



REQUEST FOR PROPOSAL

RFP-002-FINANCE-2025

CONSULTANCY SERVICES FOR REVIEW AND DEVELOPMENT OF FINANCE & COST ALLOCATION POLICY.

RFP ISSUE DATE: - 22nd SEPTEMBER 2025.

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SECTION 1 - INVITATION LETTER FOR REQUEST FOR PROPOSAL.

RFP REF NO.: - RFP-002-FINANCE-2025

RFP Reference No.	RFP-002-FINANCE-2025
Title of Tender	CONSULTANCY SERVICES FOR REVIEW AND DEVELOPMENT OF FINANCE & COST ALLOCATION POLICY.
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, to 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	02 nd October 2025
Deadline for Answering questions and clarifications	02 nd October 2025
Deadline for submission of Proposals	Please include the subject line "RFP-002-FINANCE-2025" in the email.
Anticipated Award Type	Consultancy Agreement
PRELIMINARY/MANDATORY EVALUATION CRITERIA	
	<p>Preliminary Mandatory Requirements</p> <p>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.</p> <p>Registered Firms/ Individual Entities: -</p> <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 **03rd 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

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event of change in either private interests or service under this agreement, any question 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 research and advocacy organisation that promotes equitable tax policies and the strengthening of tax systems to advance social justice. TJNA operates in a dynamic funding and regulatory environment, necessitating periodic reviews of its financial policies to ensure compliance, efficiency, and alignment with best practices.

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Operating in a dynamic funding and regulatory environment, TJNA recognises the need for robust, updated, and practical financial policies to ensure transparency, efficiency, accountability, and compliance with donor and statutory requirements.

TJNA is also currently transitioning to an Enterprise Resource Planning (ERP) system, and this review presents an opportunity to align finance policies with the system's structure, workflows, and reporting capabilities.

To this end, TJNA seeks to engage a consultant/firm to:

1. Review and update the Finance Policies and Procedures Manual to align with international best practices, donor requirements, and Kenyan regulatory frameworks, and TJNA's ERP system architecture and workflows.
2. Develop a comprehensive Cost Allocation Policy to ensure fair, consistent, and transparent allocation of shared and indirect costs across projects and funding sources.

4. OBJECTIVE

The primary objectives of this assignment are:

- 4.1. To review and update TJNA's financial policies and procedures to reflect current best practices and donor requirements.
- 4.2. To strengthen financial management, accountability, and compliance frameworks.
- 4.3. To develop a comprehensive cost allocation policy to ensure fair and transparent distribution of costs across projects and funding sources.
- 4.4. To align TJNA's financial policies with evolving operational and regulatory needs.
- 4.5. To build staff and capacity for consistent application of updated policies.
- 4.6. To integrate financial risk management protocols to strengthen resilience and safeguard resources.

5. SCOPE OF WORK:

The consultant will undertake the following tasks:

5.1. Review of Existing Financial Policies:

- Assess the adequacy, efficiency, and effectiveness of TJNA's current financial policies and procedures.
- Identify gaps, inconsistencies, and areas for improvement.
- Benchmark against international best practices, peer organisations and donor expectations.

5.2. Stakeholder Consultations:

- Engage with key TJNA staff, board members, and donors to gather input on financial management needs.
- Conduct workshops or interviews to collect feedback on existing policies and proposed improvements.
- Ensure revised policies reflect practical realities and build ownership.

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5.3. Development of a Cost Allocation Policy:

- Define direct and indirect costs, ensuring precise budgeting and financial reporting categorisation.
- Establish principles and methodologies for allocating shared costs across multiple projects and funding sources.
- Align the policy with donor requirements and organisational objectives.

5.4. Update and Enhancement of Finance Policies:

- Revise policies related to financial controls, procurement, expense management, grant compliance, reporting, and risk management.
- Ensure policies reflect applicable legal and regulatory requirements.
- Incorporate mechanisms for periodic policy reviews and updates.
- Provide practical tools/checklists to guide implementation.

5.5. Financial Risk Management:

- Develop a framework for identifying, mitigating, and monitoring key risks (fraud, liquidity, FX exposure, donor non-compliance).
- Integrate risk reporting and escalation procedures into policies.

5.6. Cross-Policy Alignment:

- Assess how this policy aligns with other TJNA policies, such as Sub-Granting, Procurement, HR, and Governance.
- Propose strategies to enhance harmonisation across these areas.

5.7. Documentation & Capacity Building:

- Draft and validate the updated Finance Policies and Procedures Manual and the Cost Allocation Policy.
- Present key recommendations to TJNA management, staff, finance team and the Executive Council.
- Incorporate feedback and submit the final approved documents.
- Provide induction/training sessions to strengthen implementation.

5.7. ERP System Alignment:

- Review TJNA's finance policies and procedures in the context of its ERP system transition. Ensure that revised policies are compatible with ERP modules (e.g., procurement, payroll, reporting) and support effective implementation and internal controls.

6. KEY DELIVERABLES:

The consultant is expected to deliver the following:

- 6.1. Inception report (methodology, work plan, and stakeholder engagement plan)
- 6.2. A detailed assessment report highlighting gaps and areas for improvement in the existing financial policies.
- 6.3. ERP Integration note: - a brief guidance document outlining how revised policies interface with TJNA's ERP system and any recommended system configuration or workflow adjustments
- 6.4. A comprehensive and practical cost allocation policy.
- 6.5. A revised finance policy document incorporating all necessary updates.
- 6.6. A final presentation of the revised policies to TJNA's management and relevant stakeholders.
- 6.7. User-friendly tools/guides/checklists to support implementation.
- 6.8. Training/induction sessions for finance and program staff.

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9. CONSULTANT QUALIFICATIONS/EXPERIENCE: -

The ideal consultant/firm should have:

- 7.2 Advanced qualifications in Finance/Accounting (CPA, ACCA, CFA, or equivalent).
- 7.3 At least 7–10 years’ experience in financial management and policy development within NPOs/companies limited by guarantee.
- 7.4 Knowledge of Kenyan statutory requirements and international financial reporting standards (e.g., IFRS for SMEs).
- 7.5 Experience in risk management and fraud prevention.
- 7.6 Strong facilitation, analytical, and report-writing skills.
- 7.7 Prior experience with advocacy networks or international development organisations is an advantage
- 7.8 Experience aligning finance policies with ERP systems (e.g., QuickBooks, Sage, SAP, Microsoft Dynamics, or similar platforms).

8. 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			
2.	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 organisations (Provide LSOs/Contracts/Reference/Recommendation letters). ✓ Experience in risk management and fraud prevention. 		70
3.	Bidders who qualify under TECHNICAL evaluation stage proceed to INTERVIEWE STAGE		10
FINANCIAL EVALUATION CRITERIA			
4.	Financial proposal (including consultancy fees and any related costs).		10
5.	TOTAL POINTS		100

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9. TIMELINE

The assignment is expected to take approximately 6–8 weeks from the date of contract signing. A detailed work plan with specific timelines will be agreed upon during the inception phase.

10. SELECTION CRITERIA

The consultant will be selected based on the following criteria:

- A cover letter outlining their 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 organisations for similar assignments.

HOW TO APPLY:

Please submit the following by 17:00hr East African time on **FRIDAY, 03rd OCTOBER 2025** to tender@taxjusticeafrica.net with the email subject: **RFP-002-FINANCE-2025: - CONSULTANCY SERVICES FOR REVIEW AND DEVELOPMENT OF FINANCE & COST ALLOCATION POLICY.**

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