

## **CALL FOR PROPOSALS FOR DEVELOPING A FINANCIAL SUSTAINABILITY STRATEGY FOR THE AFRICAN LEGAL SUPPORT FACILITY (ALSF)**

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### **1. BACKGROUND**

Since its creation in 2008, the African Legal Support Facility (ALSF) has become a vital partner for African governments in negotiating complex commercial transactions and ensuring equitable and sustainable outcomes. Over 15 years, the ALSF has executed 420 projects across 50 countries, with cumulative funding of approximately USD 142 million. These projects have consistently delivered high-impact interventions across critical sectors, especially energy, infrastructure, natural resources, and sovereign finance sectors. The ALSF's proven expertise, successful track record, and nuanced understanding of regional challenges have established it as a trusted ally in safeguarding the interests of African countries (Regional Member Countries or RMCs) and advancing their economic development aspirations.

The ALSF programs have historically been supported by longstanding bilateral and multilateral donors. Under its 2023 – 2027 Medium-Term Strategy (MTS), the ALSF is strategically positioned to address the increasing demand for its services. However, given the current rate of demand for legal support and the capacity needs of RMCs, significant and assured financial resources are required to enable the ALSF to meet these needs adequately and meaningfully during the MTS period and beyond.

To this end, the ALSF has explored and implemented various mechanisms to secure additional funding for its activities. These efforts have yielded contributions from philanthropic organizations, private sector partners, and RMCs. However, given the ALSF's ambitions and long-term significance, ensuring its financial sustainability requires consolidating proven financing mechanisms while adopting innovative and appropriate systems. Accordingly, this consultancy will focus on developing actionable strategies to ensure ALSF's financial sustainability by leveraging, among others, its unique mandate, successes, and the critical role of legal and technical capacity in fostering good governance and sustainable development.

### **2. OBJECTIVES**

The consultancy aims to develop innovative mechanisms to:

- i. Diversify and expand the ALSF's funding sources.
- ii. Strengthen financial contributions from Regional Member Countries (RMCs).
- iii. Establish sustainable revenue-generation and cost-recovery models.
- iv. Secure predictable, long-term financial commitments from partners.

### **3. SCOPE OF WORK**

#### **A. Historical Financial Model Analysis and Benchmarking**

- i. Review the ALSF's historical funding sources, expenditure patterns, and funding gaps.
- ii. Assess alignment between historical trends and the ALSF's evolving strategic priorities.
- iii. Benchmark against comparable organizations, focusing on:
  - a. Funding models.
  - b. RMC contribution levels.
  - c. Stakeholder engagement strategies.
- iv. Extract lessons from organizations that have transitioned to sustainable financial models.

#### **B. Stakeholder Consultation and Actionable Recommendations**

- i. Conduct consultations with:
  - a. RMC representatives.
  - b. Key donors and partners.
  - c. ALSF leadership.
  - d. External financing experts.
- ii. Identify current legal, institutional, and financial, operational barriers to implementing RMC contributions.
- iii. Identify current legal, institutional, and financial, operational barriers to implementing or improving partner contributions.
- iv. Propose innovative mechanisms to enhance RMCs and partners' engagement and participation.

#### **C. Financial Sustainability Plan Development**

- i. Evaluate ALSF activities with revenue-generating potential (e.g., training programs, publications, databases).
- ii. Propose strategies to secure multi-year financial commitments from existing and prospective donors.
- iii. Identify and design innovative funding mechanisms (e.g., revolving funds, cost-recovery models) to enhance financial stability.
- iv. Develop a comprehensive financial sustainability strategy aligned with the ALSF's Medium-Term Strategy (2023–2027) and current mandate (2022-2036).
- v. Provide a step-by-step implementation plan for operationalizing the proposed strategy.

#### **D. Implementation Roadmap**

- i. Create a phased implementation roadmap (short, medium, and long term) with defined milestones and KPIs.

- ii. Develop a communication strategy to present findings effectively to stakeholders.

#### 4. DELIVERABLES

The consultancy firm is expected to deliver:

- i. **Inception Report:** A detailed work plan and methodology.
- ii. **Interim Reports:**
  - a. Historical financial analysis and benchmarking insights.
  - b. Stakeholder consultation findings.
- iii. **Draft Financial Sustainability Plan:** Scenario-based analysis, revenue-generation options, and RMC-focused recommendations.
- iv. **Final Report:** A comprehensive financial sustainability strategy and implementation roadmap, including:
  - a. Analytical insights on ALSF's financial model and benchmarking findings.
  - b. Detailed, actionable options for securing RMC contributions.
  - c. Implementation roadmap for engaging RMCs and operationalizing the recommended options.
  - d. Revenue-generation and donor diversification strategies.
  - e. Cost-recovery mechanisms and innovative funding models.
  - f. Timelines, milestones, and stakeholder engagement strategies.
  - g. Draft resolutions, agreements, or legal instruments to facilitate proposed strategies.
- ii. **Presentation:** A consolidated final report, including an executive summary, for presentation to ALSF's Members' Forum, Management Board, and Governing Council.

#### 5. EXPERTISE AND TEAM COMPOSITION

The consultancy requires a high level recognized international independent consulting firm with offices at least in Europe, the US and Africa. Any firm not meeting those criteria shall be disqualified.

The Consultancy will demonstrate a strong track record and credentials in financing modelling, working with bilateral and multilateral development banks, evaluation and audit. The team will be able to demonstrate a proven track record in financing modelling with corporate and non-profit organizations, resource mobilization strategies and fundraising with multilateral development banks in an African context.

The team will be composed of:

- i. A senior partner/consultant with a least 20 years of experience in the corporate finance sector, financing modelling and mechanisms such as revolving funds. A proven expertise in impact investing, impact measurement and mapping matrix is advisable.

- ii. A senior partner/consultant with a least 20 years of experience with multilateral development banks in an African context with a proven track record in resource mobilization with African institutions. A working experience with the African Development Bank is highly recommended.
- iii. A Senior manager/Director with a least 10 years of experience in consulting and strategies with a track record with bilateral or multilateral development banks in an African context.
- iv. Up to two consultants with an expertise in international development, law and economics.

## 6. TIMELINE

The consultancy will span **12 weeks** from the contract signing date, with the following milestones:

- i. **Week 2:** Inception Report, including work plan and methodology.
- ii. **Week 6:** Draft report on RMC contributions.
- iii. **Week 10:** Draft financial sustainability strategy.
- iv. **Week 12:** Final report and presentations to ALSF (Management, Management Board, and Governing Council).

## 7. REPORTING AND COORDINATION

The selected consultant will report to the ALSF's Director & CEO (cc: acting Manager front office division). Weekly updates will be provided in a format to be agreed, and the ALSF will facilitate access to key documents and stakeholders. Coordination meetings will ensure alignment with the ALSF's expectations.

## 8. RISK MANAGEMENT

Potential risks include:

- i. Limited engagement from RMCs or other stakeholders.
- ii. Delays in accessing essential data or materials.
- iii. Challenges in implementing innovative funding mechanisms.

The consultant is expected to propose mitigation strategies to address these risks and ensure timely delivery of outputs.

## 9. EVALUATION CRITERIA

Proposals will be evaluated based on:

- i. **Technical Approach (25%):** Clarity, feasibility, and relevance of the proposed methodology.

- ii. **Experience of the Consulting firm and the team (35%):** Proven track record in resource mobilization with multilateral development banks in an African context, financial sustainability and financial modeling and mechanisms in the corporate finance sector, evaluation and audit experience.
- iii. **Work Plan (20%):** Realistic timeline and milestones.
- iv. **Financial Proposal (20%):** Competitive and justified budget.

## 10. APPLICATION DOCUMENTS

Interested consultancy firms should submit:

- i. **Technical Proposal:** Including: a clear understanding of the assignment, a methodology, a detailed work plan, a presentation of the firm's credentials and international footprint.
- ii. **Financial Proposal:** With a detailed cost breakdown (consultancy fees, travel, any other expenses).
- iii. **Composition of the team: CVs** highlighting relevant expertise and experience of team members.
- iv. **Incorporation documents:** Evidence of legal personality of consultancy firm under applicable laws.

## 11. SUBMISSION OF APPLICATION

- i. Applications must be addressed to - **The Director and CEO of the African Legal Support Facility** and submitted at **ALSFPURCHASEMENT@AFDB.ORG** with the subject line: ***"PROPOSALS FOR DEVELOPING A FINANCIAL SUSTAINABILITY STRATEGY FOR ALSF."***
- ii. Applications must be submitted not later than **18:00 UTC on 24 January 2025.**

**Attached: Annex 1 – Questions received from the potential Bidders and ALSF responses.**

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Questions received from bidders/potential bidders	ALSF Response
<p>1. Can you please confirm if, by the 18 January deadline, you expect interested firms to submit an Expression of Interest (EOI) or a full technical and financial proposal? If the former, can you please advise on any specific template to be used, or do the typical AfDB EOI requirements apply (e.g., description of the firm, project references, team CVs)?</p>	<p>A full technical and financial proposal.</p>
<p>2. The call for proposals document mentions that “The Consultancy will demonstrate a strong track record and credentials in financing modelling, working with bilateral and multilateral development banks, evaluation and <b>audit</b>.” Can you please clarify if you expect the bidding firm to have a financial audit practice, or does the term ‘audit’ refer more generally to reviewing financial statements or other financial and other information, without necessarily providing a formal financial audit opinion?</p>	<p>While a formal financial audit practice is not required, the firm must demonstrate the capacity to perform comprehensive financial reviews consistent with the principles of good governance and international standards.</p> <p>The firm is expected to monitor, assess, and validate financial information in accordance with acceptable audit standards and the expectations placed on funded institutions such as the ALSF. This includes ensuring transparency, accountability for the use of funds, and compliance with established processes, which are essential to fostering trust with stakeholders, including donors and beneficiaries.</p>

3.	<p>Typically, when responding to AfDB’s requests for the express of interest, there was no expectation to deliver at this stage full technical and financial proposal, but rather a shorter deck highlighting key facts about the consulting firm, CVs of the experts, past projects’ references. However, in this request we can see that “interested consultancy firms should submit: Technical Proposal: Including: a clear understanding of the assignment, a methodology, a detailed work plan, a presentation of the firm’s credentials and international footprint. Financial Proposal: With a detailed cost breakdown (consultancy fees, travel, any other expenses). Composition of the team: CVs highlighting relevant expertise and experience of team members.”</p> <p>Hence, we would like to clarify if the above requirements are relevant for the express of interest stage (and whether there are any specific templates we should follow) or if we can submit a “lighter” presentation highlighting key facts about the consulting firm, CVs of the experts, past projects’ references and this could be sufficient at this stage.</p>	Please submit a full technical and financial proposal
4.	There is a request to provide incorporation documents, however [XYZ] is already registered in the procurement system of AfDB, and this information is being available already. Do we need to duplicate it?	Please submit your incorporation documents
5	Could we please clarify if the contracting party will be ALSF or AFDB or both?	The contracting party is the African Legal support Facility (ALSF)
6	On the geographical presence of applicant, does the requirement refer strictly to physical offices in the stipulated regions, or would having staff based in these regions meet the requirements? Alternately, would a partner firm (or a	To be eligible to submit an application, the firm of business must have its registered office or principal place of business in a country that is a member of the African Development Bank, its

	consortium partner) satisfy the requirement?	legal existence is recognised and is in accordance with the laws of a country that is a member of the Bank, and the majority of its capital is held by nationals from a member country of the Bank or, if the firm has no capital, more than half of the value of the members' contributions to the firm has been contributed by nationals from a member country of the bank.
7	We have a global footprint and work with corporates, sovereigns, and supra-national entities around the world. We have offices across the US, Europe, and MENA region. Our office in Dubai covers and provides consultancy services to clients across Africa. Would this configuration satisfy your criteria that "the consultancy requires a high level recognized international independent consulting firm with offices at least in Europe, the US and Africa"?	To be eligible to submit an application, the firm of business must have its registered office or principal place of business in a country that is a member of the African Development Bank, its legal existence is recognised and is in accordance with the laws of a country that is a member of the Bank, and the majority of its capital is held by nationals from a member country of the Bank or, if the firm has no capital, more than half of the value of the members' contributions to the firm has been contributed by nationals from a member country of the bank.
8	On the key activities stipulated in the Terms of Reference (ToR); is there room for flexibility allowing applicants to include multiple approaches or a menu of options that we would like to recommend based on past experiences with similar organisations?	Yes, the consultant can suggest additional approaches/methodology for consideration.  We encourage incorporating recommendations based on past experiences with similar organizations, as this can enhance the relevance and effectiveness of the proposed activities.
9	Does the requirement refer strictly to physical offices in the stipulated regions, or would having staff based in these regions meet the requirements?	Involving a partner or consortium based in an AfDB member country should suffice.

	Alternately, would a partner firm (or a consortium partner) satisfy the requirement?	
10	Could provide any budget indications?	as a policy, we do not provide an indication/exact budget. However, we kindly request that submissions include a well-considered estimate, reflecting the scope of work and the specific nature of the project. This will help ensure the proposal aligns with expectations.