



REQUEST FOR PROPOSAL

Reference No: - RFP-009-COMMUNICATION-2025

CATEGORY	SERVICE DESCRIPTION
CATEGORY A:	CONSULTANCY SERVICES FOR DEVELOPMENT OF TJNA's STAKEHOLDER ENGAGEMENT PLAN
CATEGORY B:	CONSULTANCY SERVICES FOR DEVELOPMENT OF CONTENT & MEDIA RELATIONS STRATEGY
CATEGORY C:	CONSULTANCY SERVICES FOR DEVELOPMENT OF DIGITAL & MULTIMEDIA STRATEGY

RFP ISSUE DATE: - 22nd SEPTEMBER 2025.

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SECTION 1 - INVITATION LETTER FOR REQUEST FOR PROPOSAL.

RFP REF NO.: - RFP-009-COMMUNICATION-2025

RFP Reference No.	RFP-009-COMMUNICATION-2025
Title of Tender	CATEGORY A: CONSULTANCY SERVICES FOR DEVELOPMENT OF TJNA'S STAKEHOLDER ENGAGEMENT PLAN CATEGORY B: CONSULTANCY SERVICES FOR DEVELOPMENT OF CONTENT & MEDIA RELATIONS STRATEGY CATEGORY C: CONSULTANCY SERVICES FOR DEVELOPMENT OF DIGITAL & MULTIMEDIA STRATEGY
Issuing Office & Address	TAX JUSTICE NETWORK AFRICA Jaflo Limited, Block 3 - 106 Brookside Drive, Westlands Website: - https://taxjusticeafrica.net/
Location of this Assignment	Nairobi-Kenya
Point of contact for clarifications & questions	TJNA Procurement Unit, procurement@taxjusticeafrica.net
Amendment of RFP Documents	At any time before the submission of proposals, the Client, TJNA, may, for any reason, whether at its own initiative or in response to a clarification requested by an invited firm, amend the RFP. Any amendment shall be issued in writing through addenda. The addenda shall be sent by mail to all invited consultants and will be binding on them. The Client may, at his discretion, extend the deadline for the submission of proposals, if deemed necessary, allow bidders reasonable time to take the amendment into account.
Email address for submission of Proposals	TJNA Procurement Unit, procurement@taxjusticeafrica.net
Deadline for submission of questions and clarifications	29th September 2025
Deadline for Answering questions and clarifications	6th October 2025
Deadline for submission of Proposals	Please include the subject line "RFP-009-COMMUNICATION-2025" in the email.
Anticipated Award Type	Consultancy Agreement (Bidders to quote for all three (3) categories).
	PRELIMINARY/MANDATORY EVALUATION CRITERIA
	Preliminary Mandatory Requirements Bidders will be evaluated on the following mandatory requirements, and those who fail to submit any of the documents below will not be considered for evaluation in the subsequent steps. Registered Firms/ Individual Entities: - <ol style="list-style-type: none"> 1. Certificate of registration or Incorporation/IDs for individual-based consultants 2. Copy of List of Directors, Shareholders, and beneficial owners (CR12) 3. Tax Compliance 4. Valid business permit from country of jurisdiction 5. Submission Technical Proposal 6. Submission of the financial proposal 7. Relevant Previous Experience (Reference letter/LSO/Contract) 8. CVs for the proposed team

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SECTION 2: INSTRUCTIONS TO BIDDERS

1. ORGANIZATIONAL PROFILE

Tax Justice Network Africa (TJNA) is a pan-African network established in 2007, with 48 member organizations in 26 African countries. The network envisions a new Africa where tax justice prevails, to contribute to an equitable, inclusive, and sustainable development. The mission of the network is to spearhead tax justice in Africa's development by enabling citizens and institutions to promote equitable tax systems through policy influencing. The coordination of the network's activities is delivered by a secretariat based in Nairobi, Kenya.

TJNA seeks to promote socially just, accountable, and progressive taxation systems in Africa. This is done by advocating for tax policies with pro-poor outcomes and tax systems that curb public resource leakages and enhance domestic resource mobilization. It aims to achieve this by challenging harmful tax policies and practices that, on the one hand, facilitate illicit financial outflows of resources and, on the other hand, favour the wealthy while aggravating and perpetuating inequality.

The work of TJNA across the continent is propagated through well-developed outreach programmes that support research and development. These are:

9. The African Parliamentary Network on Illicit Financial Flows and Taxation,
9. Pan African Conference on Illicit Financial Flows and Taxation and
9. International Tax Justice Academy
9. Knowledge Hub
9. The Anti-IFFs Policy Tracker

The five programs, otherwise referred to as Flagship programs, and the entire work portfolio of TJNA, are structured and implemented within the confines of 4 strategic thematic areas that structurally keep the network mission alive. These are:

1. Tax and the International Financial Architecture,
2. Tax and Investments,
3. Tax and Natural Resources Governance and
4. Tax and Equity.

2. PROPOSAL SUBMISSION

Interested and Eligible consultants/consortiums are required to submit their application in the English language with the following specific information: -

- Experience in similar assignments.
- Availability of appropriate key staff to be involved in the assignment.
- A brief profile of the firm, including a description of the firm.
- Proposed work plan and approach/methodology/concept.

Interested consultants may obtain further information from our website: <https://taxjusticeafrica.net/>.

2.1 The Technical and Financial Proposals must be submitted separately to (**tender@taxjusticeafrica.net**) by **13th October 2025 @5:00PM**.

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2.2 Association

Consultants may associate with other firms in the form of a Joint venture or a sub-consultancy to enhance their qualifications (provide group agreement to the effect). Shortlisted consultants may associate with non-shortlisted consultants ONLY after seeking written approval from TJNA.

2.3 Grounds for Exclusion

Organizations or Individuals are to be excluded from participating in this RFP if: -

- a) They are declared prohibited by TJNA because of their involvement in corrupt or Fraudulent practices in Procurement.
- b) TJNA staff or management involved in the procurement process have a financial interest in, or close relatives working with, the organization or individual.
- c) they are bankrupt or are being wound up, whose affairs are being administered by a court, who have entered an arrangement with creditors, who have suspended business activities or who are subject to an injunction against running a business by the court.
- d) they are the subject of proceedings for a declaration of bankruptcy, for an order for compulsory winding up or administration by the court, or for an arrangement with creditors, or of any other similar proceedings.
- e) They have been convicted of an offense concerning their professional conduct by a court.
- f) they have been found guilty of grave professional misconduct or
- g) They have not fulfilled obligations relating to payments of taxes or social security contributions.

2.5 Validity of Proposal

The proposal must remain valid for **90 calendar days** after the proposal submission deadline.

2.6 Communication

Communication between bidders or their agents and any official of TJNA is strictly forbidden except as provided for in the relevant sections of this RFP. Infringement of this clause may lead to automatic disqualification from the bid process.

2.7 Taxes

The financial proposals include all applicable taxes quoted separately. If taxes are not mentioned in the financial proposal, TJNA shall consider that they are included in the prices provided.

2.8 Currency

The financial proposal shall be in **Kenya Shillings (KES) or US Dollars (USD)**.

2.9 TJNA Policy and Standard Terms and Conditions

a) TJNA Employees

All proposals must indicate any/all known TJNA employees and/or near relatives who hold a position in your organization or have been engaged as a consultant for your organization within the last two years. Also indicate any known TJNA employees or near relatives that own or control more than a ten percent (10%) interest in your organization; If There are none, state so.

b) Conflict of Interest

The Consultant shall not hire any officer or employee of TJNA to perform any service covered by this agreement. The Consultant should ascertain that to the best of their knowledge, there exists no actual or potential conflict between the Consultant's family, business, or financial interest and the service provided under this agreement, and in the event of change in either private interests or service under this agreement, any question

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regarding possible conflict of interest which may arise because of such change will be raised with TJNA.

The Consultant shall not be in a reporting relationship with TJNA employee who is a near relative, nor shall the near relative be in a decision-making position with respect to the Consultant.

c) Ethics

The Consultant will exercise extreme care and due diligence to prevent any action or conditions which could result in conflict with the best interest of TJNA.

Throughout the term of any agreement resulting from the RFP, Consultant will not accept any employment or engage in any work which creates a conflict of interest with TJNA or in any way compromises the work to be performed under this RFP or any agreement resulting from this RFP. The Consultant and its employees will not offer gifts, entertainment, payment, loans, or other gratuities or consideration to TJNA employees, their families, other Consultants, subcontractors, or other third (3rd) parties for the purpose of influencing such persons to act contrary to TJNA's interest or for personal gain. The Consultant will immediately notify TJNA of all such violations of this clause upon becoming aware of such violations.

d) TJNA's Right to Reject or Modify

Selection of a proposal does not mean that all aspects of the proposal(s) are acceptable to TJNA. TJNA reserves the right to negotiate the modification of the proposal terms and conditions prior to the execution of a contract, to ensure satisfactory procurement.

e) Supplemental Terms and Conditions/Modifications

Any supplemental terms or conditions, or modification or waiver of these terms and conditions, must be in writing and signed by a Consultant and TJNA.

3.0 Form of Agreement

The contents of this RFP and the proposal document of the successful Consultant shall become contractual obligations as part of the Contract if acquisition action ensues. Failure of a successful Consultant to accept these obligations in a contractual agreement shall result in the cancellation of the award. TJNA reserves the right to negotiate provisions in addition to those stipulated in this RFP or proposed by a consultant for the purpose of obtaining the best possible contract.

• **Marketing References**

The successful Consultant shall be prohibited from making any reference to TJNA in any literature, promotional material, brochures, or sales presentations without the express written consent of TJNA.

3. BACKGROUND

Tax Justice Network Africa (TJNA) is a pan-African network established in 2007, with 52 member organisations in 26 African countries. The network envisions a new Africa where tax justice prevails to contribute to an equitable, inclusive, and sustainable development. The mission of the network is to spearhead tax justice in Africa's development by enabling citizens and institutions to promote equitable tax systems through policy influencing. The coordination of the network's activities is delivered by a secretariat based in Nairobi, Kenya.

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TJNA seeks to promote socially just, accountable, and progressive taxation systems in Africa. This is by advocating tax policies with pro-poor outcomes and tax systems that curb public resource leakages and enhance domestic resource mobilization. It aims to achieve this by challenging harmful tax policies and practices that, on one hand, facilitate illicit financial outflows of resources and, on the other hand, favor the wealthy while aggravating and perpetuating inequality.

To enhance its communication capacity, TJNA seeks skills in the development of a Digital and Multimedia Strategy, and the formulation of a Stakeholder Engagement Plan to ensure the quality and clarity of our materials reflect TJNA's commitment to excellence and advocacy for tax justice in Africa.

CATEGORY A: - CONSULTANCY SERVICES FOR DEVELOPMENT OF TJNA'S STAKEHOLDER ENGAGEMENT PLAN.

CONSULTANCY OBJECTIVE

The main objective of this consultancy is to develop a Stakeholder Engagement Plan that promotes structured, inclusive, impactful and creative interactions with TJNA's stakeholders. Specific objectives include:

- To conduct a stakeholder analysis to identify key stakeholders, their interests, and their roles in TJNA's work.
- To develop strategies to engage different stakeholder groups effectively, considering their unique needs and expectations.
- To establish clear communication channels and mechanisms to ensure ongoing collaboration.
- To align the Stakeholder Engagement Plan with TJNA's strategic priorities and advocacy goals.
- To provide recommendations for monitoring and evaluating stakeholder engagement activities.

SCOPE OF WORK:

The consultant will undertake the following tasks:

- Engaging with internal and external stakeholders to understand their perspectives and priorities.
- Identifying and documenting best practices in stakeholder engagement within the context of advocacy and non-profit organizations.
- Developing a structured Stakeholder Engagement Plan that includes:
 - ◆ Clear goals and objectives.
 - ◆ Stakeholder segmentation and engagement strategies.
 - ◆ Mechanisms for feedback and collaboration.
 - ◆ Tools for communication and relationship management.
- Designing a roadmap for implementation, including timelines, milestones, and resource requirements.
- Providing recommendations for monitoring, evaluation, and reporting on stakeholder engagement efforts.

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METHODOLOGY:

The consultant is expected to adopt a participatory and consultative approach that includes:

- Desk research to review existing documents, stakeholder data, and engagement practices.
- Stakeholder consultations, including interviews and focus group discussions with TJNA staff, members, and partners.
- Benchmarking against industry best practices and similar advocacy organizations.
- Data analysis to identify gaps, challenges, and opportunities in current stakeholder engagement efforts.
- Iterative plan development, incorporating feedback from TJNA's team throughout the process.

KEY DELIVERABLES/DURATION/TIMELINES: -

All deliverables are expected to be completed within **12 weeks** from the commencement date and not later than **TBD**.

Key Deliverable	Tentative Timelines in 2025
An inception report outlining the approach, methodology, and work plan.	Week 1: Inception meeting and submission of inception report.
A stakeholder analysis report with key findings and recommendations.	Week 2-4: Stakeholder mapping and consultations.
A draft Stakeholder Engagement Plan for review.	Week 5-8: Plan development and submission for feedback.
A final Stakeholder Engagement Plan document.	Week 9-10: Finalization and submission of the plan.
A final report summarizing the consultancy's findings and recommendations.	Week 11-12: Submission of the final report.

EXPERIENCE AND SKILLS REQUIRED: -

- A degree in Public Relations, Communications, Development Studies, or a related field.
- At least 8+ years of experience in stakeholder engagement, partnership development, or advocacy planning.
- Demonstrable experience in developing stakeholder engagement strategies for non-profits or advocacy organizations.
- Strong understanding of stakeholder mapping, analysis, and relationship management.
- Proven capacity to facilitate participatory processes and consultations.
- Excellent analytical, writing, and presentation skills.

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CATEGORY B: - CONSULTANCY SERVICES FOR DEVELOPMENT OF CONTENT & MEDIA RELATIONS

STRATEGY.

CONSULTANCY OBJECTIVE: -

The main objective of this consultancy is to develop a comprehensive Content and Media Relations Strategy that aligns with TJNA's goals and showcases the impact of TJNA's activities and programmes. The strategy should help position TJNA as a thought leader in tax justice and illicit financial flows across Africa and beyond. Specific objectives include: -

- Conducting an assessment of TJNA's current content and media relations landscape to identify strengths, weaknesses, opportunities, and threats.
- Developing a comprehensive strategy with clear goals, key performance indicators (KPIs), and an implementation roadmap tailored to TJNA's advocacy objectives.
- Providing recommendations on content creation, distribution, and audience engagement.
- Identifying key target audiences and outlining engagement strategies for each.
- Recommending best practices for building long-term media relationships that will amplify TJNA's advocacy efforts and policy initiatives.
- Developing a strategy for managing media inquiries, including a process for timely and effective responses.
- Identifying platforms for content distribution, with recommendations for engagement on social media, blogs, TJNA's website, and third-party media outlets.

SCOPE OF WORK: -

The consultant will be responsible for: -

- Recommending content marketing tactics to boost TJNA's visibility and engagement, maximizing the impact of content across platforms.
- Fast tracking the development of a Wikipedia page for TJNA.
- Developing clear and consistent messaging aligned with TJNA's mission and values. Ensure messaging resonates with different audiences and is adaptable across various platforms.
- Developing thought leadership strategies for media outreach and engagement, managing media inquiries.
- Developing strategies for proactively sharing TJNA's insights and successes across multiple platforms to influence public discourse and policy.
- Providing recommendations for internal capacity building on media relations and content creation.
- Designing a roadmap for implementation, including timelines, milestones, and resource requirements.
- Providing recommendations for monitoring, evaluation, and reporting on TJNA's content and media relations efforts.

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METHODOLOGY:

The consultant is expected to adopt a participatory and consultative approach that includes:

- Desk research to review existing documents, stakeholder data, and engagement practices.
- Stakeholder consultations, including interviews and focus group discussions with TJNA staff, members, and partners.
- Benchmarking against industry best practices and similar advocacy organizations.
- Data analysis to identify gaps, challenges, and opportunities in current stakeholder engagement efforts.
- Iterative plan development, incorporating feedback from TJNA's team throughout the process.

KEY DELIVERABLES/DURATION/TIMELINES: -

All deliverables are expected to be completed within **12 weeks** from the commencement date and not later than **TBD**.

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A draft Stakeholder Engagement Plan for review.	Week 5-8: Plan development and submission for feedback.
A final Stakeholder Engagement Plan document.	Week 9-10: Finalization and submission of the plan.
A final report summarizing the consultancy's findings and recommendations.	Week 11-12: Submission of the final report.

EXPERIENCE AND SKILLS REQUIRED: -

- A degree in Communications, Content Marketing, Media Relations, or a related field.
- At least 8+ years of experience in developing content and media relations strategies.
- Strong knowledge of media dynamics and content creation across digital and traditional platforms.
- A deep understanding of tax justice and illicit financial flows is an advantage.
- Excellent writing, communication, and presentation skills.
- Familiarity with African media landscapes is a plus.

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CATEGORY C: - CONSULTANCY SERVICES FOR DEVELOPMENT OF DIGITAL & MULTIMEDIA STRATEGY

CONSULTANCY OBJECTIVE: -

The main objective of this consultancy is to develop a Digital and Multimedia Strategy that enhances TJNA's **Thought Leadership, Engagement, Systems, processes, and tool, Brand building and Media Relations** across digital platforms. Specific objectives include:

- Conducting an assessment of TJNA's current digital and multimedia landscape to identify strengths, weaknesses, opportunities, and threats.
- Develop a comprehensive digital and multimedia strategy that aligns with TJNA'S overall strategic communication goals.
- Recommend appropriate digital platforms and technologies to maximize reach and engagement
- Developing a comprehensive strategy with clear goals, key performance indicators (KPIs), and an implementation roadmap tailored to TJNA's advocacy objectives.
- Providing recommendations on content creation, distribution, and audience engagement.
- Enhancing TJNA's capacity in digital and multimedia communications through training and knowledge transfer.

SCOPE OF WORK: -

The consultant will be responsible for:

- Conducting a comprehensive assessment of TJNA's digital and multimedia presence.
- Identifying key digital trends and best practices relevant to TJNA's work
- Engaging with key stakeholders to understand their communication needs and expectations.
- Developing a structured Digital and Multimedia Strategy that integrates social media, website management, video production, and email marketing.
- Designing content guidelines and templates for consistent brand storytelling.
- Advising on innovative digital tools and technologies to enhance engagement.
- Developing a roadmap for content production, distribution, and audience engagement.
- Providing recommendations on audience segmentation and engagement tactics.
- Conducting capacity-building sessions for TJNA's communications team on digital and multimedia best practices.
- Delivering periodic progress reports and incorporating feedback from TJNA's team.

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METHODOLOGY:

The consultant is expected to adopt a participatory and consultative approach that includes:

- Desk research to review existing documents, stakeholder data, and engagement practices.
- Stakeholder consultations, including interviews and focus group discussions with TJNA staff, members, and partners.
- Benchmarking against industry best practices and similar advocacy organizations.
- Data analysis to identify gaps, challenges, and opportunities in current stakeholder engagement efforts.
- Iterative plan development, incorporating feedback from TJNA's team throughout the process.
- Capacity-building and hands-on training for the communications team.

KEY DELIVERABLES/DURATION/TIMELINES: -

All deliverables are expected to be completed within **12 weeks** from the commencement date and not later than **TBD**.

The consultant is expected to deliver the following: -

- A situational analysis report with key findings and recommendations.
- A comprehensive Digital and Multimedia Strategy document.
- Content guidelines and templates for TJNA's digital platforms.
- Training sessions for the TJNA communications team.
- A final report summarizing the consultancy's findings and recommendations.

Key Deliverable	Tentative Timelines in 2025
An inception report outlining the approach, methodology, and work plan.	Week 1: Inception meeting and submission of inception report.
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EXPERIENCE AND SKILLS REQUIRED: -

- A degree in Digital Communications, Multimedia Design, Marketing, Public Relations, or a related field.
- At least 8+ years of experience in digital strategy development, multimedia content production, and audience engagement.
- Demonstrable experience in developing and implementing digital and multimedia strategies for non-profits or advocacy organizations.
- Demonstrated ability to create and implement integrated digital campaigns, including web, social media, email, and content marketing.
- Experience in designing audience engagement frameworks and tools to measure digital impact.
- Knowledge of SEO, Google Analytics, social media analytics, and performance measurement tools.
- Strong portfolio of digital and multimedia campaigns, including video storytelling, animated explainers, infographics, and interactive media.
- Proven success in building brand visibility, increasing audience engagement, and driving advocacy outcomes through digital tools.

EVALUATION CRITERIA: -

Consultants/ Firms shall be evaluated as per below criteria: -

MANDATORY REQUIREMENTS CRITERIA			POINTS
NO.	INDIVIDUAL	FIRMS (COMPANYS)	
1.	Copy of National Identity/Copy of passport Bio page	Valid Certificate of Incorporation/registration	10
	Copy of National Identity/Copy of passport Bio page	Copy of List of Directors, Shareholders, and beneficial owners (CR12)	
	Valid PIN and Tax Compliance certificate	Valid PIN and Tax Compliance certificate	
		Valid business permit from country of jurisdiction	
TECHNICAL EVALUATION CRITERIA			
1.	Submission Technical Proposal: - <ul style="list-style-type: none"> ✓ Qualification and competence of key staff (Kindly Attach CV /Resumes for the Proposed key staff and respective certificates) ✓ A cover letter outlining their relevant experience and approach to the assignment ✓ Detailed Methodology/Approach and work plan for implementing the assignment ✓ At least three (3) Proof of experience in providing similar consultancy services with advocacy networks or international development organizations (Provide LSOs/Contracts/Reference/Recommendation letters). 		70
2.	Bidders who qualify under TECHNICAL evaluation stage proceed to INTERVIEWE STAGE		10
FINANCIAL EVALUATION CRITERIA			
3.	Financial proposal (including consultancy fees and any related costs).		10
5.	TOTAL POINTS		100

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SELECTION CRITERIA

The consultant will be selected based on the following criteria:

- A cover letter
- Relevant experience and approach to the assignment.
- A detailed work plan and methodology.
- Financial proposal (including consultancy fees and any related costs).
- References from at least three organizations for similar assignments.

HOW TO APPLY:

Please submit the following by 17:00hr East African time on **MONDAY,13TH OCTOBER 2025** to tender@taxjusticeafrica.net with the email subject: **Reference No: - RFP-009-COMMUNICATION-2025: COMMUNICATION STRATEGY**

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