

# FEAFFA LOGISTICS EXCELLENCE AWARDS

## Participant Information Pack

Everything you need to know to apply, compete, and succeed

GLC 2026 Edition — Juba, South Sudan

### A message from the FEAFFA Secretariat

The FEAFFA Logistics Excellence Awards are the first structured, regional recognition programme dedicated exclusively to excellence in East African freight forwarding and logistics. Anchored in the Global Logistics Conference (GLC), these awards are designed not just to celebrate outstanding performance, but to raise the bar for every organisation, professional, and institution across our sector.

This information pack tells you everything you need to know — who can apply, what we look for, how the evaluation works, and how to prepare a strong submission. Read it carefully. The organisations that succeed in these awards are those that take the preparation seriously.

We look forward to recognising the best in East African logistics.

### About FEAFFA

The Federation of East African Freight Forwarders Associations (FEAFFA) is the umbrella body for national freight forwarding associations across East Africa, representing thousands of logistics professionals and companies across the region.

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# 1. About the FEAFFA Logistics Excellence Awards

The FEAFFA Logistics Excellence Awards are a regional recognition programme that benchmarks excellence across corporate, individual, and institutional levels in the East African logistics sector. Anchored in the annual Global Logistics Conference (GLC), the awards ceremony is the culminating highlight of the conference — celebrating the organisations, professionals, and associations who have set the highest standards in our sector.

## 1.1 Why these awards exist

East Africa's logistics sector moves billions of dollars of trade every year — yet there has been no structured, credible, regional mechanism to recognise the organisations and professionals driving that excellence. The FEAFFA Logistics Excellence Awards address that gap. They are built on three convictions:

- What gets recognised gets replicated. Publicly celebrating excellence in compliance, sustainability, innovation, and professionalism encourages others to raise their standards.
- Measurement drives improvement. The self-assessment process itself — even for organisations that do not win — is a powerful diagnostic tool that helps identify gaps and plan improvements.
- Regional integration requires shared standards. A logistics sector that benchmarks itself consistently across East Africa is better positioned to compete globally and facilitate intra-regional trade.

## 1.2 Strategic objectives

What the awards seek to achieve
<p><b>Recognise and reward excellence</b> Celebrate outstanding companies, professionals, and associations within the freight logistics value chain across all EAC member states.</p>
<p><b>Promote industry standards</b> Identify and benchmark best practices in logistics operations, compliance, and service delivery — creating reference points for the sector.</p>
<p><b>Encourage innovation and sustainability</b> Recognise and incentivise technology adoption, green logistics, and forward-thinking approaches to freight and customs.</p>
<p><b>Enhance regional integration</b> Facilitate knowledge sharing, peer learning, and positive competition among EAC logistics stakeholders.</p>
<p><b>Strengthen accountability and governance</b> Promote transparent, structured evaluation frameworks that raise governance standards across companies and associations.</p>
<p><b>Develop leadership capacity</b> Recognise and invest in the next generation of logistics professionals and sector leaders.</p>

## 2. Why Participate? Benefits of the Awards

Participation in the FEAFFA Logistics Excellence Awards delivers value at every level — whether you win, are shortlisted, or simply complete the self-assessment. Here is what participation means for your organisation or career.

For Companies & Organisations	For Individual Nominees
<p><b>Regional recognition &amp; brand credibility</b> Being named a FEAFFA Logistics Excellence Award winner or finalist positions your organisation as a sector leader, immediately enhancing credibility with clients, regulators, and partners across East Africa.</p> <p><b>Business development &amp; market access</b> Award recognition opens doors — to new contracts, new partnerships, and new markets. Clients and government agencies increasingly prefer to work with verifiably excellent organisations.</p> <p><b>Structured improvement tool</b> Even before results are announced, the self-assessment process helps you identify your genuine strengths and the gaps that most need attention. This diagnostic value is available to every participating organisation, regardless of outcome.</p> <p><b>Confidential performance feedback</b> Every applicant receives a confidential, personalised Performance Feedback Report from the Technical Assessment Team — a structured analysis of your scores, strengths, improvement priorities, and a 12-month development roadmap. This feedback alone is worth the application.</p> <p><b>Staff pride and morale</b> Award recognition creates a shared sense of achievement across your team. Organisations that enter the awards consistently report improvements in staff engagement and retention.</p>	<p><b>Professional visibility &amp; sector standing</b> Recognition at the GLC — East Africa's premier logistics conference — places you in front of the region's most influential logistics professionals, policymakers, and business leaders.</p> <p><b>Career advancement</b> Award recognition is a powerful differentiator in career development — for promotions, board appointments, consulting mandates, and speaking opportunities.</p> <p><b>Peer network access</b> Shortlisted and winning individuals gain privileged access to FEAFFA's network of sector leaders, association executives, and international logistics bodies including FIATA.</p> <p><b>Mentoring and development opportunities</b> Young Professional nominees in particular may be connected with FEAFFA's leadership development programme and offered mentoring by senior sector figures.</p> <p><b>Published recognition</b> Winners and finalists are featured in post-GLC media releases, FEAFFA communications, and the GLC conference publication — ensuring lasting recognition beyond the ceremony itself.</p>

<p><b>REMEMBER</b></p>	<p>You do not need to win to benefit. Every organisation that completes the Self-Assessment Questionnaire receives a confidential Performance Feedback Report from the Technical Assessment Team. Every individual nominee receives structured written feedback. The investment in participating delivers returns regardless of outcome.</p>
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## 3. Award Categories

The FEAFFA Logistics Excellence Awards recognise excellence at three levels: corporate (organisations), individual (professionals), and institutional (national associations). The 2026 GLC inaugural cycle features nine categories.

### 3.1 Corporate Categories

<b>CAT 1</b>	<p><b>Customs &amp; Freight Logistics Company of the Year — Large</b></p> <p>Open to: Freight forwarding and customs brokerage companies with annual gross revenue of USD 250,000 and above · Application fee: USD 400</p>
	<p>The flagship corporate award. Recognises overall excellence in freight forwarding, customs compliance, operational performance, customer service, innovation, people development, sustainability, and industry collaboration. Assessed across all seven evaluation dimensions using the full Self-Assessment Questionnaire.</p> <p><b>Evaluation instrument: Large Company SAQ</b></p>
<b>CAT 2</b>	<p><b>Customs &amp; Freight Logistics Company of the Year — Medium</b></p> <p>Open to: Freight forwarding and customs brokerage companies with annual gross revenue between USD 50,000 and USD 249,999 · Application fee: USD 200</p>
	<p>Recognises excellence in freight forwarding and customs brokerage at medium enterprise scale. Uses the same seven evaluation dimensions as the Large Company category, with evidence thresholds and results data requirements calibrated to medium enterprise capacity. Results tables require a minimum of 2 years of data.</p> <p><b>Evaluation instrument: Medium Company SAQ</b></p>
<b>CAT 3</b>	<p><b>Customs &amp; Freight Logistics Company of the Year — Small</b></p> <p>Open to: Freight forwarding and customs brokerage companies with annual gross revenue below USD 50,000 · Application fee: USD 100</p>
	<p>Recognises excellence in freight forwarding and customs clearing for small organisations operating below USD 50,000 in annual revenue — the most numerous category of logistics operator in East Africa. Uses a plain-language SAQ designed to be completed without a consultant, with simplified evidence standards that accept informal documentation. All seven dimensions are assessed with evidence thresholds calibrated to small organisation capacity.</p> <p><b>Evaluation instrument: Small Company SAQ (purpose-built)</b></p> <p>Threshold: annual gross revenue below USD 50,000 in freight forwarding / customs clearing operations</p>

## 3.2 Thematic Categories

<b>CAT 4</b>	<p><b>Sustainability &amp; Green Logistics Award</b></p> <p>Open to: All organisations — Large, Medium, or Small — in freight forwarding or logistics-related sectors · Application fee: USD 300</p>
	<p>Recognises organisations demonstrating industry-leading commitment to environmental sustainability — including emissions reduction, green fleet management, circular supply chain practices, and measurable ESG outcomes. Evaluated across three focused dimensions: Sustainability &amp; ESG (50%), Green Operations (30%), and Green Innovation (20%).</p> <p><b>Evaluation instrument: Sustainability SAQ (D5, D2-Green, D3-Green)</b></p>
<b>CAT 5</b>	<p><b>Innovation &amp; Technology Award</b></p> <p>Open to: All organisations of any size — freight forwarding companies, customs brokers, logistics technology providers, and logistics-adjacent businesses in an EAC Partner State · Application fee: USD 300</p>
	<p>Recognises organisations that have demonstrated outstanding innovation and effective use of technology to enhance efficiency, service delivery, and competitiveness within the East African logistics sector. This is an organisational award — not an individual award. Both technology creators and technology users are eligible. You do not need to have built your own technology to win — impactful and well-implemented adoption of existing tools is equally valued.</p> <p><b>Three evaluation dimensions: Technology Adoption &amp; Integration (40%) · Innovation Outcomes &amp; Impact (35%) · Digital Culture &amp; Capability Building (25%)</b></p> <p><b>Evaluation instrument: Innovation &amp; Technology SAQ (purpose-built)</b></p>

## 3.3 Individual Categories

<b>CAT 6</b>	<p><b>Young Professional of the Year</b></p> <p>Open to: Logistics professionals aged 35 or under at the time of submission · Application fee: USD 100</p>
	<p>Recognises exceptional early-career professionals who demonstrate innovation, excellence, and leadership potential beyond what is typical for their career stage. Age verification is required. Self-nomination and third-party nomination are both accepted.</p> <p><b>Evaluation instrument: Individual Nomination Form (Category D.1)</b></p>
<b>CAT 7</b>	<p><b>Female Achiever in Logistics Award</b></p> <p>Open to: Women working at any level in the East African freight and logistics sector · Application fee: USD 100</p>
	<p>Recognises women who demonstrate outstanding professional excellence, leadership courage, and active contribution to gender inclusion in a traditionally male-dominated sector. Celebrates achievements across all career stages — from emerging professionals to sector veterans.</p> <p><b>Evaluation instrument: Individual Nomination Form (Category D.2)</b></p>

### 3.4 Institutional Category

<b>CAT 8</b>	<p><b>Best National Freight Forwarders Association</b></p> <p>Open to: National freight forwarding associations that are FEAFFA member bodies · Application fee: USD 300</p>
	<p>Recognises national associations demonstrating institutional excellence across governance quality, member service delivery, advocacy effectiveness, financial health, and regional engagement. Assessed using a dedicated Institutional SAQ with six purpose-built dimensions appropriate for associations.</p> <p><b>Evaluation instrument: Institutional SAQ (ISAQ) — 6 Association Dimensions</b></p>

### 3.5 South Sudan Country Category

<b>CAT 9</b>	<p><b>South Sudan Logistics Excellence Award</b></p> <p>Open to: Freight forwarding and customs brokerage firms with primary operations in South Sudan — no size threshold · Application fee: USD 100</p>
	<p>Recognises overall excellence of an individual logistics firm operating in South Sudan — the 2026 GLC host country — in freight forwarding, customs compliance, operational performance, customer service, and innovation. Open to Large, Medium, and Small firms with primary operations in South Sudan. All compete in the same category — no revenue threshold applied within this category.</p> <p>The Technical Assessment Team assesses performance relative to South Sudan's frontier-market operating environment — not against broader EAC benchmarks. Informal evidence is accepted. Local talent development and South Sudan-specific innovation are weighted positively. SSRA Customs Agent Licence documentation is mandatory.</p> <p><b>Evaluation instrument: South Sudan SAQ (South Sudan edition — purpose-built)</b></p>

### 3.6 Quick Eligibility Guide

If you are...	Enter this category	Instrument
Revenue USD 250,000 and above	CAT 1 — Company of the Year (Large) · USD 400	Large Company SAQ
Revenue USD 50,000 – USD 249,999	CAT 2 — Company of the Year (Medium) · USD 200	Medium Company SAQ
Revenue below USD 50,000	CAT 3 — Company of the Year (Small) · USD 100	Small Company SAQ
Any logistics organisation with a strong sustainability story	CAT 4 — Sustainability Award	Sustainability SAQ
Any logistics organisation with impactful technology or innovation	CAT 5 — Innovation & Technology Award	Innovation SAQ

If you are...	Enter this category	Instrument
An individual logistics professional aged 35 or under	CAT 6 — Young Professional of the Year	Nomination Form
A woman working in East African freight or logistics	CAT 7 — Female Achiever Award	Nomination Form
A national freight forwarding association (FEAFFA member)	CAT 8 — Best National Association	ISAQ
A logistics firm with primary operations in South Sudan	CAT 9 — South Sudan Logistics Excellence Award	South Sudan Logistics SAQ
Any company with strong tech AND strong overall performance	CAT 1/2/3 AND CAT 5 — dual entry	Two separate submissions

## 4. Eligibility Requirements

### 4.1 Corporate & Institutional Applicants

- Must be a legally registered organisation operating in an EAC Partner State.
- Must be actively operating in freight forwarding, customs brokerage, logistics services, logistics technology, or a directly related supply chain field.
- Must be in good regulatory standing — including current freight forwarding / customs agent licences, tax compliance, and relevant statutory approvals.
- Must be a current member (or member in good standing) of the national freight forwarding association in their operating country.
- CAT 3 — Small: annual gross revenue below USD 50,000 in freight forwarding / customs clearing.
- CAT 2 — Medium: annual gross revenue between USD 50,000 and USD 249,999.
- CAT 1 — Large: annual gross revenue of USD 250,000 and above.
- Host Country applicants (CAT 9): primary operations must be in South Sudan. Regional firms with a South Sudan subsidiary are eligible only where the South Sudan entity is the primary applicant.
- National associations applying under CAT 8 must be a current FEAFFA member body.

### 4.2 Individual Nominees

- Must be a current, active professional working in freight forwarding, customs brokerage, logistics management, or a directly related field in an EAC Partner State.
- Young Professional nominees (CAT 6) must be 35 years of age or younger at the date of submission. Official proof of date of birth (national ID or passport) is mandatory.
- Individual nominees may be self-nominated or nominated by a third party. Third-party nominations require the nominee's written consent.

#### MULTI-CATEGORY

Organisations may apply for multiple categories. For example, a company may enter the Company of the Year category (CAT 1/2/3 based on revenue) and also the Sustainability Award (CAT 4) or Innovation & Technology Award (CAT 5). Each application requires a separate, complete submission. Application fees apply per submission.

## 5. The Evaluation Framework — How Are Organisations Assessed?

The FEAFFA Logistics Excellence Awards use a structured, multi-dimensional evaluation framework based on the Evidence-Implementation-Results (EIR) scoring model. Understanding this framework will help you prepare a stronger submission.

### 5.1 The EIR Scoring Model

Every question in the corporate and institutional SAQs is scored using the EIR model — a three-component scoring system that assesses not just what your organisation claims, but how well it can prove it.

<p><b>E</b></p> <p><b>Existence</b></p> <p>30% of score</p> <p>Do formal systems, policies, or processes exist and are they documented?</p>	<p><b>I</b></p> <p><b>Implementation</b></p> <p>40% of score</p> <p>Are those systems actively deployed, consistently, across the organisation?</p>	<p><b>R</b></p> <p><b>Results</b></p> <p>30% of score</p> <p>What measurable outcomes have been achieved over the past 1–3 years?</p>
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$$\text{EIR Score} = (\text{E} \times 0.30) + (\text{I} \times 0.40) + (\text{R} \times 0.30)$$

Implementation carries the highest weight because having a policy means little if it is not consistently practised. Results carry equal weight with Existence because outcomes are what ultimately matter.

### What do the scores mean?

Score	Level	What it means
9–10	World Class	Comprehensive systems fully embedded across the organisation with exceptional, verified results consistently above regional benchmarks.
7–8	Advanced	Strong systems with broad implementation and solid, improving results. Occasional gaps but overall high performance.
5–6	Progressing	Systems exist and are operational, but implementation is inconsistent or results are limited or not yet clearly measured.
3–4	Early Stage	Some elements in place but systems are incomplete or new. Limited evidence of results.
1–2	Minimal	Very limited evidence of formal systems or results. Informal or ad-hoc practices only.
0	Absent	No evidence of this criterion being addressed.

## 5.2 The Seven Dimensions — Corporate Categories (CAT 1, 2, 3, 9)

For corporate categories, organisations are assessed across seven strategic dimensions. Weights are consistent across Large, Medium, and Small categories.

Code	Dimension	Large / Medium / HC	Small	What is assessed	Why it matters
D1	Leadership & Strategy	15%	15%	Strategic vision, leadership systems, planning, governance.	Foundation of sustained excellence.
D2	Operational Excellence	20%	20%	Service delivery, on-time performance, customer satisfaction.	The core of what freight forwarders do.
D3	Innovation & Technology	15%	10%	Technology adoption, digital transformation, process innovation.	Defines the sector's future.
D4	People & Culture	15%	13%	Staff development, retention, gender inclusion, wellbeing.	The best people consistently outperform.
D5	Sustainability & ESG	10%	5%	Environmental policy, GHG management, social responsibility.	No longer optional.
D6	Compliance & Risk	15%	25%	Regulatory compliance, licensing, anti-corruption, risk.	Existential for clearing agents.
D7	Industry Collaboration	10%	12%	Association engagement, customs liaison, facilitation.	No organisation succeeds alone.

## 5.3 Innovation & Technology Award Dimensions (CAT 5)

Dimension	Weight	What is assessed
IT1 — Technology Adoption & Integration	40%	Breadth, depth, and measurable impact of technology deployed in logistics operations.
IT2 — Innovation Outcomes & Impact	35%	Specific innovations driven, implementation process, and documented business and sector outcomes.
IT3 — Digital Culture & Capability Building	25%	How innovation mindset is sustained, staff digital capability developed, and future technology planned.

## 6. How to Prepare a Strong Submission

The quality of your submission determines how well the Technical Assessment Team can assess your organisation. A strong submission is not just accurate — it is specific, evidence-rich, and clearly structured.

### 6.1 Understand what the Technical Assessment Team is looking for

The Technical Assessment Team assesses every submission against three questions — one for each component of the EIR model:

EIR Component	The question the Technical Assessment Team asks	Strong evidence looks like
Existence (E) — 30%	Does a formal, documented system exist?	Written policies, certified systems, documented procedures, board-approved strategies.
Implementation (I) — 40%	Is it consistently deployed across the organisation — not just on paper?	Training records, audit reports, process logs, management meeting minutes, staff communications.
Results (R) — 30%	What measurable outcomes has it produced over time?	KPI data over 1–3 years with trend lines, customer satisfaction scores, financial performance, emissions data.

### 6.2 The five principles of a strong SAQ submission

#### 1 Be specific, not generic

The Technical Assessment Team reads dozens of submissions. Generic statements — "we are committed to customer satisfaction" — score poorly. Specific evidence — "our on-time delivery rate was 94% in 2025, up from 87% in 2023, measured across 1,247 shipments" — scores well. Every claim should be supported by a specific fact, figure, or document reference.

#### 2 Show trends, not snapshots

Single-year data tells the Technical Assessment Team very little. Organisations that present three years of improving data demonstrate that their systems are working — not just that they had one good year. Wherever possible, show the direction of travel.

#### 3 Let the evidence speak

Every narrative answer should be supported by an attached evidence document. A policy document that says what you wrote is true is far more persuasive than your saying it is true. Label every piece of evidence clearly and reference it in your answers.

**4 Address all dimensions fully**  
 A brilliant D2 Operations score will not compensate for an absent D6 Compliance submission. The Technical Assessment Team assesses all seven dimensions. Leaving a dimension weak — even one you consider less central to your business — will drag your composite score down significantly.

**5 Be honest**  
 Jurors are experienced logistics professionals. Inflated claims are easily identified — and damage your credibility across the entire submission. Honest answers about gaps, combined with evidence of how you are addressing them, score better than exaggerated claims. Integrity is itself a criterion.

### 6.3 Evidence quality — what counts and what does not

Evidence is classified by the Technical Assessment Team into three tiers. Higher-tier evidence produces higher scores.

Tier	Type	Examples	Score impact
<b>Strong</b>	Independently verifiable, third-party issued, or audited	ISO certificates, audited financial statements, government compliance letters, customer satisfaction reports (external), certified emissions data, regulatory approvals.	Maximum scoring — the Technical Assessment Team awards high marks for verifiable evidence
<b>Partial</b>	Internal documents, plausible and relevant but not independently verified	Internal reports, management accounts, internal training logs, staff survey results, process documentation, board minutes.	Moderate scoring — accepted but lower weight than verified evidence
<b>Weak</b>	Narrative claims without supporting documentation	Unsupported statements in the SAQ narrative, general descriptions without documents, references to certifications not attached.	Low scoring — claims without evidence score at the bottom of the range

**SMEV TEST**  
 Before submitting any evidence, apply the SMEV test: Is it Specific (not generic)? Is it Measurable (contains numbers or verifiable facts)? Is it Evidence-based (a document, not just a claim)? Is it Verified (independently confirmable)? Evidence that passes all four checks scores at the top of the range.

## 7. What the Technical Assessment Team Looks For in Each Dimension

This section explains each of the seven evaluation dimensions in practical terms — what the Technical Assessment Team is assessing, what strong evidence looks like, and what common weaknesses to avoid.

### D1 Leadership & Strategy — Weight: 15%

This dimension is about intentional leadership — having a clear direction, making it known across your organisation, and holding yourself accountable to it.

Strong evidence examples	Common weaknesses to avoid
<ul style="list-style-type: none"> <li>• A current, Board-approved strategic plan with measurable goals</li> <li>• Evidence of regular leadership reviews against strategic targets</li> <li>• Clear organisational structure with defined roles and accountability</li> <li>• Staff-facing communication of values and direction</li> <li>• Annual performance review system in place</li> </ul>	<ul style="list-style-type: none"> <li>• No documented strategy or business plan</li> <li>• Leadership decisions made informally without records</li> <li>• Values exist on paper but are not embedded in operations</li> </ul>
<b>Expert tip</b>	<p>A one-page strategic goals document reviewed at monthly leadership meetings, with minutes, is strong evidence of systematic leadership — even in a small or medium enterprise.</p>

### D2 Operational Excellence — Weight: 20%

This is the highest-weighted dimension because it is the heart of what logistics companies do. The Technical Assessment Team is looking for proof that you deliver consistently, efficiently, and with the client at the centre.

Strong evidence examples	Common weaknesses to avoid
<ul style="list-style-type: none"> <li>• Documented operational processes and standard operating procedures</li> <li>• On-time delivery and clearance rate data over multiple years</li> <li>• Customer satisfaction measurement with actual results</li> <li>• Customer complaint data and resolution records</li> <li>• Freight management or tracking system in use</li> </ul>	<ul style="list-style-type: none"> <li>• No data on delivery performance or clearance times</li> <li>• Customer satisfaction described but not measured</li> <li>• No documented processes — operations run from individual knowledge</li> </ul>

<b>Expert tip</b>	Even a simple monthly tracking spreadsheet showing shipment processing times and customer feedback, maintained consistently over 12–24 months, is stronger evidence than a sophisticated system used for only one quarter.
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### D3 Innovation & Technology — Weight: 15%

You are not expected to have built your own technology. You are expected to show that you are intentionally adopting available tools and continuously improving how you work.

Strong evidence examples	Common weaknesses to avoid
<ul style="list-style-type: none"> <li>List of digital tools actively used with evidence of impact on efficiency or cost</li> <li>A specific innovation case study — before/after, with measured outcome</li> <li>Staff trained on new technology (records required)</li> <li>Participation in industry technology or digitalisation initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Technology listed but no evidence of active use or measurable impact</li> <li>Innovation described as "we always look for better ways" without specific examples</li> <li>No staff training records for technology tools</li> </ul>
<b>Expert tip</b>	One genuine innovation case study — describing a real problem, the tool or approach adopted, and the measurable result — is worth far more than a long list of technologies with no evidence of impact.

### D4 People & Culture — Weight: 15%

People excellence is about more than having employees. It is about intentionally developing them, engaging them, and creating a workplace where people choose to stay.

Strong evidence examples	Common weaknesses to avoid
<ul style="list-style-type: none"> <li>Training records with actual hours, participants, and topics for past 12 months</li> <li>Staff retention rate data over 2–3 years</li> <li>Gender diversity data — female staff as percentage of workforce</li> <li>Evidence of structured performance management or appraisal system</li> <li>Youth employment data and internship/mentoring programmes</li> </ul>	<ul style="list-style-type: none"> <li>Training described as "on the job" with no records</li> <li>No data on staff turnover or retention</li> <li>Gender and diversity data not tracked</li> </ul>

<b>Expert tip</b>	For small and medium organisations: a simple quarterly staff appraisal form, used consistently, and basic training logs (even for informal sessions) can demonstrate a genuinely strong people culture.
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**D5 Sustainability & ESG — Weight: 10%**

Sustainability is not about perfection — it is about intentional, documented action. The Technical Assessment Team wants to see that your organisation has made a genuine commitment to reducing its environmental footprint and contributing to its community, with evidence that commitment is real.

Strong evidence examples	Common weaknesses to avoid
<ul style="list-style-type: none"> <li>Environmental policy document (even one page) approved by leadership</li> <li>Energy, fuel, or emissions data — even estimates with methodology notes</li> <li>Specific, documented environmental initiatives with before/after data</li> <li>Community contribution activities with documentation</li> <li>ISO 14001 or equivalent certification if held</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability commitments stated but not documented or measured</li> <li>Environmental data collected for the first time just before submission</li> <li>Community contributions described without any supporting documentation</li> </ul>
<b>Expert tip</b>	If you do not yet have formal ESG systems, start tracking one or two environmental metrics now — even fuel consumption per month — and document the baseline. Honest data from six months of tracking scores better than a policy document with no data behind it.

**D6 Compliance & Risk — Weight: 15%**

Compliance is non-negotiable in freight forwarding. The Technical Assessment Team expects every applicant to be in good regulatory standing — but the strongest submissions demonstrate that compliance is a culture, not just a box-ticking exercise.

Strong evidence examples	Common weaknesses to avoid
<ul style="list-style-type: none"> <li>Current, valid freight forwarding licence and all relevant approvals</li> <li>Up-to-date tax compliance certificate</li> <li>Written code of conduct or ethics policy shared with all staff</li> <li>Risk register or documented risk management process</li> </ul>	<ul style="list-style-type: none"> <li>Licences held but not attached or referenced</li> <li>Compliance described but no documentation provided</li> <li>No ethics policy — "we do not need one, we are honest" is not evidence</li> </ul>

<ul style="list-style-type: none"> <li>Zero regulatory sanctions in the past 3 years (or honest disclosure with corrective actions documented)</li> </ul>	
<b>Expert tip</b>	If your organisation has faced regulatory challenges in the past, disclose them honestly and describe what corrective actions were taken. The Technical Assessment Team respects honesty and genuine corrective action far more than silence or evasion.

**D7 Industry Collaboration — Weight: 10%**

The logistics sector improves when companies and professionals engage with each other, with regulators, and with associations. This dimension assesses how actively your organisation contributes to the broader ecosystem.

Strong evidence examples	Common weaknesses to avoid
<ul style="list-style-type: none"> <li>Active, current association membership with certificates</li> <li>Committee, working group, or sub-committee participation (with appointment letters)</li> <li>Joint initiatives with customs authorities, port operators, or other supply chain partners</li> <li>Industry event participation — programmes, attendance records, speaker listings</li> </ul>	<ul style="list-style-type: none"> <li>Association membership claimed but certificate not attached</li> <li>Participation described as "we attend events" without specific examples or evidence</li> <li>No engagement with industry bodies or regulatory forums</li> </ul>
<b>Expert tip</b>	Quality of engagement matters more than quantity. One active role on an association committee — with evidence of attendance and contribution — scores better than 10 event attendances listed without supporting documentation.

## 8. The Evaluation Process — What Happens After You Submit

Your submission enters a structured, multi-stage evaluation process designed for rigour, fairness, and independence. Here is what happens at each stage.

Stage	What happens	Who is responsible
Stage 1 Screening	The Secretariat reviews every submission for eligibility and completeness. Incomplete submissions will be returned with an opportunity to complete within 48 hours. Ineligible submissions will be notified and disqualified.	Awards Secretariat
Stage 2 Desk Evaluation	Eligible submissions are distributed to the Independent Technical Assessment Team Panel. Each submission is scored by a minimum of two assessors independently, using the EIR scoring model across all applicable dimensions. Assessors do not communicate during this stage.	Independent Technical Assessment Team Panel
Stage 3 Score Moderation	The Technical & Framework Integrity Advisor reviews all scores. Where two assessors' scores differ by more than 2 points on any criterion, the submission is flagged for moderation review. Moderation resolves scoring discrepancies without contact between assessors.	Integrity Advisor + Technical Assessment Team
Stage 4 Verification (Selected)	The Technical Assessment Team may select submissions for verification — either a virtual call with the applicant or a site visit. Verification is used to validate specific claims where evidence was partial or where scores are close to shortlisting thresholds. Not all submissions are verified.	Technical Assessment Team + Technical Lead
Stage 5 Shortlisting	The top-scoring submissions in each category are shortlisted. Shortlisted organisations and individuals are notified confidentially and invited to the GLC awards ceremony. Shortlists are not published before the ceremony.	Awards Technical Committee
Stage 6 Final Validation	The Awards Board reviews and endorses the Technical Assessment Team's recommendations. Final winners are approved at this stage. The Awards Board decision is final.	FEAFFA Awards Board
Stage 7 Ceremony & Recognition	Winners, finalists, and commended organisations are announced and recognised at the GLC Awards Ceremony. Winners receive trophies, certificates, and a published citation. All participants are recognised in the GLC conference publication.	FEAFFA + Host Country

Stage	What happens	Who is responsible
Stage 8 Feedback Reports	Every applicant receives a confidential Performance Feedback Report within 3 weeks of the ceremony. The report includes dimension-by-dimension scores, Technical Assessment Team commentary, top strengths, improvement priorities, and a 12-month development roadmap.	Integrity Advisor + Secretariat

## 8.1 Independence and integrity

- Assessors are required to declare any conflict of interest with applicants before evaluation begins. Any assessor with a conflict is recused from that submission.
- Technical Assessment Team scores are anonymous — applicants are not told which assessor scored their submission.
- The Technical & Framework Integrity Advisor is responsible for monitoring scoring consistency, managing moderation, and reporting any concerns to the Awards Board.
- FEAFFA staff and Secretariat members do not participate in scoring.
- Applicants may not contact Technical Assessment Team members during the evaluation period. Attempts to influence assessors will result in disqualification.

## 9. Key Dates and How to Apply

### 9.1 Key dates — 2026 awards cycle

Date	Milestone
12 <sup>th</sup> June 2026	OFFICIAL LAUNCH — Call for entries opens. SAQs and Nomination Forms available for download.
15 – 26 June 2026	Applicant Briefing Sessions — optional Q&A webinars hosted by the Secretariat. Register via <a href="mailto:logisticsawards@feaffa.com">logisticsawards@feaffa.com</a> .
6 <sup>th</sup> July 2026	SUBMISSION DEADLINE — All applications (SAQs, Nomination Forms, evidence packages) must be received by 23:59 EAT.
6 <sup>th</sup> – 10 <sup>th</sup> July 2026	Eligibility screening and preliminary review by the Secretariat.
6 – 10 July 2026	Technical Assessment Team orientation and calibration session.
13 – 24 July 2026	Desk evaluation — Technical Assessment Team scoring of all eligible submissions.
27 – 31 July 2026	Score moderation and verification (selected submissions). Technical Assessment Team report preparation.
3 – 7 August 2026	Final validation and endorsement by the Awards Board.
10 – 21 August 2026	Logistics and ceremony preparation.
25 – 27 August 2026	GLC AWARDS CEREMONY — Juba, South Sudan. Winners announced.
7 – 11 September 2026	Awards General Feedback Reports distributed to all participants.

### 9.2 How to apply — step by step

#### Step 1

#### Choose your category

Review Section 3 of this pack and identify the award category (or categories) that best represent your organisation or individual profile. Read the eligibility requirements in Section 4 before proceeding.

#### Step 2

#### Download the correct instrument

Download the relevant SAQ or Nomination Form from [www.feaffa.com/awards](http://www.feaffa.com/awards) or by emailing [logisticsawards@feaffa.com](mailto:logisticsawards@feaffa.com). Ensure you are using the correct form for your category. Using the wrong form will result in your submission being returned.

**Step 3****Complete the SAQ or Nomination Form**

Work through the instrument carefully and thoroughly. Answer every question. Do not leave sections blank. Use the guidance in Sections 6 and 7 of this pack to understand what the Technical Assessment Team is looking for and how to present strong evidence.

**Step 4****Assemble your evidence package**

Gather all supporting evidence documents referenced in the evidence checklist at the back of your SAQ or Nomination Form. Label each document clearly (e.g. D2-1, D3-2). Scan and convert all documents to PDF.

**Step 5****Review your submission**

Before submitting, review your completed SAQ against the submission checklist below. Ensure all pages are complete, all signatures are in place, and all evidence is labelled and attached.

**Step 6****Submit**

Email your completed SAQ/Nomination Form and labelled evidence documents to [logisticsawards@feaffa.com](mailto:logisticsawards@feaffa.com). The subject line of your email must read: [Category] — [Organisation / Individual Name] — [Country]. You will receive an acknowledgement within 2 working days. If you do not receive an acknowledgement within 3 working days, contact the Secretariat immediately.

### 9.3 Submission checklist

Check	Item
<input type="checkbox"/>	I have selected the correct SAQ or Nomination Form for my category.
<input type="checkbox"/>	All sections of the SAQ/Nomination Form are fully completed. No sections have been left blank.
<input type="checkbox"/>	The Declaration page has been signed by the appropriate authorised signatory.
<input type="checkbox"/>	All evidence documents are included and clearly labelled with the dimension code (e.g. D1-1, D2-3).
<input type="checkbox"/>	Evidence documents are in PDF format.
<input type="checkbox"/>	My submission email subject line reads: [Category] — [Organisation / Individual Name] — [Country].
<input type="checkbox"/>	I have sent the submission to <a href="mailto:logisticsawards@feaffa.com">logisticsawards@feaffa.com</a> before 23:59 EAT on 6 July 2026.
<input type="checkbox"/>	I have kept a copy of my complete submission for my own records.
<input type="checkbox"/>	For Young Professional nominees (CAT 6): Official age verification document is attached.
<input type="checkbox"/>	For South Sudan Country nominees (CAT 9): SSRA Customs Agent Licence is attached — current and valid.
<input type="checkbox"/>	For third-party nominations: Nominee consent signature is included in Section E of the Nomination Form.

## 10. Frequently Asked Questions

### Q1 Can we apply for more than one award category?

A Yes. An organisation may apply for multiple categories — for example, the Large Company of the Year award and the Sustainability Award. Each application must be submitted separately with its own complete SAQ and evidence package. Individual categories (CAT 6, 7) can be entered by professionals at the same organisation that is entering a corporate category.

### Q2 We are a new company — can we still apply?

A Yes, but your results data will be limited. The Technical Assessment Team will assess your submission on the quality of your systems and implementation evidence. For Small category applicants, results tables accept a minimum of 1 year of data; Medium requires a minimum of 2 years; Large requires 3 years. Be honest about your stage of development — the Technical Assessment Team values candour, and the General Feedback Report will be genuinely useful for a growing organisation.

### Q3 Does the submission have to be in English?

A Yes. All submissions must be completed in English. The Secretariat is unable to arrange translation services. If your supporting evidence documents are in another language, include a brief summary or translation note in your SAQ narrative.

### Q4 What happens if we miss the deadline?

A The deadline is firm. Late submissions will not be accepted. We strongly recommend submitting at least 3 days before the deadline to allow for any technical issues with email delivery.

### Q5 Will our submission be kept confidential?

A Yes. All submissions are treated as strictly confidential. Your completed SAQ and evidence package will only be seen by members of the Independent Technical Assessment Team Panel, the Technical & Framework Integrity Advisor, and the Awards Secretariat. Submission content will not be shared publicly or with other applicants.

### Q6 Can we ask for feedback if we do not win?

A Yes — in fact, you do not need to ask. Every applicant automatically receives a General Feedback Report within 3 weeks of the ceremony. The report contains overall performance by companies and areas of improvements. This feedback is provided regardless of whether you win, are shortlisted, or participate.

**Q7 Are there any fees to enter?**

A Application fees apply for the 2026 cycle. Fees vary by category: Company of the Year — Large (USD 400), Company of the Year — Medium (USD 200), Company of the Year — Small (USD 100), Sustainability Award (USD 300), Innovation & Technology Award (USD 300), Young Professional (USD 100), Female Achiever (USD 100), Best National Association (USD 300), South Sudan Logistic Award (USD 100). Category sponsorship packages are also available — contact [logisticsawards@feaffa.com](mailto:logisticsawards@feaffa.com) for details.

**Q8 Can an individual enter both a personal award and help their company enter a corporate award?**

A Yes. There is no restriction on an individual submitting a personal nomination (CAT 6 or 7) and also leading their organisation's SAQ submission for a corporate category. The two processes are entirely independent.

**Q9 What if we disagree with our feedback scores?**

A The Performance Feedback Report provides final scores for the evaluation cycle. Factual corrections (incorrect organisation name, wrong category) can be requested within 14 days of the report by writing to [logisticsawards@feaffa.com](mailto:logisticsawards@feaffa.com). Scores may not be appealed on grounds of disagreement with the Technical Assessment Team's assessment.

**Q10 How do we know the evaluation is fair?**

A The evaluation is governed by a five-tier governance structure with built-in independence at every level. Assessors declare all conflicts of interest before scoring begins. The Technical & Framework Integrity Advisor independently monitors all scores and manages moderation. Score variance between assessors triggers automatic review. The FEAFFA Awards Board provides final oversight. The framework design, weighting, and scoring methodology are all published and transparent.

## 11. Contacts, Resources, and Next Steps

What you need	How to get it
SAQ — Large Company (CAT 1) — USD 500	Download from <a href="http://www.feaffa.com/awards">www.feaffa.com/awards</a> or email <a href="mailto:logisticsawards@feaffa.com">logisticsawards@feaffa.com</a>
SAQ — Medium Company (CAT 2) — USD 300	Download from <a href="http://www.feaffa.com/awards">www.feaffa.com/awards</a> or email <a href="mailto:logisticsawards@feaffa.com">logisticsawards@feaffa.com</a>
SAQ — Small Company (CAT 3) — USD 250	Download from <a href="http://www.feaffa.com/awards">www.feaffa.com/awards</a> or email <a href="mailto:logisticsawards@feaffa.com">logisticsawards@feaffa.com</a>
Sustainability SAQ (CAT 4)	Download from <a href="http://www.feaffa.com/awards">www.feaffa.com/awards</a> or email <a href="mailto:logisticsawards@feaffa.com">logisticsawards@feaffa.com</a>
Innovation & Technology SAQ (CAT 5)	Download from <a href="http://www.feaffa.com/awards">www.feaffa.com/awards</a> or email <a href="mailto:logisticsawards@feaffa.com">logisticsawards@feaffa.com</a>
Individual Nomination Form (CAT 6 & CAT 7)	Download from <a href="http://www.feaffa.com/awards">www.feaffa.com/awards</a> or email <a href="mailto:logisticsawards@feaffa.com">logisticsawards@feaffa.com</a>
Institutional SAQ — National Associations (CAT 8)	Download from <a href="http://www.feaffa.com/awards">www.feaffa.com/awards</a> or email <a href="mailto:logisticsawards@feaffa.com">logisticsawards@feaffa.com</a>
South Sudan Country SAQ — South Sudan (CAT 9)	Download from <a href="http://www.feaffa.com/awards">www.feaffa.com/awards</a> or email <a href="mailto:logisticsawards@feaffa.com">logisticsawards@feaffa.com</a>
Register for a Briefing Session (1–5 June)	Email <a href="mailto:logisticsawards@feaffa.com">logisticsawards@feaffa.com</a> with subject "BRIEFING SESSION — [Country]"
General enquiries about the awards	<a href="mailto:logisticsawards@feaffa.com">logisticsawards@feaffa.com</a> — responses within 2 working days
Technical questions about the SAQ or framework	<a href="mailto:logisticsawards@feaffa.com">logisticsawards@feaffa.com</a> — mark subject line "TECHNICAL QUERY"
Media and sponsorship enquiries	<a href="mailto:info@feaffa.com">info@feaffa.com</a>
Your national association contact	See FEAFFA member association directory at <a href="http://www.feaffa.com/members">www.feaffa.com/members</a>

### Your next step

Download your application instrument. Read it in full. Set aside the time to do the self-assessment properly — not as a compliance exercise, but as a genuine diagnostic of your organisation's performance. The organisations that prepare well — gathering real evidence, tracking real data, and answering honestly — gain the most from this process. Whether you win or not, you will finish knowing your organisation better than when you started.

**We look forward to your submission.**

[logisticsawards@feaffa.com](mailto:logisticsawards@feaffa.com) | [www.feaffa.com](http://www.feaffa.com) | GLC 2026 — Juba, South Sudan