REQUEST FOR PROPOSAL

RFP-020-PIL-2026

CONSULTANCY TO REVIEW AND UPDATE TJNA NETWORK DEVELOPMENT STRATEGY

RFP ISSUE DATE: - 04th NOVEMBER 2026.

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SECTION 1 - INVITATION LETTER FOR REQUEST FOR PROPOSAL.

RFP REF NO.: - **RFP-020-PIL-2026**

RFP Reference No.	**RFP-020-PIL-2026**
Title of Tender	**CONSULTANCY TO REVIEW AND UPDATE TJNA NETWORK DEVELOPMENT 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, 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,** **tender@taxjusticeafrica.net**
Deadline for submission of questions and clarifications	**9th NOVEMBER 2026**
Deadline for Answering questions and clarifications	**10th NOVEMBER 2026**
Deadline for submission of Proposals	**Please include the subject line "RFP-020-PIL-2026" in the email.**
Anticipated Award Type	**Consultancy Agreement**
PRELIMINARY/MANDATORY EVALUATION CRITERIA	
	Preliminary Mandatory Requirements **Bidders will be evaluated based on the following mandatory requirements. Those who fail to submit any of the documents below will not be considered for evaluation in the subsequent steps.** **Registered Firms/ Individual Entities: -** **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. Previous Experience (Reference letter/LSO/Contract)** **8. CVs for the proposed team**

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SECTION 2: INSTRUCTIONS TO BIDDERS

1. BACKGROUND

Tax Justice Network Africa (TJNA) is a Pan-African network established in 2007 and composed of 57 member organisations across more than 26 African countries. The network brings together think tanks, trade unions, feminist organisations, youth-led organisations, faith-based organisations, and community-based organisations working collectively to advance tax justice and equitable development across the continent.

TJNA envisions a just, sovereign and self-reliant Africa, where equitable and people-centred tax systems drive structural transformation, enabling all Africans to lead healthy, prosperous and dignified lives.

TJNA works to campaign and advocate for effective, evidence-based and just tax system changes in and for Africa, coordinating with global partners, and leading, mobilising and organising African civil society and institutional stakeholders.

TJNA's work is implemented through seven Strategic Focus Areas:

- Tax and the International Financial Architecture;
- Tax, Trade and Investment;
- Tax, Natural Resource Governance and Climate Justice;
- Tax and Equity;
- Tax and Health;
- Partnership, Networking and Member Engagement; and
- Organisational Development and Sustainability.

TJNA also implements several flagship initiatives and platforms, including:

- The Pan-African Conference on Illicit Financial Flows and Taxation (PAC);
- The International Tax Justice Academy (ITJA);
- The African Parliamentary Network on Illicit Financial Flows and Taxation (APNIFFT);
- The Tax and IFF Knowledge Hub; and
- The Anti-IFF Policy Tracker.

Network development at TJNA

In 2022, TJNA developed its first Network Development Strategy to strengthen the Secretariat's role in coordinating and facilitating the network, while improving member engagement, community building, and network governance. The strategy provided important reflections and recommendations on membership structures, Secretariat support systems, community building, and member participation.
Since then, TJNA has experienced significant institutional, political, and programmatic evolution. The network has expanded its continental and global engagement on issues including global tax governance, extractives and energy transition, feminist fiscal justice, sovereign financing, and United Nations tax negotiations. At the same time, civil society organisations across Africa are facing shrinking civic space, reductions in development funding, and increasing pressure to strengthen sustainability and collaborative approaches to advocacy and resourcing.

In response to these evolving realities, TJNA has developed its Strategic Plan (2026-2030), which has been adopted by its members. As part of this process, TJNA seeks to review and update its 2022 Network Development Strategy to ensure that it:

- Aligns with TJNA's adopted Strategic Plan 2026–2030 and operationalizes Strategic Focus Area Six (Partnership, Networking and Member Engagement);
- Improves collaborative resourcing and partnership models;
- Establishes clear, practical and robust engagement mechanisms for member engagement, including but not limited to regional caucuses and thematic working groups.

TJNA therefore seeks to engage a consultant to facilitate a participatory review and update the Network Development Strategy for the period 2026–2030.

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/.

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2.1 The Technical and Financial Proposals must be submitted separately to (**procurement@taxjusticeafrica.net**) by **17th NOVEMBER 2026 @5:00PM.**

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 that 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 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 proposal shall 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).

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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 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 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 that could result in conflict with the best interest of TJNA.

Throughout the term of any agreement resulting from the RFP, the Consultant will not accept any employment or engage in any work that 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 people 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. OBJECTIVES AND SCOPE OF WORK

The overall objective of the consultancy is to review and update TJNA's Network Development Strategy to align with TJNA's Strategic Plan (2026–2030).

Specific Objectives

- Review the implementation of the 2022 Network Development Strategy, documenting achievements, challenges, and lessons learned, and assess current member engagement practices.
- Develop, through consultation with members and key stakeholders across regions and language groups, clear member engagement mechanisms that enhance the functionality of regional caucuses and thematic working groups, improve collaborative resourcing and partnership models, and foster collective action movement building.
- Design an implementation plan (2027-2030) to guide and measure progress in member engagement and movement building among TJNA members.

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METHODOLOGY

The consultant is expected to apply a participatory and inclusive methodology that centers TJNA's Pan-African values and movement-building approach.

The methodology may include:

- Desk review of key documents;
- Key informant interviews;
- Surveys and questionnaires;
- Focus group discussions;
- Virtual workshops and validation sessions;
- Comparative review of network and movement-building practices within African and global civil society ecosystems.

The consultant is expected to ensure meaningful participation of diverse members across regions, language groups (including Francophone and Lusophone members), and thematic areas.

4. KEY DELIVERABLES, DURATION AND TIMELINES

All deliverables associated with the development of the Network Development Strategy are expected to be completed and presented to TJNA within a maximum duration of four (4) months from commencement date, and not later than 31st March 2027.

Key Deliverables	**Tentative Timelines in 2027**
Inception report including methodology, data collection tools and work plan	4th December 2026
Stakeholder consultation report and situational analysis	14th December 2026 -22nd January 2027
Submit Draft Network Development Strategy, including implementation plan	5th February 2027
Virtual Validation Workshops targeting members, TJNA staff and board and strategic partners	15-26th February y 2027
Submit Final Network Development Strategy	6th March 2027

5. CONSULTANCY MANAGEMENT

The assignment will be managed by the Partnerships and Member Engagement Coordinator. The consultant will work closely with TJNA staff and Board, and a working group comprising selected TJNA member representatives.

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6. EXPERIENCE AND SKILLS REQUIRED:

Skills

- Excellent analytical, facilitation, and strategic writing skills;
- Strong stakeholder engagement and consultation experience;
- Ability to synthesize diverse perspectives into coherent strategic frameworks;
- Excellent English writing and communication skills;
- French language proficiency is an added advantage.

Education Background and Past Work Experience:

- Advanced university degree in Organizational Development, International Development, Political Science, Public Policy, Governance, Sociology, or related fields.
- At least 7 years of experience in network development, movement-building, organizational strategy, or civil society strengthening;
- Strong understanding of Pan-African civil society ecosystems and advocacy networks;
- Proven experience facilitating participatory strategy development processes;
- Experience working with membership-based organizations, coalitions, or regional networks;
- Strong understanding of governance, partnerships, and movement-building approaches;
- Knowledge of tax justice, economic justice, governance, or related fields will be an added advantage.

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AWARD CRITERIA

We will evaluate the bids based on the requirements above using the following weighting:

MANDATORY REQUIREMENTS CRITERIA			POINTS
NO.	**COMPANY/FIRM**	**INDIVIDUAL**	
1.	Certificate of Incorporation/registration	Copy of National Identity/Copy of passport Bio page	**10**
	Copy of List of Directors, Shareholders, and beneficial owners (CR12)	Copy of National Identity/Copy of passport Bio page	
	Valid PIN and Tax Compliance certificate from the Country of Jurisdiction	Valid PIN and Tax Compliance certificate	
	Valid business permit from the country of jurisdiction	N*A	
	TECHNICAL EVALUATION CRITERIA		
2.	Submission Technical Proposal: - • Cover letter outlining their relevant experience and approach to the assignment • Qualification and competence of key staff (Kindly Attach CV /Resumes for the Proposed key staff and respective certificates) • Company profile (where applicable) • At least three (3) Proofs of experience in providing similar consultancy services with advocacy networks or international development organizations (Provide LSOs/Contracts/Reference/Recommendation letters).		**60**
3.	Bidders who qualify under the **TECHNICAL** evaluation stage proceed to the **INTERVIEW STAGE**		**10**
4.	**FINANCIAL EVALUATION CRITERIA**		
	Financial proposal		**20**
5.	**TOTAL POINTS**		**100**

HOW TO APPLY:

a) Please submit the following by **17:00 East African time on Tuesday, November 17th, 2026**, to tender@taxjusticeafrica.net with the email subject "**RFP-020-PIL-2026 CONSULTANCY TO REVIEW AND UPDATE TJNA NETWORK DEVELOPMENT STRATEGY".**

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