



CLARIFICATION MATRIX 1

FOR

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

[TENDER NO: PRQ20251314]

FINANCED & PROCURED BY

TRADEMARK AFRICA

DATE: 20TH MAY 2026

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

TENDER NUMBER: PRQ20251314

This clarification matrix forms an integral part of the tender document and therefore, *must be considered* carefully considered by service providers in preparation and submission of bids.

It is divided into two sections: -

1. Section 1 contains the clarifications to queries raised and requested through the official bidding clarification email address (that is procurement@trademarkafrica.com).
2. Section 2 contains general tips on how to prepare and submit a competitive bid.

All communications must be directed to the procuring entity, Trademark Africa through procurement@trademarkafrica.com as provided for in the tender document.

SECTION 1: QUERIES AND RESPONSES

These clarifications are for those queries sought by bidders in line with the RFP of the tender document:

S/No.	Query	Response	Status (Open, open or pending)
1.	<p>We understand that the marking scheme for the required team composition has been provided for the technical evaluation of proposals. However, the qualifications criteria outlined in the Terms of Reference (TOR) indicate the need for additional experts, specifically a Legal and Policy Expert and a Digital Trade System Expert.</p> <p>Please confirm whether the consultant is required to submit CVs only for the experts listed in Section B, or if CVs for these additional experts should also be submitted and will be considered in the technical evaluation.</p>	<p>Bidders are required to submit CVs for all key expert positions listed in Section 9 of the TOR, including the Legal and Policy Expert and the Digital Trade Systems Expert. CVs for these positions will be reviewed to confirm compliance with the minimum qualification requirements set out in Section 9 but will not attract separate scores under the technical evaluation criteria in Clause 18. The evaluation marks in Section B are allocated to the roles listed therein. Bidders should ensure all proposed experts meet the minimum qualifications described in Section 9.</p>	Closed

2.	<p>We understand that the team composition states that the 'key experts shall have proficiency in both English and French.'</p> <p>Kindly confirm if all key experts must be bilingual, or shall the Team Leader and at least one other key expert be bilingual, with national experts covering language needs in-country.</p>	<p>The bilingual proficiency requirement applies to key experts who will lead corridor-wide analysis, report drafting, and regional stakeholder engagement. At a minimum, the Team Leader and at least one other key expert must have professional proficiency in both English and French. National experts are expected to be fluent in the official working language of their respective country. Bidders should clearly indicate the language proficiency of each proposed expert in their CVs.</p>	Closed
3.	<p>We understand the marking scheme of 10 marks for 'national experts or partner firms in CALAO countries.'</p> <p>Kindly clarify whether all six countries must be covered to achieve full marks;</p>	<p>To achieve full marks under this criterion, bidders should demonstrate coverage of national experts or in-country partner firms in all six corridor countries (Cote d'Ivoire, Ghana, Togo, Benin, Nigeria, and Burkina Faso). Proposals covering fewer than six countries will be scored proportionally.</p>	Closed
4.	<p>We understand that the TOR states the total budget ceiling is USD 250,000.</p> <p>Kindly confirm whether this ceiling is inclusive or exclusive of taxes (VAT, withholding tax, etc.) applicable in Ghana? Further, the financial proposal template asks for separate tax disclosure, which could result in the total exceeding the ceiling.</p>	<p>The total budget ceiling of USD 250,000 is inclusive of all applicable taxes, including VAT and withholding tax. The financial proposal template requests separate disclosure of taxes for transparency purposes. However, the gross total inclusive of all taxes must not exceed USD 250,000. Proposals resulting in a total cost exceeding this ceiling will be considered non-compliant.</p>	Closed
5.	<p>We understand that TMA refers to an 'independent baseline study' whose findings will be analysed and validated by the consultant.</p> <p>Kindly confirm</p> <ul style="list-style-type: none"> (a) whether the study is already completed and will be shared at inception; (b) the scope and coverage of the study; (c) whether the quantitative metrics (time, cost, steps) are available for all six corridor countries 	<p>The BPR assignment is not dependent on the independent baseline study. Both assignments are being procured in parallel, and each consultant is expected to develop and deliver their scope independently. Where TMA considers it beneficial, it may facilitate information exchange between the two consultants. Bidders should therefore not factor any dependency on the baseline study into their proposed methodology or timeline.</p>	Closed

6.	<p>We understand that the TOR requires validation consultations with private-sector stakeholders including women-led trading enterprises.</p> <p>Kindly confirm if these need be conducted in all six corridor countries or at selected corridor hubs? Further, will TMA provide introductions/facilitation support for accessing private sector groups, particularly women traders?</p>	<p>Private-sector consultations, including with women-led trading enterprises, should be conducted across the corridor to the extent feasible, prioritising active trading hubs and border communities. These need not be replicated identically in all six countries. Bidders should propose a practical and targeted approach in their methodology. TMA will provide facilitation support and introductions to relevant private-sector associations and corridor user groups, including women trader networks, where available.</p>	Closed
7.	<p>We acknowledge the requirement of the regional validation workshops mentioned in the TOR.</p> <p>Kindly confirm: (a) the expected number of regional workshops; (b) whether TMA will organise logistics and venue or whether this is the consultant's responsibility; (c) the expected number of participants per workshop?.</p>	<p>TMA anticipates organising one regional validation workshop as part of this assignment, to be confirmed at inception. TMA will be responsible for coordinating venue, logistics, and participant invitations in consultation with the selected firm. The consultant is expected to prepare all workshop materials, facilitate sessions, and incorporate feedback into the final report.</p>	Closed
8.	<p>We request TMA to kindly provide guidance if the report should include country-specific annexes for each of the six corridor countries, or a consolidated corridor-wide analysis?</p>	<p>The final report should be structured as a consolidated corridor-wide analysis. Bidders are encouraged to include country-specific annexes where this adds analytical value, for example to document country-level process mapping findings, data tables, or institutional profiles. The main report should synthesise corridor-wide findings and recommendations.</p>	Closed
9.	<p>We request TMA to kindly specify the content of the Inception Report and the expected timeline for TMA's review and approval on the Inception Report before commencement of the field activities.</p>	<p>The Inception Report should cover, at a minimum: (i) the consultant's confirmed understanding of the assignment scope and objectives; (ii) a refined methodology and stakeholder engagement plan; (iii) a detailed workplan with milestones and deliverable timelines; (iv) a preliminary stakeholder consultation schedule; and (v) an initial review of existing studies and data sources. TMA will provide written feedback on the Inception Report within 14 working days of submission. Field activities should not commence until TMA's written approval of the Inception Report has been received.</p>	Closed

10.	<p>We understand that the requirement of National Experts to support stakeholder engagement and data collection is crucial for the assignment.</p> <p>Kindly confirm (a) whether each national expert must be a resident of/based in their respective country; (b) whether sub-consultancy arrangements with in-country firms are acceptable;</p>	<p>National experts are required to be resident and nationals in their respective country and should have demonstrable in-country experience and existing stakeholder networks relevant to the assignment. Sub-consultancy arrangements with in-country firms are acceptable, provided the sub-consultants are clearly identified in the proposal, their roles are specified, and CVs are submitted. The profiles and qualifications of experts proposed through sub-consultancy firms must be presented in the same level of detail as other individual country experts. Lead firms remain fully responsible for the quality and timely delivery of all outputs.</p>	Closed
11.	<p>We understand that the indicative budget (Section 13) includes a 'Customs / Risk Management Expert' as a key personnel category, however; Section 9 (Qualifications) does not include this as a required role.</p> <p>Please clarify whether this is a mandatory key expert position that must be included in the technical proposal and evaluated</p>	<p>The inclusion of a Customs/Risk Management Expert in the indicative budget reflects that this expertise may contribute to the assignment, particularly in relation to risk-based controls and intelligence-led processes. This is not a mandatory standalone key expert position. Firms may incorporate this expertise within the Team Leader's profile or within other key expert roles, provided the methodology adequately addresses customs and risk management dimensions. This role will not be separately evaluated or scored.</p>	Closed
12.	<p>We understand that the Terms of Reference, indicative budget, and technical evaluation criteria refer to different expert positions and requirements for the proposed team. Specifically, Section 9 (Qualifications) lists five expert categories, namely Team Lead, Legal and Policy Expert, Digital Trade Systems Expert, BPR Expert, and National Experts. Section 13 (Indicative Budget) includes Team Lead, BPR Expert, Trade Law/Policy Expert, Digital Trade Systems Expert, Customs/Risk Management Expert, National Experts, and a Data Analyst. However, Clause 18 (Technical Evaluation) – Section B: Team Composition (40 points) allocates marks only for Team Leader (15 points), Business Process Reengineering</p>	<p>TMA acknowledges that the TOR contains references to expert positions across multiple sections that require clarification. The definitive position is as follows: (a) Required expert positions: Bidders must submit CVs for all five roles listed in Section 9: Team Lead, Legal and Policy Expert, Digital Trade Systems Expert, Business Process Re-engineering Expert, and National Experts. (b) Customs/Risk Management Expert and Data Analyst: These roles, referenced in the indicative budget, are not mandatory standalone positions. Firms may incorporate this expertise within other expert roles or propose them as additional team members where justified by the methodology. (c) Minimum qualifications: As set out in Section 9. CVs should clearly demonstrate compliance. (d) Additional expert roles: Firms may propose additional experts where clearly justified by the proposed methodology. Additional roles will not attract separate evaluation</p>	Closed

<p>/ Trade Processes Expert (10 points), and National Experts / Partner Firms (10 points), with a further 5 points for bilingual capacity of key experts and ability to deliver assignments and reports in both English and French. Kindly clarify:</p> <p>(a) which of these sections provides the definitive list of required expert positions for which CVs must be submitted in the technical proposal,</p> <p>(b) whether the Customs/Risk Management Expert and Data Analyst referenced in Section 13 are mandatory positions and, if so, whether they will be considered and scored during the technical evaluation,</p> <p>(c) the minimum qualification and experience requirements expected for each confirmed expert position, including academic background, years of experience, and specific technical competencies,</p> <p>(d) whether consultants may propose additional expert roles where justified by the proposed methodology and scope of work, and</p> <p>(e) how the Legal and Policy Expert, Digital Trade Systems Expert, and any other experts referenced in Sections 9 and 13, but not expressly allocated marks under Clause 18, will be assessed during the technical evaluation process, and whether their CVs should nevertheless be submitted as part of the proposal.</p>	<p>scores. (e) Assessment of unscored experts: The Legal and Policy Expert and Digital Trade Systems Expert must be included in the proposal. Their CVs will be reviewed against Section 9 minimum qualifications on a pass/fail basis. Failure to include compliant CVs for these roles may affect the overall technical assessment.</p>	
--	---	--

TRADEMARK AFRICA

20TH MAY 2026

SECTION 2: TIPS ON HOW TO PREPARE AND SUBMIT A COMPETITIVE BID

1. Administrative: -

- 1.1 Correct language (with translation/s where different language is used);
- 1.2 Timelines complied with;
- 1.3 Full response to tender requirements;
- 1.4 Attachment of required documents as per the bid instructions such as:
 - 1.4.1 Registration certificate/s;
 - 1.4.2 Tax compliance/ registration;
 - 1.4.3 Professional registrations such as that for engineers, architects, environmentalists, accountants, supply chain experts, etc.;
 - 1.4.4 Power of attorney; and
 - 1.4.5 Audited accounts for the years requested.
- 1.5 Accurate sealing/ naming of bids envelopes; and
- 1.6 Timely submissions (no last-minute rush!).

2. Technical: -

- 2.1 Very good methodology:
 - 2.1.1 Good work-plan.
 - 2.1.2 Understanding of TORs.
- 2.2 Evidenced based experience;
- 2.3 Excellent proposed team of experts/ personnel;
- 2.4 Compliant structure of bid;
- 2.5 Signed CVs of proposed experts/ personnel alongside declaration by individual of her/ his CV not being used by any other firm within the same bid especially where cross-bidding is barred;
- 2.6 Keen attention on high/ important technical requirements/ qualifications areas & scoring more;
- 2.7 Quality assurance of the bid;
- 2.8 Well arranged, titled and easy to read proposal;
- 2.9 Defined jargon where used;
- 2.10 Demonstrated creativity and uniqueness of the technical bid;

3. Financial: -

3.1 Inclusion of taxes when advised to.

3.2 Fair pricing.

3.3 Signed submission form/s.

4. Post-award: -

4.1 Positive due diligence.

4.2 Accurate bid information.

4.3 Good performance (quality, cost, quantity, etc.) on award of contract.

TRADEMARK AFRICA

20TH MAY 2026