these corridors are growing due to regional integration initiatives and increased private-sector activity. However, the efficiency of corridor operations remains constrained by structural, procedural, and institutional challenges that increase trade costs, reduce competitiveness, and limit the benefits of regional integration.

##### 2.2 Prevailing Trade Facilitation Context

Across the six CALAO countries, significant investments have been made in trade facilitation reforms, including:

- Deployment of **Single Window systems (GUCE and equivalents)**
- Rollout of **SIGMAT transit data exchange**
- Modernisation of customs systems (ASYCUDA World and related platforms)
- Establishment of National Trade Facilitation Committees (CNFE/NTFCs)
- Legal reforms aligned with ECOWAS and WTO Trade Facilitation Agreement commitments
- Infrastructure investments in ports, corridors, and border posts

Despite these efforts, traders and logistics operators continue to face major operational constraints along the corridors.

Without a corridor-wide analysis, reforms risk being fragmented and ineffective.

### **2.3 Link to CALAO Programme**

The CALAO programme is supporting efforts to harmonise trade and transit procedures across corridor countries, strengthen cross-border data exchange and digital trade systems, enhance institutional coordination for trade facilitation, improve mechanisms for identifying and resolving non-tariff barriers, and reinforce corridor performance monitoring to support evidence-based reforms.

To prioritise and sequence these reforms effectively, a comprehensive understanding of how trade processes and procedures operate across countries, agencies, and systems is required.

A corridor-wide Business Process Review will provide the evidence base needed to:

- Identify binding constraints affecting traders
- Quantify time and cost impacts
- Align legal reforms with operational realities
- Prioritise investments in trade policy and digital systems
- Support ECOWAS and UEMOA coordination
- Improve corridor performance monitoring

### **3. Assignment Rationale**

The existing challenges require a multi-sectoral and corridor-wide technical approach to analyse trade processes, procedures and identify opportunities for improvement. There is a need to develop a comprehensive mapping of trade processes and procedures across all corridor countries, agencies, and digital systems, and to identify areas where simplification, harmonisation, digitisation, and legal alignment can improve trade efficiency.

To this end, TradeMark Africa is seeking the services of a consultant to undertake a Business Process Review of trade processes, procedures and actors along the Abidjan–Lagos and Abidjan–Ouagadougou corridors. The review will identify opportunities for process re-engineering, regulatory alignment, and digital transformation to support more efficient and predictable corridor trade.

### **4. OBJECTIVE OF ASSIGNMENT**

The specific objectives of the assignment are as follows:

- a. Engage stakeholders across the corridor countries, including customs administrations, border regulatory agencies, port and transport authorities, National Trade Facilitation Committees, regional institutions, and private-sector operators, to map end-to-end trade and transit processes, procedures and operational systems affecting imports, exports, transit, and regional trade along the Abidjan–Lagos and Abidjan–Ouagadougou corridors.
- b. Review key trade and transit processes in consultation with stakeholders, compare practices across corridor countries as well as with regional and global best practice, and recommend improvements in relation to:
  - i. stakeholder processes and institutional coordination across border agencies and countries;

- ii. the regulatory environment, including relevant guidelines, regulations, and laws affecting corridor trade and transit;
  - iii. the effectiveness, utilisation, and interoperability of existing digital trade and customs systems, including cross-border data-exchange mechanisms, and their impact on efficiency, duplication of procedures, and corridor performance.
- c. Analyse and validate findings from the independent baseline study and corridor performance monitoring systems to support process mapping and prioritisation of reforms.
- d. Develop harmonised, future-state (“TO-BE”) business processes that are digitisation-ready and enable intelligence-led, risk-based controls, pre-arrival processing, and mutual recognition of controls across corridor countries.
- e. Develop a detailed corridor-wide implementation roadmap identifying priority actions, sequencing of reforms, institutional responsibilities, timelines, risks, and indicative resource requirements to support harmonised corridor operations.
- f. Develop a monitoring and evaluation framework to support implementation of the recommendations, including corridor-level performance indicators and reporting mechanisms aligned with regional trade facilitation commitments.

## 5. SCOPE OF WORK

- a. The consultant will undertake end-to-end mapping of key trade and transit processes and procedures along the Abidjan–Lagos and Abidjan–Ouagadougou corridors and identify gaps and opportunities for improvement for imports, exports, transit, and regional trade, using recognised process-modelling approaches (e.g., BPMN).
- b. The consultant will provide recommendations on simplification and harmonisation of procedures, including operational practices and institutional arrangements, and drawing on findings from the parallel legal review to highlight priority legal or regulatory issues affecting corridor trade. Recommendations shall be prioritised in terms of feasibility, timelines, resource requirements, and impact on trade efficiency, predictability, and corridor competitiveness, and shall build on existing regional initiatives.
- c. The consultant will review stakeholders’ operational systems and provide a critical assessment of the current (“as-is”) status of trade and transit processes across customs administrations, border agencies, ports, transport authorities, NTFCs, and private-sector actors. The consultant shall identify gaps against regional and international best practice, including assessment of the effectiveness, utilisation, and interoperability of existing digital trade and customs systems.
- d. The consultant will review the regulatory environment, including relevant guidelines, regulations, laws, and regional agreements, drawing on outputs of the separate legal review to identify inconsistencies, overlaps, and operational implications affecting corridor trade and transit.
- e. The consultant will analyse and validate findings from the independent baseline study and corridor performance monitoring systems to support process mapping and prioritisation of reforms. The consultant will not undertake primary baseline data collection but will use existing datasets to inform analysis and recommendations. The analysis should also assess the adequacy of the quantitative metrics including time, cost, number of steps, number of actors, and documentation requirements.
- f. The consultant will provide a detailed corridor-wide Implementation Roadmap including phased actions, institutional responsibilities, timelines, risks, and indicative resource requirements, aligned with the baseline study and legal review findings.
- g. The consultant shall deliver professional documents incorporating clear process flow diagrams, infographics, and visual representations to enhance clarity of trade procedures and facilitate

stakeholder engagement. Outputs should follow industry-standard presentation practices and TradeMark Africa branding guidelines.

- h. The consultant will develop detailed trader journey maps for at least three representative trade flows along the corridors (for example: import cargo, transit cargo, and ETLs/AfCFTA regional trade). These maps should document end-to-end procedures experienced by traders, including border processes, inspections, documentation requirements, and digital system interactions, and identify bottlenecks affecting economic operators. The trader journey maps shall also explicitly capture interactions with digital systems, including system touchpoints, data submission processes, duplication of data entry, and system-related delays or inefficiencies.
- i. The consultant will identify and prioritise short-term operational improvements (“Quick Wins”) that can be implemented within six to twelve months without major legal reforms or infrastructure investment. These should include practical improvements such as removal of duplicate documents, acceptance of electronic documents, harmonisation of working hours, improved coordination between agencies, and improved application of risk-based inspection practices.
- j. The consultant shall assess the utilisation, effectiveness, and interoperability of existing digital trade and customs systems, including SIGMAT, national Single Window systems, customs management platforms, and scanner/image management systems. This assessment shall include:
  - mapping of business processes to system functionalities
  - identification of system gaps, duplication, and underutilisation
  - analysis of cross-border data exchange mechanisms
  - identification of interoperability constraints (technical, institutional, or legal)
- k. The consultant will conduct targeted observation missions at selected priority border posts and ports along the corridors, to be agreed with TradeMark Africa and regional partners, in order to validate process maps against actual operational practice.
- l. The consultant will develop harmonised, future-state (“TO-BE”) business processes that are digitisation-ready and enable intelligence-led, risk-based controls, pre-arrival processing, and mutual recognition of controls across corridor countries. There should be alignment between identified business process improvements and existing or planned digital trade systems, including customs management systems, national Single Windows, SIGMAT, and other corridor data exchange platforms, to support interoperability, data-driven decision-making, and scalable digital transformation across the corridor.
- m. The consultant will develop a monitoring and evaluation framework to support implementation of recommendations, including corridor-level performance indicators aligned with CALAO reporting frameworks, ECOWAS/UEMOA priorities, and WTO Trade Facilitation Agreement commitments. In addition to the performance indicators the framework should also cover digital system utilisation indicators (e.g. level of automation, electronic data exchange rates, system usage across agencies).
- n. The consultant will organise validation consultations with private-sector stakeholders including freight forwarders, transport associations, chambers of commerce, corridor user groups, and women-led trading enterprises, to ensure that findings reflect trader experience and practical constraints.
- o. The consultant will present findings and recommendations at regional validation workshops involving ECOWAS, UEMOA, corridor institutions, NTFCs/CNFEs, and national stakeholders to ensure regional ownership of proposed reforms.

## **6. Indicative Risks and Mitigation Measures**

The assignment involves cross-border coordination and engagement with multiple public and private stakeholders, which may give rise to delivery risks. Key risks may include delays in stakeholder availability, challenges in accessing accurate and complete trade process data, coordination constraints across jurisdictions, and dependency on the timely completion of parallel legal and policy review activities.

The Consultant shall identify, assess, and actively manage these risks. The Inception Report shall include a Risk Register outlining identified risks, their likelihood and potential impact, and proposed mitigation measures. The Risk Register shall be reviewed and updated throughout the assignment in consultation with TMA.

## **7. DELIVERABLES**

The main deliverables of the assignment are:

- a. Inception Report
- b. Draft report including analysis of all the terms of reference as indicated under the scope of work and validation workshop of the report
- c. Final report incorporating comments from the validation workshop

## **8. METHODOLOGY**

In their proposal, consultants shall describe the proposed approach, methodology, workplan, and staffing. .

The methodology should include:

- Stakeholder consultations across corridor countries, including customs, border agencies, port authorities, transport operators, NTFCs, regional institutions, and private-sector associations.
- Border and port observation missions where feasible.
- Review of existing studies, corridor diagnostics, legal frameworks, and reform initiatives.
- Business process mapping using recognised methodologies
- Comparative analysis with regional and global best practice.
  - Mapping of business processes to digital system functionalities and data flows
  - Assessment of interoperability and data exchange mechanisms across systems and countries
  - Observation of trade procedures at selected ports and border posts.
  - Validation of process maps against corridor performance data where available.
  - Consultations with private-sector stakeholders to capture trader experience.

Consultations may be conducted through a combination of in-person, virtual, and desk-based methods to ensure value for money. Gender inclusivity should be incorporated into stakeholder engagement.

## **9. QUALIFICATIONS**

The consulting team should include qualified experts covering the scope of the assignment.

### **a. Trade Facilitation Expert / Team Lead**

- I. A masters degree in trade, logistics, economics, or international trade law, field.
- II. At least 10–12 years' experience in trade facilitation, corridor programmes, or customs reforms.
- III. Experience in undertaking similar multi-country assignments.
- IV. Experience in corridor programmes in West Africa or similar regional trade facilitation initiatives will be an advantage.

## **b. Legal and Policy Expert**

- I. Strong background in trade law, regional integration frameworks, or public policy.
- II. Experience in analysing trade regulations and proposing legal reforms aligned with regional agreements.
- III. Experience in corridor programmes in West Africa or similar regional trade facilitation initiatives will be an advantage.

## **c. Digital Trade Systems Expert**

- I. Experience in assessing trade and customs digital systems and cross-border data exchange mechanisms.
- II. Experience in analysing interoperability and utilisation of existing digital trade systems.

## **d. Business Process Re-engineering Expert**

- I. Experience in trade process mapping and process improvement methodologies.
- II. Ability to identify bottlenecks and propose practical process improvements.

## **e. National Experts**

- I. Adequate team members in each corridor country to support stakeholder engagement and data collection.
- II. Demonstrated experience coordinating multiple stakeholders across government, regional institutions, and private sector actors.
- III. Strong analytical, writing, and communication skills.

The core consulting team must have professional proficiency in both English and French to operate effectively across the corridor countries.

National experts should be fluent in the official working language of the country in which they are deployed (English in Anglophone countries and French in Francophone countries). Experience in corridor programmes, ECOWAS/UEMOA frameworks, or AfCFTA implementation will be an added advantage.

## **10. TIMEFRAME**

The assignment shall take a maximum period of **six (6) calendar months**.

## **11. REPORTING / COORDINATION**

- I. The consultant will work under the guidance of the designated TMA Project Lead.
- II. The consultant will collaborate with relevant regional institutions, national governments, NTFCs, customs administrations, and corridor stakeholders. The consultant will present findings to ECOWAS, UEMOA, and National Trade
- III. Facilitation Committees at regional validation meetings organised by TMA
- IV. The consultant will report at agreed milestones and present outputs at stakeholder validation workshops organised by TMA.

## **12. RECIPIENT**

Outputs of the assignment will be shared with:

- a. Governments of corridor countries and relevant border agencies
- b. ECOWAS, UEMOA, and corridor institution
- c. Private-sector stakeholders

### 13. BUDGET

The total budget available for this assignment is **USD 250,000** inclusive of professional fees, travel, workshops, overheads, and all other costs required to complete the assignment.

The consulting firm shall submit a detailed financial proposal not exceeding this ceiling, clearly showing allocation of expert days, reimbursables, and taxes in accordance with applicable regulations.

#### Indicative Budget Breakdown (Ceiling: USD 250,000)

NAME	EXPERT CATEGORY	NO. DAYS	DAILY RATE (\$)	NO. OF PERSONS	SUB-TOTAL (\$)
Key Personnel	Trade Facilitation Expert / Team Lead	85	650	1	55,250
Key Personnel	Business Process Re-engineering Expert	60	600	1	36,000
Key Personnel	Trade Law / Policy Expert	35	600	1	21,000
Key Personnel	Digital Trade Systems Expert	40	600	1	24,000
Key Personnel	Customs / Risk Management Expert	30	600	1	18,000
Other Personnel	National Experts (6 countries pooled inputs)	—	—	—	55,000
Other Personnel	Data Analyst / QA Support	—	—	—	10,750
Reimbursables	Travel & Missions Across Corridor	—	—	—	30,000
Reimbursables	Stakeholder Workshops & Validation	—	—	—	10,000
<b>TOTAL CONTRACT PRICE</b>					<b>250,000</b>

This distribution is indicative. Firms may propose an alternative allocation within the overall ceiling, provided it demonstrates value for money and adequate coverage of the scope.

## **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**

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

**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 (*the same one who signs the Proposal*)

Signature

Date

**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.]*

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

**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.

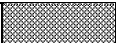















### b) **Work Plan.**

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 SCHEDULE<sup>1</sup>

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

- 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



**ANNEX 4: 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)**



**PROPOSAL BREAKDOWN - PERSONNEL INPUTS AND FEE RATES**

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

\* 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 (\$)
<b>FARES</b>	International			
	Domestic			
	Other Travel Costs			
	<b>Sub Total</b>			\$
<b>DAILY LIVING COSTS (state country) *Long Term</b>				
	*Short Term			
	<b>Sub Total</b>			\$
<b>EQUIPMENT* Items Purchased/Rented (Including vehicles)</b>				
	<b>Sub Total</b>			\$
<b>Any other expenses (please list)</b>				
	<b>Sub Total</b>			\$
<b>TOTAL PROJECT EXPENSES: (B)</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**

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

## **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 **Ghana** 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 language of the contract and the applicable law governing the contract shall be English and the Laws of [INSERT] respectively unless otherwise stated. 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)
<b>TOTAL</b>		

#### 2. Invoicing instructions

After approval by the recipient, invoices should be sent to [invoices@trademarkafrica.com](mailto: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 One 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/](http://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](mailto:procurement@trademarkafrica.com)*

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