



COMMON MARKET FOR EASTERN AND SOUTHERN AFRICA BUSINESS COUNCIL (CBC) AND CONFEDERATION OF GERMAN INDUSTRIES (BDI)

SHORT TERM CONSULTANCY

THE REVIEWING AND ALIGNMENT OF THE CURRENT STANDARD OPERATING PROCEDURES

REQUEST FOR PROPOSALS (RFP)

Ref no: CS/CBC/12hc(02/26)

Closing Date: 14 April 2026

TERMS OF REFERENCES

<u>PROJECT TITLE:</u>	CBC-BDI Project on Inclusive COMESA Private Sector Participation in the implementation of the African Continental Free Trade Agreement.
<u>Assignment title:</u>	The reviewing and alignment of the current standard operating procedures
<u>Contract Duration:</u>	15 days
<u>Duty station:</u>	Home-based
<u>Travel:</u>	Mainly virtual field missions
<u>Eligibility</u>	Individual Consultant

1. BACKGROUND

The COMESA Business Council (CBC) is a business member organization bringing together a diverse group of enterprises, companies, and Business Associations in the region to inform and influence the policy directions that impact private sector and business community at large in COMESA. It is the recognized regional apex body of the Private Sector and Business Community in the 21 COMESA Member States. CBC seeks to strengthen the inclusiveness of the private sector in regional and global trade. This includes prioritizing specific advocacy strategies to address key business impediments and measures that affect industries and have a direct bearing on the participation of businesses in trading in the COMESA region.

Operations of CBC are guided by the Rules and Regulations for CBC which are already in existence since 2019 as an internal control tool. There is need for the review and alignment of the current set of Rules and regulation to ensure effective and efficient implementation of such tools. This is to ensure that CBC adapt to changing realities in its operational environment when fulfilling its mandate.

It is against this background that the CBC, with the support of the Federation of German Industries (BDI), is seeking the services of a professional and competent Individual Consultant to review and align these current policies to ensure that CBC fulfils its mandate. The expenses for this activity are covered by CBC-BDI Project under both membership drive and Short-Term Expert (STE) components.

2. OBJECTIVE OF THE ASSIGNMENT

Broad Objective:

CBC should have the following Rules and Regulations aligned:

- a. Staff Rules and Regulations
- b. Financial Rules and Regulations
- c. Procurement Rules and Regulations

Specific Objectives:

- (a) Coherence within the Rules and Regulations.
- (b) Non-conflict among the various Rules and Regulations.

3. SCOPE OF WORK AND TASKS

In order to achieve the above objective(s) of the assignment, the Consultant will undertake the following tasks:

- 3.1 Review the CBC vision, mission, values, objectives, and priorities based on the mandate of COMESA Business Council (CBC)
- 3.2 Review of benchmark similar policies from similar organization and industry leaders.
- 3.3 Conduct a gap analysis on the current and proposed ways of transitioning.
- 3.4 Based on this analysis, identify focus areas to prioritize.
- 3.5 Propose a plan for achieving the alignment of these rules and regulations.
- 3.6 Develop a monitoring and evaluation framework for the implementation of the internal policies to measure its performance and effectiveness.

4 APPROACH AND METHODOLOGY

The Individual Consultant is expected to explain the approach and methodology that will be used to undertake the assignment. The proposed approach and methodology should include, among others, the following: -

- 4.1 **Desk review:** The Individual Consultant is expected to undertake in-depth review of relevant documents, literature and reports and benchmarking with similar organizations' change management policies.
- 4.2 **Consultation with staff:** This will be the initial consultation with the staff to review the current operational environment and set priorities for internal policies. It will also include meetings and planning workshops for staff to generate proposals and inputs that will feed into the draft policies.
- 4.3 **Virtual field missions and stakeholder engagements:** The Consultant will be required to undertake consultations with stakeholders if possible.
- 4.4 **Report writing:** The Consultant will draft the rules and regulations draft and will work closely with the CBC secretariat.
- 4.5 **Presentation of the reports for validation:** The Consultant will be expected to present the draft report to CBC staff. A one-day validation meeting will be organized on an agreed date, where the consultant will present the report and incorporate the inputs.

The Consultant is to adopt a systematic and participative approach in reviewing internal policies. The process will involve the following key activities:

- (a) A kick-off meeting with the consultant to have the common understanding of the assignment and interpretation of the scope of work, and to achieve the following objectives:.

- Have common understanding on the assignment.
- Identify any gaps in the SOW and the expected outcomes.
- Discuss the type and numbers of stakeholders that will need to be contacted during the assignment;
- Highlight potential challenges in undertaking the assignment.
- Discuss the necessary logistical arrangements regarding execution of the assignment;
- Discuss documentation for the assignment .

- (b) A review of the policies that are available.
- (c) A review of the policies from similar organization.
- (d) Consultations with staff and priority setting
- (e) Consultations with several external stakeholders if necessary
- (f) Drafting of the Report: The Individual Consultant will draft the internal policies and guides and will work closely with the CBC secretariat.
- (g) Organising a validation workshop for presentation of the draft report.
- (h) Development of the final report, as informed by the validation meeting

5 PERFORMANCE PERIOD AND OUTPUTS

The performance period for the assignment is from the date of signing of the contract, for a period of 15 days.

6 DELIVERABLES

The Consultant will deliver as follows:

- (a) Development of an Inception Report
 - Background – Objective and description of the consultant’s understanding of the tasks;
 - Approach and Methodology – Explain approach and methodology, data collection and interview questions;
 - Workplan – Sequencing of the activities with timelines including meeting schedules and virtual field visits;
 - Report format/structure.
- (b) Facilitate a consultative workshop for Board members and Staff.
- (c) Facilitate consultative meetings with members, partners, and other stakeholders.
- (d) Draft Rules and Regulations with justification.
- (e) Facilitate stakeholders’ validation workshop.
- (f) Revised Rules and Regulations
- (g) Final Rules and Regulations for Board Approval.

7 TIMELINES FOR UNDERTAKING THE ASSIGNMENT

The table below shows the expected outputs and the timeline for the assignment.

Output	Description	Period	Location Details
Inception report	Writing and submission of inception report	3 days after the start of the assignment	Home based

Facilitating Consultative workshop	Pre consultation with staff	2 days of pre consultation	Home Based
Reviewing the Rules and Regulations	Undertaking field work including meeting with staff	6 days after inception report	Home based
	Writing draft recommendations to CBC	1 days	Home based
Draft recommendations to be presented to CBC	Presentation of the recommendations for validation and capturing additional/final inputs	1 day	Home based
Revised Rules and Regulations Draft	Revising draft policy incorporating inputs submitted from the validation workshop	1 days after the validation workshop	Home based
Final Rules and Regulations	Finalising the rules and regulations in accordance with the requirements of the contract	1 days	Home based
Total		15 days	

8 PAYMENT SCHEDULE

The budget ceiling for this assignment lump sum is EUR2,500. Individual Consultants are encouraged to submit their proposals indicating their competitive fees. This amount entails professional fees only.

Payment to be made according to the payment schedule on the table below:

Output	Payment Schedule	
Inception report Approved	10% Payment	
Draft Rules and Regulations	30% Payment	
Revised Rules and Regulations and recommendations	60% Payment	40% Payment
Final Rules and Regulations		20% Payment

9 QUALIFICATION OF THE CONSULTANT

The Individual consultant must possess the following minimum qualifications:

- Bachelor's degree or Postgraduate in Business Administration, Finance, Project Management, Regulatory Profession or any other relevant field covering policy and regulations.
- 3 years' experience in developing and implementing policies, procurement and finance policies, and having exposure to have led through such in an organisation.
- Having undertaken consultancy of similar nature.
- Experience in undertaking similar assignments in the private sector, public sector, non-governmental organisations, regional and/or international organisations is an advantage.
- Good understanding of the COMESA policies and guidelines.

Language Requirements:

Proficiency in written and spoken English.

10 EVALUATION CRITERIA AND PAYMENT MODALITIES

The Individual Consultant is expected to submit standard technical and competitive financial proposals. The Individual Consultant will be evaluated against a combination of technical and financial criteria. The Individual Consultant should score a minimum of 70% of the 100% technical grade which will then qualify the Individual Consultant for the next stage of financial grading. Both financial and technical scores will be added for the final grade.

To assist in the examination, evaluation and comparison of proposal, CBC may ask the Consultant for clarification of their Proposal. The request for clarification and the response shall be in writing and no change in price or substance of the Proposal shall be sought, offered or permitted.

CBC will examine the Proposals to determine whether they are complete, whether any computational errors have been made, whether the documents have been properly signed, and whether the Proposals are generally in order.

Arithmetical errors will be rectified on the following basis: If there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail and the total price shall be corrected. If the Individual Consultant does not accept the correction of errors, its Proposal will be rejected. If there is a discrepancy between words and figures, the amount in words will prevail.

Prior to the detailed evaluation, the Procurement Committee will determine the substantial responsiveness of each Proposal to the Request for Proposals (RFP). For purposes of these Clauses, a substantially responsive Proposal is one, which conforms to all the terms and conditions of the RFP without material deviations. CBC's determination of a Proposal's responsiveness is based on the contents of the Proposal itself without recourse to extrinsic evidence.

A Proposal determined as not substantially responsive will be rejected by the CBC and may not subsequently be made responsive by the Individual Consultant by correction of the non-conformity.

The bids will be evaluated as follows:

- The email that has technical and financial offers will be opened.
- The "TECHNICAL PROPOSAL" will be opened and evaluated.
- If the technical proposal is evaluated as 70 per cent or above, the "FINANCIAL PROPOSAL" will be opened.
- The Individual Consultant that has offered what is adjudged to be the best technical and financial offer will be offered the contract.
- If the Individual Consultant that offered what was adjudged to be the best technical and financial offer declines to accept the offer, then the Individual Consultant that is adjudged to have offered the second best technical and financial offer will be offered the contract.

In evaluating the relative merits of Individual Consultant's bidding for the project, the evaluation panel will consider:

- Understanding of the terms of reference and requirements of the assignment (15%),
- Demonstrated experience of the Individual Consultant and sample of past assignments carried out by the Individual Consultant in the field of study at regional level (COMESA) (25%),
- The proposed approach and methodology to be applied by the Consultancy Individual Consultant, including workplan with timelines (35%),
- Qualification, competence and relevant experience of Individual Consultant (25%).

11 REPORTING AND MANAGEMENT

The Individual Consultant will work under the direct supervision of the Finance and Administrations Manager and under the overall management of the Chief Executive Officer.

- The Chief Executive Officer will provide quality assurance and ensure that the documentation produced is reviewed and approved.
- The Chief Executive Officer will ensure that the Individual Consultant receives all relevant documentation with respect to CBC Guidelines, Rules and Regulations necessary for the execution of his/her tasks.

12 CONTRACT

A formal contract specifying the scope of the assignment shall be prepared and signed between the Secretariat and the Individual Consultant prior to the beginning of the assignment. The contract shall also clearly spell out the responsibilities of the two parties.

13 PAYMENT PERIOD

The period for payment shall be 30 days from acceptance of the report, based on the payment outputs.

14 PRICING

All prices MUST be indicated in EUR. There will be a no price variation of the contract after signing of contract except upon a mutual written agreement between the two parties. Prices must be exclusive of all taxes within Zambia.

15 AWARD OF CONTRACTS

COMESA Business Council reserves the right to wholly or partially reject or award this contract to any bidder and has no obligation to award this contract to the lowest bidder.

16 CLOSING DATE OF PROPOSALS

Proposals must be emailed to the COMESA Business Council Secretariat on or before 14 April 2026 at latest by **23.00hrs, CAT**.

17 REJECTION OF PROPOSALS

Any proposal received by the Secretariat after the closing date and time shall be rejected.

18 TECHNICAL QUERIES

For any technical queries related to the specifications of work or TORs, kindly contact: communications@comesabusinesscouncil.org

19 DISCLAIMER

COMESA Business Council does not bind itself to accept any proposal and reserves the right to accept the whole or partially any of the submitted proposals.

The Chairperson- Procurement Committee
COMESA Business Council
COMESA Secretariat Building, Ben Bella Road
P.O. Box 30051 Lusaka, Zambia.
Tel: (260) 211 229725.

a) The Technical Proposal should include the following:

- Updated profile of the Individual Consultant including a CV;
- Detailing his/her understanding of the task and highlighting experience and expertise in similar works as well as a detailed approach and methodology for carrying out the assignment including an outline of the supporting documents/ projects and their references;
- Copies of academic and professional qualifications of the consultant.

b) The Financial Proposal shall be in line with No. 10 and No. 14 of this RFP.