

TERMS OF REFERENCE

Consultancy Services for Conducting a Comprehensive Audit of the ATAF Website and Developing Website Upgrade Requirements

1. Background

The African Tax Administration Forum (ATAF) is a leading African organisation that supports its member tax administrations in strengthening domestic revenue mobilisation through technical assistance, capacity building, research, policy development, knowledge sharing and advocacy.

The ATAF website serves as the organisation's primary digital platform for communicating its work, disseminating knowledge products, engaging stakeholders, promoting events and providing access to resources for member countries, development partners, researchers, policymakers and the general public.

Since its development, ATAF's work, products, services and stakeholder base have expanded significantly. To ensure that the website continues to effectively support the organisation's strategic objectives and reflects international best practices, ATAF intends to undertake a comprehensive upgrade of its website.

The website upgrade will be implemented in two phases. Phase One will consist of a comprehensive audit of the existing website to assess its current performance, identify gaps and opportunities for improvement, and develop detailed functional and technical requirements that will inform Phase Two, which will involve the redesign and redevelopment of the website.

ATAF therefore seeks to engage a qualified service provider to undertake Phase One of this assignment.

2. Objective of the Consultancy

The overall objective of the consultancy is to undertake a comprehensive assessment of the current ATAF website and establish a clear, evidence-based and user-centred blueprint for its upgrade.

The consultancy should establish who ATAF's website users are, what information and services they require, the key tasks they seek to perform on the website, how effectively the existing website responds to those needs, and what changes are required to improve the overall digital experience.

Specifically, the consultancy will:

- Identify ATAF's key website audiences and understand their information needs, behaviours, expectations and priority tasks.
- Assess how users currently interact with the ATAF website and identify key pain points and barriers.
- Assess whether existing website content adequately responds to user needs and ATAF's strategic communication objectives.
- Evaluate the effectiveness of the current information architecture, navigation and content organisation.
- Assess the website's design, technology, performance, accessibility, security, search visibility and content management environment.
- Benchmark ATAF's digital presence against relevant international and regional organisations and recognised best practices.
- Develop a proposed information architecture, sitemap and user journeys for the upgraded website.
- Validate the proposed website structure and navigation through appropriate user testing.
- Define the functional, technical, content, accessibility, security and other requirements for Phase II of the website upgrade.
- Develop a prioritised roadmap for implementation.
- Develop terms of Reference for a service provider for Phase II of the website upgrade.

3. Scope of Work

The assignment shall follow a user-centred and evidence-based approach. The service provider shall undertake the following activities:

3.1. Website Strategy and Institutional Requirements

The service provider shall assess the role of the website within ATAF's broader institutional, communication and knowledge-management objectives.

The service provider shall:

- Assess the current role and purpose of the ATAF website.
- Consult relevant ATAF departments to understand their current and future website requirements.

- Assess whether the website adequately supports ATAF's strategic communication, knowledge-sharing, stakeholder engagement and institutional visibility objectives.
- Identify the principal strategic objectives that the upgraded website should support.
- Define the appropriate role of the website within ATAF's broader digital communication ecosystem.

3.2. User Research, Audience Needs and User Journeys

The service provider shall undertake user research to establish who uses, or is expected to use, the ATAF website, why they visit the website, what information and services they require, and the tasks they expect to perform.

The service provider shall:

- Identify and define ATAF's primary and secondary website user groups.
- Identify users' key information needs, expectations and priorities.
- Identify the principal tasks users seek to perform on the website.
- Assess users' current experience of finding information, accessing resources and completing key tasks.
- Identify key pain points, unmet needs and barriers within the existing website.
- Develop representative user profiles/personas where appropriate.
- Define priority user journeys and tasks for the upgraded website.

Key audiences to be considered may include, among others:

- ATAF Member Tax Administrations;
- Policymakers and government officials;
- Development partners and donors;
- Tax professionals;
- Researchers and academia;
- Media;
- Other relevant users.

The findings of the user research should inform the subsequent content audit, information architecture, functional requirements and proposed website design.

3.3. Website Analytics and Current User Behaviour

The service provider shall review available website analytics and other relevant data to understand how users currently interact with the website.

This shall include, where data is available:

- Website traffic and trends.
- Traffic sources.

- Most and least visited pages.
- Most downloaded publications and resources.
- Website search behaviour.
- User navigation paths.
- Entry and exit pages.
- Device and browser usage.
- Geographic distribution of users.
- Page performance.
- Other relevant behavioural indicators.

The service provider shall use these findings alongside qualitative user research to identify current patterns of use and areas requiring improvement.

The service provider shall also assess the existing analytics configuration and recommend an appropriate measurement framework and key performance indicators for the upgraded website

3.4. Current Information Architecture, Navigation and Search Assessment

The service provider shall assess whether the existing website structure enables users to easily find and access the information and resources identified as important through the user research and content assessment.

The service provider shall:

- Review the current website structure and sitemap.
- Assess the logical organisation and hierarchy of information.
- Review navigation menus and pathways.
- Assess whether content categories and labels are intuitive and understandable to users.
- Assess the effectiveness of internal linking.
- Evaluate website search functionality, filtering and content discoverability.
- Identify structural barriers that make information difficult to locate.
- Assess whether the website structure reflects users' information needs and mental models rather than primarily ATAF's internal organisational structure.
- Identify opportunities to simplify and improve the website architecture.

3.5. Development of Proposed Information Architecture and Sitemap

Based on the findings from the institutional assessment, user research, analytics, content audit, benchmarking and assessment of the current website structure, the service provider shall develop a proposed information architecture for the upgraded ATAF website.

The service provider shall:

- Develop a proposed sitemap for the upgraded website.
- Develop the recommended main navigation and menu structure.
- Define the proposed content hierarchy and content categories.
- Establish logical relationships between key sections and content types.
- Define pathways supporting priority user journeys and tasks.
- Recommend appropriate search, filtering and content-discovery mechanisms.
- Ensure that the proposed architecture is scalable and capable of accommodating future content and functionality.
- Ensure that the proposed architecture reflects recognised international UX and information architecture best practices.

The proposed information architecture shall balance user needs, ATAF's institutional and strategic communication requirements, and recognised international best practices.

3.6. Wireframing, Prototyping and User Validation

The service provider shall translate the proposed information architecture into sufficient visual and interactive representations to enable ATAF and representative users to understand and test the proposed website experience before Phase II development begins.

The service provider shall:

- Develop wireframes for key page types and priority user journeys.
- Develop interactive prototypes where appropriate to demonstrate key navigation and user interactions.
- Demonstrate how key content types and functionality would be presented and accessed.
- Conduct appropriate usability testing with representative users from ATAF's key stakeholder groups.
- Apply appropriate user experience (UX) research and testing methods to validate the proposed information architecture, navigation and prototypes with representative users.
- Test whether users can intuitively navigate the proposed structure, locate priority information and complete key tasks.
- Document user-testing methodology, findings and identified usability issues.
- Refine the proposed information architecture, sitemap, navigation, user journeys and wireframes based on testing results and ATAF feedback.

The final proposed information architecture and user experience shall therefore be validated with representative users before being adopted as the basis for Phase II.

3.7. Visual Design and Branding Assessment

The service provider shall:

- Assess the current website against ATAF's brand identity and branding guidelines.
- Review typography, colours, imagery, graphic elements and visual consistency.
- Assess page layouts and visual hierarchy.
- Assess the use of photography, video, infographics, data visualisation and other multimedia content.
- Evaluate whether the current visual presentation appropriately reflects ATAF's position as a leading continental institution.
- Recommend design principles and a visual direction for the upgraded website.
- Identify opportunities to improve the presentation of ATAF's work impact, knowledge products, members, programmes and institutional content.

3.8. Technical Architecture and CMS Audit

The service provider shall conduct a comprehensive assessment of the existing technical environment, including:

- Content Management System (CMS).
- Hosting environment.
- Databases.
- Plug-ins, modules and extensions.
- Third-party systems and integrations.
- Source-code quality and maintainability.
- Ease of website administration and content publishing.
- Multilingual content-management capabilities.
- Scalability and future expansion.
- Existing technical limitations and dependencies.

The service provider shall recommend whether the existing technical environment should be retained, upgraded, replaced or reconfigured and provide justification for the recommended approach.

3.9. Website Performance, Mobile Responsiveness and Compatibility

The service provider shall:

- Assess page-loading speed and overall website performance.
- Review Core Web Vitals and other relevant performance indicators.
- Identify performance bottlenecks.
- Assess optimisation of images, scripts, files and other resources.
- Assess website responsiveness across desktop, tablet and mobile devices.
- Test compatibility across major browsers and common screen sizes.

- Identify functionality or content that does not perform effectively on mobile devices.
- Recommend performance improvements and appropriate mobile-first requirements for the upgraded website.

3.10. Accessibility Assessment

The service provider shall:

- Assess the website against applicable Web Content Accessibility Guidelines (WCAG).
- Review keyboard navigation, colour contrast, alternative text, heading structures, forms and multimedia accessibility.
- Assess the accessibility of downloadable resources where relevant.
- Identify barriers affecting users with disabilities.
- Recommend the accessibility standard and requirements to be applied during Phase II.

3.11. Search Engine Optimisation and External Discoverability

The service provider shall:

- Conduct a technical and on-page SEO assessment.
- Review metadata, page titles, headings, URLs and internal linking.
- Assess indexing and crawlability.
- Identify broken links, redirects and other SEO issues.
- Assess the discoverability of ATAF's publications, research, tools and institutional content through search engines.
- Recommend an SEO framework and requirements for the upgraded website.

3.12. Security, Privacy, Backup and Business Continuity

The service provider shall assess, at an appropriate website audit level:

- Website security configuration.
- CMS, plug-ins and modules.
- User roles and access controls.
- Backup arrangements.
- Recovery mechanisms.
- Update and maintenance practices.
- Forms and collection of user information.
- Cookies and relevant privacy considerations.
- Potential technical vulnerabilities.

The service provider shall recommend appropriate security, privacy, backup, recovery and ongoing maintenance requirements for the upgraded website.

3.13. Benchmarking and International Best Practices

The service provider shall benchmark the ATAF website against an agreed selection of comparable regional, continental, international and development institutions.

The benchmarking shall consider, among others:

- Information architecture and navigation.
- User experience.
- Content organisation.
- Knowledge and publication repositories.
- Search and filtering.
- Multilingual functionality.
- Institutional and impact storytelling.
- Accessibility.
- Mobile experience.
- Multimedia integration.
- Overall visual and digital experience.

The benchmarking shall identify relevant good practices and innovative approaches that may appropriately be adapted to ATAF's context.

3.14. Consolidated Website Requirements and Phase II Roadmap

Based on all findings, the service provider shall develop a comprehensive requirements specification for the upgraded ATAF website.

The requirements shall include, as applicable:

- User requirements.
- Functional requirements.
- Information architecture requirements.
- Content requirements.
- CMS and content-management requirements.
- Multilingual requirements.
- Technical requirements.
- Integration requirements.
- Search and filtering requirements.
- Analytics requirements.
- SEO requirements.
- Accessibility requirements.
- Security requirements.
- Performance requirements.
- Hosting and infrastructure requirements.
- Website administration requirements.

- Maintenance and support requirements.

The service provider shall clearly distinguish between:

- **Mandatory requirements for Phase II;**
- **Recommended enhancements;** and
- **Potential future functionality.**

The service provider shall also develop a prioritised roadmap for the implementation of Phase II, including key dependencies, risks, sequencing and indicative level of effort.

4. Methodology

The service provider shall propose a detailed methodology for undertaking the assignment. At minimum, the methodology should combine:

- Desk review and institutional consultation.
- Website analytics and data analysis.
- User research.
- Content assessment.
- UX and information architecture analysis.
- Technical assessment.
- Benchmarking.
- User journey mapping.
- Wireframing and prototyping.
- User testing and validation.
- Stakeholder validation.

ATAF expects an iterative and participatory approach in which findings from each stage inform subsequent stages of the assignment.

The methodology should ensure that recommendations are supported by evidence and that the proposed website structure is validated with representative users rather than being based solely on technical or design considerations.

5. Key Deliverables

The service provider shall deliver, at minimum, the following:

Deliverable 1: Inception Report

The report shall include:

- Understanding of the assignment.

- Detailed methodology.
- Work plan and timeline.
- Stakeholder and user consultation approach.
- Proposed user-research methodology.
- Proposed benchmarking organisations.
- Key milestones and validation points.

Deliverable 2: User Research and Current-State Assessment Report

The report shall include:

- Defined website audiences/user groups.
- User needs and expectations.
- Priority user tasks.
- Current user journeys and pain points.
- Website analytics findings.
- Current content assessment.
- Current information architecture and navigation assessment.
- Key content and functionality gaps.

Deliverable 3: Comprehensive Website Audit Report

The report shall consolidate findings from:

- Strategic assessment.
- Content audit.
- UX assessment.
- Information architecture assessment.
- Design and branding review.
- Technical and CMS audit.
- Performance assessment.
- Mobile and browser assessment.
- Accessibility audit.
- SEO assessment.
- Security and privacy assessment.
- Analytics assessment.
- Benchmarking.

The report shall clearly identify issues, their implications and prioritised recommendations.

Deliverable 4: Content Inventory and Content Migration Matrix

The service provider shall provide a structured content inventory identifying content to:

- Retain.
- Update.
- Consolidate.
- Archive.
- Remove.
- Develop as new content.

The matrix shall also identify key content gaps arising from the user-needs assessment.

Deliverable 5: Proposed and Validated Website Information Architecture and UX Prototype

This deliverable shall include:

- Proposed sitemap.
- Navigation and menu structure.
- Content hierarchy.
- Proposed content taxonomy/categories.
- Priority user journeys.
- Wireframes for agreed key page types.
- Interactive prototypes where appropriate.
- User-testing methodology.
- User-testing findings.
- Identified usability issues.
- Evidence of how findings were incorporated.
- Final refined and validated information architecture and sitemap.

Deliverable 6: Website Upgrade Requirements Specification

The specification shall provide sufficiently detailed requirements to guide the procurement and/or implementation of Phase II, including:

- Functional requirements.
- Technical requirements.
- CMS requirements.
- Content requirements.
- Multilingual requirements.
- Search requirements.
- Integration requirements.
- Analytics requirements.
- SEO requirements.
- Accessibility requirements.
- Security requirements.

- Performance requirements.
- Hosting requirements.
- Website administration and maintenance requirements.

Each requirement should, where practical, be categorised according to priority.

Deliverable 7: Phase II Website Upgrade Roadmap

Based on the findings and approved recommendations from Phase One, the service provider shall develop a practical roadmap to guide ATAF in planning and managing the implementation of the website upgrade.

The roadmap shall include:

- Recommended scope and priorities for Phase II.
- Recommended sequencing of the website upgrade activities.
- Key implementation milestones and dependencies.
- Indicative implementation timeframe.
- Key implementation risks and proposed mitigation measures.
- Content development and migration requirements and their sequencing.
- Internal ATAF inputs, decisions and resources required during implementation.
- Requirements for testing, quality assurance and user acceptance.
- Requirements for training and knowledge transfer.
- Recommendations for website launch and transition from the existing website.
- Recommendations for post-launch support, maintenance and ongoing website governance.

The roadmap shall provide ATAF with a clear implementation pathway from completion of Phase One through development, testing, launch and post-launch management of the upgraded website.

Deliverable 8: Terms of Reference for Phase II – Website Upgrade Implementation

Based on the findings, recommendations, validated information architecture and approved requirements developed under Phase I, the service provider shall develop comprehensive Terms of Reference to guide the procurement of a suitably qualified service provider for the design, development and implementation of the upgraded ATAF website.

The Terms of Reference shall include (at minimum):

- Define the background, objectives and scope of Phase Two.
- Translate the approved website requirements into a clear and detailed scope of work for the Phase II service provider.

- Incorporate the approved information architecture, sitemap, navigation structure, user journeys and UX requirements.
- Define the website design and user-interface requirements.
- Define the functional and technical requirements for the upgraded website.
- Define requirements for the Content Management System (CMS) and website administration.
- Define requirements for multilingual functionality and management of English, French and Portuguese content.
- Define requirements for content migration from the existing website.
- Define requirements for website search, filtering and content discoverability.
- Define requirements for relevant third-party systems and integrations.
- Define requirements for analytics and performance measurement.
- Define SEO and external discoverability requirements.
- Define accessibility requirements.
- Define website security, privacy, backup and recovery requirements.
- Define website performance, responsiveness and browser/device compatibility requirements.
- Define requirements for development, testing, quality assurance and deployment.
- Define requirements for user acceptance testing and resolution of identified issues before launch.
- Define requirements for training, technical documentation and knowledge transfer to relevant ATAF staff.
- Define post-launch support, maintenance and warranty requirements.
- Specify the expected deliverables, implementation milestones and indicative timeframe for Phase II.
- Define the minimum qualifications, expertise and experience required of the Phase II service provider.
- Propose appropriate technical evaluation criteria to support ATAF's procurement and assessment of bids.

The Phase Two Terms of Reference shall be sufficiently detailed and implementation-ready to enable ATAF to procure the website upgrade based on the findings and requirements established during Phase I, without requiring substantial further definition of the scope.

The Terms of Reference shall be submitted to ATAF for review and revised by the service provider to incorporate ATAF's comments before finalisation.

6. Duration of the Assignment

The consultancy is expected to be completed within **6-8 weeks** from the date of contract signature.

7. Required Qualifications and Experience

The service provider should demonstrate:

- Proven experience in conducting institutional website audits.
- At least five years' experience in website strategy, UX, UI and digital transformation.
- Demonstrated expertise in website architecture and CMS platforms.
- Experience conducting technical, SEO, accessibility and security audits.
- Strong knowledge of WCAG accessibility standards.
- Experience in digital analytics and website performance optimisation.
- Demonstrated experience working with international organisations, public institutions or development organisations.
- A multidisciplinary team comprising, at minimum:
 - Project Manager
 - UX/UI Specialist
 - Web Developer/Technical Architect
 - SEO Specialist
 - Content Strategist
 - Accessibility Specialist
 - Cybersecurity Specialist (or equivalent expertise)

8. Reporting

The service provider will report to the Communications Manager or his designated representative and will work closely with the Communications Unit and the IT function throughout the assignment.

Regular progress meetings shall be held to review findings, discuss emerging recommendations and validate deliverables.

9. Evaluation Criteria

Proposals will be evaluated based on:

Criterion	Weight
Understanding of the assignment and proposed methodology	25%
Relevant experience in similar assignments	30%
Qualifications and experience of the proposed team	25%
Work plan and implementation approach	10%
Financial proposal	10%

10. Ownership of Deliverables

All reports, data, documentation, specifications, recommendations and other outputs produced under this consultancy shall become the property of ATAF. The service provider shall maintain strict confidentiality and shall not disclose, reproduce or use any information obtained during the assignment without the prior written consent of ATAF.

11. Application process

Potential service providers will send their applications to this link: [ATAF Website Audit – Fill out form](#)

Closing Date: 02 October 2026