



TRADEMARK AFRICA



PRE-PROPOSAL CONFERENCE

REQUEST FOR PROPOSALS: PRQ20260073

**Advisory Services for Cost Recovery and
Infrastructure Development of the Malaba
and Lwakhakha One Stop Border Posts**

23 September 2026 | 12:00 Noon EAT | Virtual Microsoft Teams



PRESENTATION CONTENT

Discussion guide for bidders

- 01** Introductions and meeting protocols
- 02** About TMA and assignment context
- 03** Objectives, scope and expected outputs
- 04** Procurement highlights and submission rules
- 05** Evaluation approach and Q&A

ABOUT TRADEMARK AFRICA



TradeMark Africa is a leading African Aid-for-Trade organisation established to grow intra-African trade, increase Africa's share in global trade, and make trade more pro-poor and environmentally sustainable.

This procurement supports TMA's work on trade facilitation infrastructure, border efficiency, regional integration, and sustainable trade systems.

Trade facilitation

Border efficiency

Sustainable trade

ASSIGNMENT CONTEXT

Malaba and Lwakhakha OSBPs

The Northern Corridor need

- Malaba is a high-volume road border on the Kenya-Uganda section of the Northern Corridor.
- Lwakhakha supports regional, local, agricultural and small-scale cross-border trade.
- Both crossings face congestion, long dwell times, duplicated inspections and infrastructure constraints.

The delivery shift

- The project is being structured under a Cost Recovery Model, not a private concession.
- The model will recover capital, rehabilitation, operations and maintenance costs through cost-reflective user charges.

Bidder focus: demonstrate practical experience in turning infrastructure concepts into financeable, legally workable, ESG-compliant and implementation-ready projects.

ENGAGEMENT OBJECTIVES

Overall objective

Prepare the Malaba and Lwakhakha OSBPs for financing and implementation under a Cost Recovery Model through integrated technical, financial, legal, institutional and social/environmental advisory services.

Assess and define works

Existing infrastructure, systems, land, assets and functionality gaps.

Design for delivery

Engineering and architectural designs for civil works, buildings, yards, utilities and ancillary infrastructure.

Structure the model

Tariff/fee methodology, revenue forecasting, financing plan and repayment capacity.

Get investment-ready

ESG compliance, legal/institutional framework, traffic modelling and financier package.

ENGAGEMENT SCOPE

Nine integrated work streams

**1. Infrastructure
assessment**

**2. Engineering and
architectural design**

**3. Trusted trader and
risk-based inspection**

**4. ICT system
integration**

**5. Cost recovery and
financing**

6. ESG compliance

**7. Legal and institutional
framework**

8. Traffic modelling

9. Investment readiness

The Consultant is expected to cross-reference outputs so engineering, financial, legal, ESG and traffic work are internally consistent.



ENGAGEMENT TIMEFRAME

38-week implementation
programme

Deliverable 1	Weeks 1-4	Inception, data collection, stakeholder mapping and site visits.
Deliverable 2	Weeks 7-14	Assessment, surveys, diagnostics and ESG scoping.
Deliverable 3	Weeks 15-30	Design, traffic model, tariff/financing structuring and legal instruments.
Deliverable 4	Weeks 31-34	Validation and investment readiness.
Deliverable 5	Weeks 35-38	Finalisation and handover.

Bidders should provide a detailed Gantt chart showing critical path activities, interdependencies across work streams and review/approval milestones.

DELIVERABLES

Key output milestones

Early definition

Inception Report and Work Plan - Week 4
Infrastructure Assessment Report - Week 12
Traffic Modelling Report - Week 16

Design and compliance

Preliminary Designs - Week 20
ESIA/RAP and ESG Reports - Week 22
Cost Recovery Report - Week 24

Tender-ready package

Legal/Institutional Framework - Week 26
Detailed Designs - Week 28
BoQs, cost estimates, specifications and tender documents - Weeks 29-30

Investment readiness

Draft Investment Package - Week 32
Validation Workshop Reports - Week 33
Final package and handover - Weeks 36-38

Draft deliverables require Client review before finalisation. Final outputs should include editable files, searchable PDFs and unlocked source models/files.



JV AND LOCAL PRESENCE

Mandatory and accountability requirements

Where bidding as a JV

Submit a duly executed JV Agreement/Charter or signed Letter of Intent. It must identify the Lead Member, roles, responsibilities, workstreams, governance, and contract management arrangements.

Lead Member accountability

The Lead Member should have primary responsibility for infrastructure finance, cost-recovery and financial structuring and remain the Client's principal point of accountability.

Physical presence

Key project coordinating staff must be present in East Africa when required and able to travel at short notice, with minimum notice of two days.

If the mandatory JV requirement applies and is not met, the proposal may be considered non-responsive.

PROPOSAL PREPARATION

Two separate proposal volumes

Technical Proposal

- Full Technical Proposal format.
- Maximum 100 pages, excluding reference letters and project testimonials; with a distinct gender and local content section (10%)
- No financial information or financial references in the Technical Proposal.
- Address understanding, methodology, work plan, firm experience, key expert CVs, management arrangements, gender mainstreaming and local content.

Financial Proposal

- Financial Proposal prepared strictly in the RFP financial forms.
- Quoted in USD through SAP Ariba.
- Indirect Taxes should be identified separately; direct taxes such as WHT are deemed included in quoted fees where applicable.
- Budget disclosure guides realistic scoping, but QCBS still applies.

Technical and Financial Proposals must be submitted electronically as separate PDF documents/folders through SAP Ariba.



SUBMISSION PROCESS

SAP Ariba e-procurement

- 1** Access the SAP Ariba Supplier Portal through the RFP invitation link.
- 2** Register or log in using supplier credentials.
- 3** Review and acknowledge all RFP documents, amendments and mandatory declarations.
- 4** Upload Technical Proposal documents in the technical response section.
- 5** Upload Financial Proposal documents in the commercial response section.
- 6** Submit before deadline and ensure the system confirms successful submission.

Late submissions will not be accepted by the system. Please allow sufficient time for upload, field completion and final submission confirmation.



PROCUREMENT HIGHLIGHTS

Key dates and process reminders

Pre-proposal conference

**23 September 2026, 12:00
Noon EAT**

Virtual Teams meeting

Clarifications

**No later than 7 days
before submission
deadline**

Submit through SAP
Ariba

Proposal submission

**14 October 2026, 1600HRS
EAT**

Electronic submission
only

**Negotiations /
commencement**

**January 2027 / February
2027 (tentative)**

Subject to evaluation
and approvals

In case of any inconsistency, the tender document and any issued addendum or formal clarification prevail over this presentation.

EVALUATION APPROACH

Quality and Cost Based Selection

QCBS weighting

90%

Technical Proposal

10%

Financial Proposal

Minimum technical score to proceed: 90 out of 100.

- Mandatory criteria are assessed on pass/fail basis before technical evaluation.
- Financial Proposals are opened only for technically responsive bidders meeting the minimum score.
- The lowest evaluated financial proposal receives the maximum financial score, with other prices scored inversely.
- Combined scores determine ranking using the stated technical and financial weights.
- Bidders are encouraged to organise proposals in direct response to the scoring criteria.

COMMERCIAL AND CONTRACT NOTES

- Form of contract: lump sum, with payments linked to accepted deliverables.
- Estimated budget range: EUR 900,000 - 1,000,000 for professional fees, reimbursables and contingencies.
- Optional advance payment of up to 10% may be made against a bank guarantee from a reputable tier 1 bank.
- Payment milestones include inception, assessments, interim report, preliminary designs/ESG/cost recovery, legal framework, tender-ready designs/documents, and investment readiness outputs.
- All costs should be inclusive of applicable direct and indirect taxes.

QUESTIONS?

Please raise any questions for discussion. Formal clarifications and responses will be issued through SAP Ariba and will form part of the procurement record.

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