



**REQUEST FOR EXPRESSIONS OF INTEREST
(CONSULTING SERVICES – FIRMS SELECTION)**

Name of the Project: THE AFRICA THINK-TANK-PLATFORM (ATTP) PROJECT

Grant No: P180117

Assignment Title: Selection of a Consulting Firm to conduct a Feasibility study for the Endowment Fund and Designing a Resource Mobilization Strategy for the Africa Think Tank Platform Endowment Fund

Procurement Ref: ET-AUC- 494958-CS-QCBS

The Africa Union Commission has received financing from the World Bank toward the cost of the Africa Think-Tank-Platform (ATTP) Project and intends to apply part of the proceeds for consulting services.

The consulting services (“the Services”) include Consultancy service to conduct a Feasibility study for the Endowment Fund and Designing a Resource Mobilization Strategy for the Africa Think Tank Platform Endowment Fund

The Terms of Reference (TOR) for the assignment is attached to this request for expressions of interest.

The African Union Commission now invites eligible consulting firms (“Consultants”) to submit their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.

THE SHORTLISTING CRITERIA ARE:

1. Firm’s core business
2. Firm’s years of general business experience
3. Relevant similar experience of the firm in the assignment
4. Technical and managerial capability of the firm

Key Experts will not be evaluated at the shortlisting stage.

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank’s “Procurement Regulations for IPF Borrowers” July 2016 updated in November 2020. Procurement will also comply with “Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants” revised as of July 1, 2016.

Consultants may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

The selection method is Quality and Cost Based Selection (QCBS) as set out in the Procurement Regulations.

Further information can be obtained at the address below during office hours i.e. 0900 to 1700 hours.

Expressions of interest must be delivered in a written form to the address below (in person, or by mail, or by e-mail) by 15 May 2026

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THE AFRICA THINK-TANK-PLATFORM (ATTP) PROJECT

Selection of a Consulting Firm to conduct a Feasibility study for the Endowment Fund and Designing a Resource Mobilisation Strategy for the Africa Think Tank Platform Endowment Fund

Procurement Reference No.ET-AUC- 494958-CS-QCBS

TERMS OF REFERENCE

1. Introduction

1.1 Background

The Africa Think Tank Platform (ATTP) project is a strategic initiative designed to enhance the capacity and influence of think tanks across Africa. With a five-year, US\$50 million Investment Project Financing (IPF) initiative, the ATTP project aims to create a sustainable platform for cooperation and harmonisation on regional policy issues among country-level policymakers, regional blocs, and think tanks across the continent.

The project focuses on six key priority themes: economic transformation and governance, climate change, regional trade, food security, human capital, and digitalisation, which align with the African Union's Agenda 2063, the World Bank's Africa Strategy, and the United Nations' Sustainable Development Goals (SDGs). Gender inclusivity remains a central aspect of the project's design.

The African Union Commission (AUC), with funding from the World Bank, is establishing the Africa Think Tank Platform (ATTP). The aim of this consultancy assignment is to conduct a Feasibility Study and design a Resource Mobilisation Strategy for the ATTP endowment fund.

Selection will follow Quality-and Cost-Based Selection (QCBS) under the World Bank Procurement Regulations for IPF Borrowers. Firms must comply with the World Bank's Anti-Corruption Guidelines, including prohibitions on fraud, corruption, collusion, coercion, and obstruction. The African Union Commission (AUC) reserves the right to verify references, conduct due diligence, and perform sanctions checks. Firms from all eligible countries, in accordance with the Procurement Regulations, are invited to participate. Firms, individuals, or entities subject to applicable World Bank sanctions are ineligible. Conflicts of interest must be fully disclosed in proposals in accordance with the Procurement Regulations. Undisclosed conflicts of interest may result in disqualification or contract termination.

The AUC, therefore, invites proposals from qualified and legally registered Consulting Firms. Proposals may be submitted by a single entity or by a consortium/joint venture of firms, provided they collectively meet the minimum qualifications stipulated in this TOR.

1.2 The ATTP Project Development Objective

The ATTP project's development objective is to establish a sustainable platform that strengthens the capacity for effective policy research and policymaking on cross-border priorities in Africa.

1.3 The ATTP Project Components

The ATTP project will be implemented through three main components as follows:

1.3.1 Component 1: Establish Capacity to Operate A Sustainable Policy-Making Platform

This component focuses on establishing the capacity to operate a sustainable policy-making platform. The goal is to support knowledge generation and offer guidance on continental priority issues, thereby strengthening the platform's role in regional economic policymaking.

Think Tanks selected under ATTP will collaborate with relevant Specialised Technical Committees (STCs)¹ at the African Union, fostering a network of researchers and policymakers. The resources under this Component will be utilised to finance the following Tasks:

- Establishing a secretariat to manage the platform
- Establishing and maintaining the Think Tank Platform Steering Committee (TTPSC), including its meetings
- Designing and implementing monitoring and evaluation (M&E) strategies for the platform
- Establishing mechanisms to draw and learn from lessons during implementation
- Building and maintaining a network of think tanks, Regional Economic Communities (RECs), and policymakers
- Organising meetings of African governments, RECs, and other partners to identify and discuss regional policy challenges

1.3.2 Component 2: Strengthen Policy Research's Quality, Relevance, and Uptake on Priority Issues

This component focuses on strengthening the capacity of think tanks and policy research institutions. This includes providing technical assistance and training to think tanks; supporting the quality and dissemination of research; facilitating resource mobilisation; establishing a peer network for female economic researchers; and conducting a study to analyse prior initiatives aimed at increasing female participation in policy research. The resources under this Component will be utilised to finance the following Tasks:

- Create and maintain a database of African and global think tanks, including information on the number of female professionals.
- Organise knowledge exchange events, such as regional conferences and forums, to align policy researchers and policymakers on policy needs and promote uptake and adoption
- Facilitate fellowships or secondment programs between governments and think tanks to enhance research skills and narrow the research-policy gap, supporting both government and think tank capacities
- Provide training and capacity building for policymakers, civil society, and other stakeholders to develop their research and analytical capabilities
- Create and maintain an online Africa Knowledge Repository of existing policy research, including data on research outputs with female authors.
- Finance high-quality research on priority issues and support think tanks' capacity building to provide a knowledge and evidence base for regional policy making and engagement.

1.3.3 Component 3: Support Platform Sustainability

This Component will support the design and establishment of a sustainable financing mechanism to resource African think tanks over the long term. The platform will be structured to mobilise, pool, and deploy resources from African governments, the private sector, foundations,

¹ For instance, the Ministerial Committee on the Implementation of Agenda 2063.

individuals, diaspora philanthropy, and institutional donors. It will consider an endowment fund and other complementary instruments (for example, a pooled special fund, multi-year partnership windows, fee-for-service and membership models, blended finance structures, and other context-appropriate mechanisms) to ensure resilient, diversified financing beyond the life of the ATTP project. The resources under this Component will be utilised to finance the following Tasks.

- Defining the platform's purpose, scope and governance framework
- Develop and implement a resource mobilisation and financing strategy
- Capitalisation of the Endowment Fund once established

The primary objective of this Component is to ensure that the ATTP extends beyond the traditional five-year project cycle in international development financing. Consequently, the feasibility study requested under these TORs must not only assess and compare potential financing mechanisms, but it must also recommend a coherent platform design and phased roadmap that sets out how the selected mechanisms will be established, governed, capitalised, and operated, ensuring it remains a legacy asset for the continent's future generations of policymakers.

Throughout these Terms of Reference, the terms "sustainable financing platform," "endowment fund," "general fund," and related variants are used in recognition of ongoing Member State consultations regarding the optimal financing architecture for long-term ATTP sustainability. While the preferred option under consideration is to establish both an endowment fund (to generate investment income) and a general fund (for operational deployment of resources), this feasibility study is designed to maintain flexibility in its scope and recommendations.

The core mandate of this consultancy is to assess the full spectrum of sustainable financing options, including but not limited to endowment structures, pooled funding mechanisms, multi-year partnership windows, and blended finance instruments. The consulting firm is asked to recommend the most appropriate combination of mechanisms for establishing a sustainable financing mechanism for the ATTP. Where the document refers to "the endowment fund and general fund," this should be understood as the baseline scenario for analysis, while recognising that final recommendations may propose alternative or complementary configurations based on the feasibility assessment, stakeholder consultations, and alignment with AUC financial rules and Member State preferences.

1.4 The Project's Logical Framework

Based on the proposed components and tasks, the ATTP project aims to deliver a series of benefits streams that improve policymaking and implementation across Africa. The ATTP project's logical framework is centred on establishing a robust Think Tank Platform to support research on continental priority issues by African Think Tanks, particularly policy research by female researchers. Figure 1 summarises the ATTP project logic based on the proposed interventions.

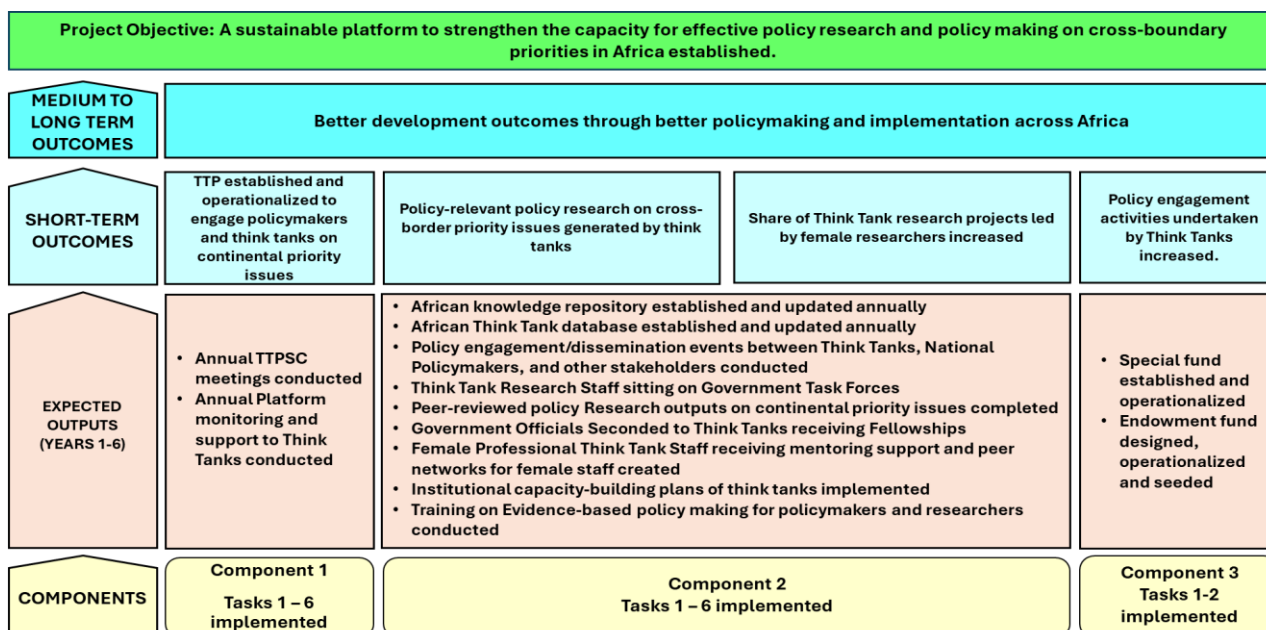


Figure 1: ATTP Project Logic

The logical framework depicted in Figure 1 highlights the key components and their expected outcomes in establishing a sustainable platform that strengthens the capacity for effective policy research and policymaking, led by African Think Tanks, on cross-border priorities affecting Africa. The project’s interventions are structured across three main components, each with its own assumptions and risks that can influence the achievement of the desired outcomes.

1.5 The ATTP Proposed Development Model and Governance Framework

The ATTP project model is designed to leverage strategic oversight and diverse funding sources to advance its mission. The Think Tank Platform Steering Committee is central to this model and is expected to provide strategic direction and oversight, ensuring that the platform's activities align with its overarching goals. As illustrated in Figure 2, the ATTP Project will be implemented through a multi-tiered governance framework anchored by the Think Tank Platform Steering Committee, comprising representatives from the African Union, regional economic communities (RECs), development partners, academia, and the private sector.

Day-to-day operations will be managed by the ATTP Secretariat (hosted under the AUC’s PMRM Directorate) and led by the Project Coordinator, with support from cross-functional teams, including finance, monitoring and evaluation (M&E), capacity building, and a technical advisor. The Secretariat will enforce Performance Partnership Agreements (PPAs) with think tanks, ensuring accountability through predefined key performance indicators (KPIs) and periodic evaluations.

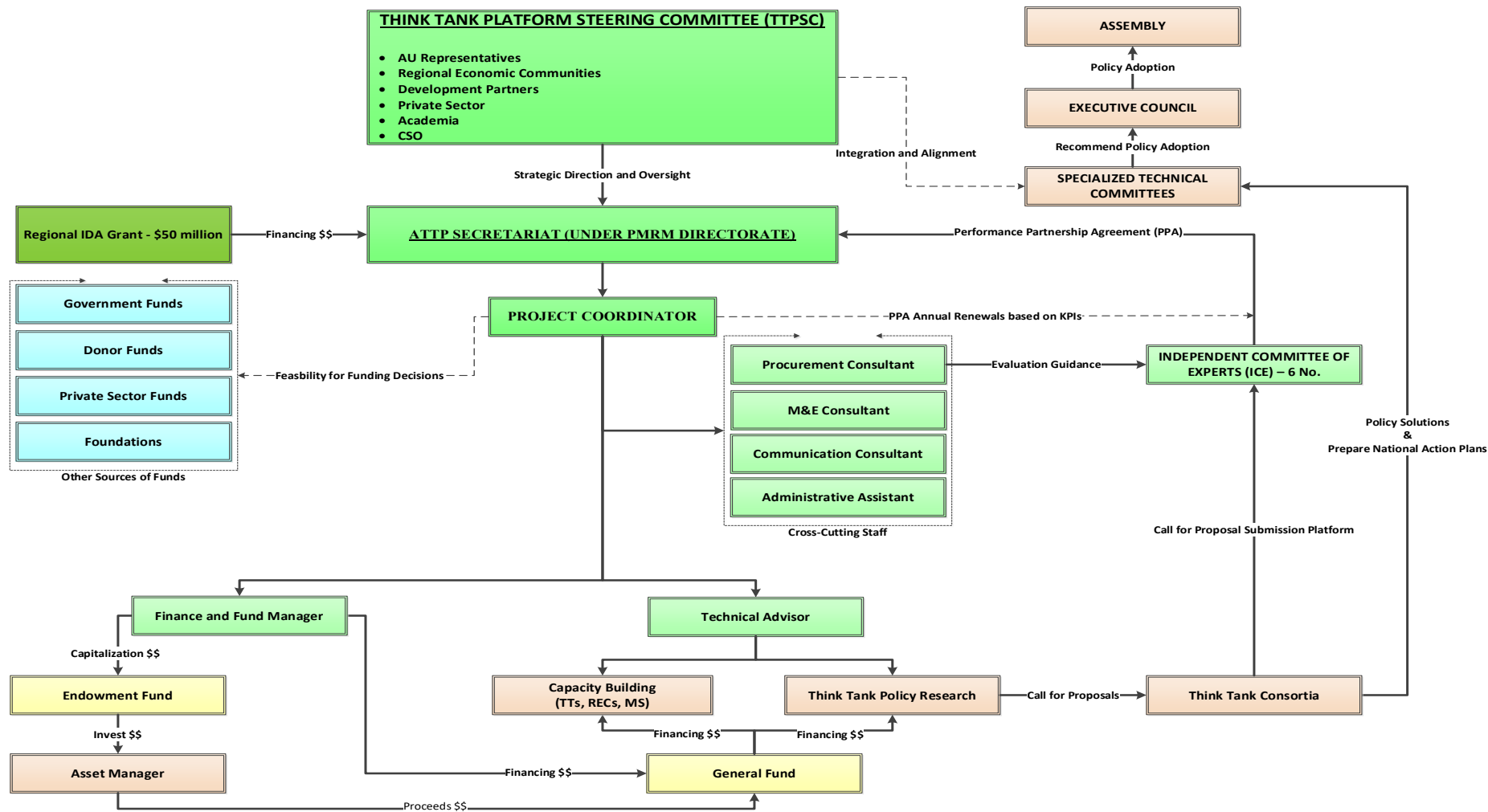


Figure 2: Proposed ATTP Project Implementation Structure

1.6 Objectives of the Assignment

African think tanks currently face significant financial fragility, undermining their capacity to contribute effectively to continental policy processes. This fragility manifests in several interconnected ways:

- **Over-reliance on short-term, donor-driven project funding.** Many African think tanks rely on external donor grants, with typical short project cycles of less than a year. This creates perpetual fundraising pressures, operational uncertainties during funding gaps, and incentives to align research agendas with donor priorities rather than African policy needs.
- **Limited diversification of revenue sources.** Few African think tanks have developed sustainable revenue models that are not dependent on grants. Revenue-generating activities, such as contracted policy advisory services, training programs, and premium research products, remain underdeveloped. Endowment income, membership dues, or government core funding is also rare.
- **Inability to retain talent and build institutional capacity.** Short-term funding undermines human capital development. Researchers are hired on project contracts and released when funding ends, fragmenting teams and dispersing expertise. Senior talent migrates to more stable employment in government, multilateral organisations, or international NGOs. Institutional memory erodes with each funding cycle, preventing think tanks from building the deep sectoral expertise and analytical capabilities needed to influence complex policy debates.
- **Constraints on research quality and strategic engagement.** Financial instability forces think tanks to produce reactive, short-term research rather than sustained, longitudinal studies that track policy implementation and impact over time. Multi-year initiatives essential to understanding economic transformation, climate adaptation, or regional integration become difficult to sustain. Think tanks struggle to maintain consistent engagement with policymakers when their operational continuity is uncertain.
- **Insufficient access to technology and data, and weak public engagement.** Many think tanks lack robust technology and data infrastructure, limiting their ability to conduct timely, high-quality research and effectively communicate findings to broader audiences, including policymakers and the public.
- **Governance and regulatory obstacles.** Weak governance structures, restrictive regulatory environments, and limited visibility in policy forums hinder think tanks' independence, strategic direction, and ability to establish sustainable partnerships and secure diverse funding sources.

To address these challenges and ensure the long-term sustainability of the ATTP, the AUC seeks a consulting firm to design and recommend an effective endowment structure for the program, based on a comprehensive feasibility study.

The proposed plan should prioritise innovative, practical mechanisms to mobilise and pool resources to secure the long-term financial sustainability of African think tanks. This will help ensure that they continue to generate high-quality policy research that advances the continent's priority development agendas. The proposed design and structure should include:

- **Mapping and analysing the current funding and resource mobilisation landscape for African think tanks**, including revenue patterns, financial sustainability challenges, and gaps in existing financing mechanisms;
- **Reviewing existing regional and global initiatives aimed at enhancing the financial sustainability of think tanks**, drawing lessons from successful models in other contexts and identifying best practices applicable to the African landscape; and
- **Assessing the feasibility, design, and governance arrangements for establishing a financing platform** (potentially comprising a general fund and an endowment fund, alongside other complementary mechanisms) to mobilise, manage, and disburse resources effectively and sustainably in support of the ATTP's operations and policy research activities beyond the World Bank Investment Project Financing (IPF) project duration.

The endowment fund and general fund are expected to attract contributions from diverse sources, including African governments, private-sector organisations, foundations, institutional donors, diaspora networks, and other well-wishers. The platform's design should ensure diversified, African-owned revenue streams that reduce dependency on short-term external grants while maintaining flexibility to respond to evolving policy research priorities across the ATTP's six thematic areas: economic transformation and governance, climate change, regional trade, food security, human capital, and digitalisation. While these Terms of Reference refer to an "*endowment fund and general fund*" as the baseline financing architecture, the mandate is to assess the full spectrum of sustainable financing options and recommend the optimal combination of mechanisms based on feasibility analysis, stakeholder consultations, alignment with AUC financial rules, and Member State preferences.

The feasibility study shall assess at least two implementation scenarios for the financing platform: (i) an AUC-hosted model as the baseline; and (ii) a non-AUC host model (e.g., an autonomous AU-affiliated foundation or agency, REC-hosted vehicle, or special-purpose entity). For each scenario, the study should thoroughly examine legal permissibility, governance and decision rights, fiduciary arrangements, operational capacity, cost and timeline implications, and a phased transition roadmap. In addition to the comparative analysis, the study should provide clear recommendations on the most suitable option(s) based on evidence, stakeholder input, and contextual needs. Furthermore, the Consulting Firm is encouraged to apply independent, critical thinking in their analysis and may propose alternative or hybrid models if these are supported by the feasibility findings and align with the long-term objectives of the financing platform.

The assignment is divided into two phases: **Phase I: Feasibility Study** and **Phase II: Resource Mobilisation**.

1.6.1 Phase I: Landscape analysis and feasibility assessment

During this phase, the consultancy will:

- **Conduct a comprehensive landscape analysis** mapping the current funding ecosystem for African think tanks, including revenue sources, financial sustainability models, donor dependencies, and existing gaps in financing mechanisms
- **Review regional and global comparators**, analysing successful initiatives that have enhanced think tank financial sustainability in other contexts (e.g., research councils, endowment models, pooled funding mechanisms, innovative financing approaches) to extract lessons learned and best practices
- **Assess the feasibility of establishing a sustainable financing platform** for the ATTP, potentially comprising a general fund, an endowment fund, and other complementary mechanisms. This assessment will:
 - Evaluate the AUC's financial rules and procedures for compatibility with different financing mechanisms
 - Evaluate feasibility under different hosting scenarios, including an AUC-hosted model and alternative arrangements (e.g., autonomous foundation/agency, REC-hosted vehicle, or independent special-purpose entity), assessing the implications of each for legal permissibility, governance, fiduciary arrangements, and operational capacity.
 - Assess the potential funding landscape and indicative capitalisation scenarios, drawing on existing data on donor and funder contributions to African think tank support, policy research, and related knowledge sector initiatives. Estimate potential contribution levels from different funder categories (e.g., African governments, development partners, foundations, private sector, diaspora) based on existing funding patterns and comparable initiatives.
 - Assess financial, operational, governance, legal/regulatory, and reputational risks associated with different financing mechanisms

- **Provide recommendations on design, governance, and operational frameworks** for the financing platform and its constituent mechanisms, ensuring transparency, accountability, and alignment with AUC priorities and African Union institutional reform objectives

The deliverable will be a **Final Feasibility Study Report** that synthesises the landscape analysis, comparative review, and feasibility assessment into actionable recommendations for establishing the ATTP endowment and general fund.

1.6.2 Phase II: Resource Mobilisation Strategy Development

Phase II shall commence only upon formal written approval by the AUC of the Final Feasibility Study Report (D1.3). The ATTP Secretariat will coordinate technical review and consolidation of comments, but final approval rests with the AUC. During this phase, the consultancy will develop a robust, multi-faceted resource mobilisation strategy and sustainability plan to secure financing and capitalisation for the platform's various mechanisms, ensuring long-term viability.

The resource mobilisation strategy should:

- **Identify and map diverse stakeholder groups**, including African governments, private sector entities, foundations, institutional donors, diaspora networks, and individual philanthropists, with tailored engagement approaches for each.
- **Develop mechanism-specific mobilisation strategies** covering endowment capitalisation, annual contributions to the general fund, corporate partnerships, philanthropic engagement, innovative financing vehicles, and revenue-generating activities.
- **Propose phased implementation** with near-term (0-2 years), medium-term (3-5 years), and long-term (5+ years) targets and milestones.
- **Include coordination mechanisms** ensuring that different revenue streams complement rather than compete with each other.
- **Outline capacity requirements** for AUC staff and ATTP Secretariat to manage resource mobilisation efforts effectively.
- **Define monitoring and evaluation frameworks** to track progress, measure impact, and assess the effectiveness of different financing mechanisms and stakeholder engagement strategies.
- **Recommend strategies for ensuring long-term sustainability**, including approaches to diversify funding sources, mitigate financial risks, build African ownership, and progressively reduce dependence on external financing.

The strategy should outline practical approaches to engaging stakeholders and to ensure sustainable financing to support the think tank platform's operations and policy research activities aligned with the ATTP's priority themes.

2. Scope of Work

The consultancy will be delivered in two phases, totalling **180 working days** (approximately 6 months), to ensure timely delivery while maintaining quality and effective stakeholder engagement.

- **Phase I: ~90 working days** (within the 3-month total), including **10 working days** for the Inception Report and **~80 working days** to deliver the Draft and Final Feasibility Study Reports.
- **Phase II: ~90 working days** (within the 3-month total), including **10 working days** for the Inception Report and **~80 working days** to deliver the Draft and Final Resource Mobilisation Strategy.

The deliverables are consolidated and restructured as follows:

- **Phase I Deliverables (3):** (i) Inception Report, (ii) Draft Feasibility Study Report, (iii) Final Feasibility Study Report.
- **Phase II Deliverables (3):** (i) Inception Report, (ii) Draft Resource Mobilisation Strategy, (iii) Final Resource Mobilisation Strategy.

2.1 Summary of Phase I Tasks

The consulting firm will undertake the following main tasks during **Phase I**:

2.1.1 Phase I Inception Report

- Outline the objectives, approach, and work plan for Phase I, including stakeholder engagement, risk analysis approach, and alignment with AUC financial rules and procedures.
- Define key activities for: (i) assessing existing AUC frameworks; (ii) reviewing relevant fund models; and (iii) developing feasibility options for the ATTP financing platform (endowment and general fund or other feasible architecture emerging from assessment).
- Provide a roadmap for producing the Draft and Final Feasibility Study Reports, including validation moments, quality assurance steps, and decision points.

2.1.2 Draft Feasibility Study Report

The Draft Feasibility Study Report will consolidate and present findings and initial recommendations covering, at a minimum:

- **Assessment of AUC Financial Rules and Procedures:** compatibility with establishing/operating the proposed fund(s); gaps, constraints, and opportunities.
- **Review of Existing Fund Models and Financing Mechanisms:** comparative review across AUC-managed funds, Pan-African mechanisms, national precedents, and global comparators; mapping of think tank funding flows/business models; best practices and lessons learned; systemic constraints to sustainability and growth.
- **Proposed Operating/Operational Mechanisms (feasibility-level):** initial operational procedures aligned to the recommended architecture (not assuming a predetermined structure), including grant-making approach, eligibility, decision-making allocation, financial management/disbursement, reporting, transparency/accountability measures, and monitoring mechanisms.
- **Stakeholder Engagement Synthesis (interim):** key insights from consultations informing feasibility choices and design preferences.
- **Risk Analysis (initial):** key risks (financial, operational, governance, legal/regulatory, reputational) and preliminary mitigation measures.
- **Comparative Institutional Scenario Analysis:** covering an **AUC-hosted platform and at least one non-AUC host option**, including pros/cons, compliance with AUC rules, contribution suitability (governments/private sector/foundations/diaspora), domicile/tax considerations, and decision criteria.
- **Draft Investment Policy Statement (IPS) Outline (where an endowment is recommended):** objectives, risk tolerance, liquidity, strategic asset allocation ranges, benchmarks, spending policy, rebalancing, ESG/impact, manager selection/oversight, reporting patterns.

2.1.3 Final Feasibility Study Report

- Incorporate written comments from ATTP Secretariat and key stakeholders on the draft feasibility report.

- Include a **change log** summarising how comments were addressed.
- Present the refined feasibility conclusions, recommended institutional option, governance/operating model, risk mitigation plan, scenario analysis, and implementation roadmap.
- Submission of D1.3 shall be in both English and French and will constitute the approval gate for commencement of Phase II, **subject to formal written approval by the AUC**.

2.2 Detailed Description of Phase I Tasks

The allocated effort for completing Phase I tasks is **90 working days**. Below is a detailed description of each task and level of effort.

2.2.1 *Phase I Inception Report*

At the start of Phase I, the consulting firm will draft the Inception Report outlining the methodology, timelines, and approach for completing Phase I deliverables. The consulting firm shall present the inception report to the ATTP Project Secretariat and key stakeholders for review and approval. The presentation should include the proposed objectives, methodology, and timeline.

- **Estimated LOE: 10 working-days**, including 1 week for methodology development and 1 week for drafting and submission.

2.2.2 *Draft Feasibility Study Report*

This deliverable consolidates the work previously described under assessment of AUC financial rules/procedures; review of existing fund models; development of operational mechanisms; stakeholder engagement synthesis; and risk analysis (initial), including the required comparative institutional scenario analysis and draft IPS outline (as applicable).

- The consulting firm will conduct document review, targeted interviews, comparative analysis, and prepare a draft report for validation with the ATTP Secretariat and stakeholders.
- **Estimated LOE: 60 working days**.

2.2.3 *Final Feasibility Study Report*

Following receipt of written comments on the draft feasibility report, the consulting firm shall revise and finalise the report, including a change log, and deliver a final presentation and submit the Final Feasibility Study Report for **formal written approval by the AUC**. Submission will be in English and French.

- **Estimated LOE: 20 working days**.

2.3 Summary of Phase II Tasks

Upon successful completion of Phase I and subject to AUC approval, the consulting firm will undertake **Phase II** to develop a resource mobilisation strategy for the ATTP fund(s), consistent with the feasibility conclusions and the selected institutional/hosting scenario. The consulting firm will undertake the following main tasks during **Phase II**:

2.3.1 *Phase II Inception Report*

- Outline the objectives, methodology, and work plan for Phase II, focusing on stakeholder engagement, risk considerations for mobilisation, and alignment with AUC financial rules and procedures.
- Define tasks for operationalising the selected governance/hosting model (as relevant to mobilisation), refining assumptions, and addressing emerging priorities.
- Provide a structured plan for delivering the Draft and Final Resource Mobilisation Strategy, including milestones, validation points, and a consultation plan.

2.3.2 *Draft Resource Mobilisation Strategy*

The Draft Resource Mobilisation Strategy will cover and consolidate the work previously described under governance (mobilisation-relevant elements), stakeholder mapping/engagement, funding mechanisms, capacity building considerations (mobilisation function), monitoring indicators for mobilisation, and sustainability planning, including:

- **Fund purpose and governance (mobilisation-relevant):** objectives, mobilisation-related roles, decision rights, coordination mechanisms aligned to the selected institutional scenario.
- **Stakeholder mapping and engagement:** identification and segmentation of potential contributors (Member States, private sector, foundations, donors, diaspora, individuals) with tailored engagement strategies and pipeline approach.
- **Funding mechanisms:** assessment of instruments (including diaspora bonds/philanthropy, ESG-linked contributions, blended finance, outcome-based financing, memberships/fee-for-service, premium products, pooled special funds), including feasibility, alignment with AUC rules, potential quantum, risk profile, appetite, and implementation steps.
- **Resource mobilisation plan:** timelines, milestones, KPIs, targets, coordination across fund windows (endowment/general fund or recommended structure).
- **Capacity strengthening (mobilisation):** practical recommendations to strengthen AUC/host capacity to deliver the mobilisation strategy.
- **Monitoring, learning and adaptation:** mobilisation-focused indicators, reporting cadence, and feedback loops to adjust strategy.
- **Sustainability approach:** diversification, risk mitigation, and periodic review/update mechanisms.

2.3.3 *Final Resource Mobilisation Strategy*

- Incorporate stakeholder feedback and written comments on the draft strategy.
- Provide the final strategy with a concise change log and an implementation-ready roadmap (actions, owners, sequencing, and near-term mobilisation priorities).

2.4 Detailed Description of Phase II Tasks

The allocated effort for completing Phase II tasks is **90 working days**. Below is a detailed description of each task and level of effort.

2.4.1 *Phase II Inception Report*

At the start of Phase II, the consulting firm will draft the Inception Report outlining the detailed approach, updated timelines, and methods for completing Phase II deliverables. The consulting firm shall present the inception report to the ATTP Secretariat and key stakeholders. Stakeholder feedback will be incorporated into the final report.

- **Estimated LOE: 10 working-days**, including 1 week for methodology development and 1 week for drafting and submission.

2.4.2 Draft Resource Mobilisation Strategy

The consulting firm will develop and present the draft strategy, based on targeted consultations (including Member State Permanent Representatives in Addis Ababa, Ministries of Finance where relevant, development partners, foundations, private sector, and diaspora channels as appropriate), and incorporate feasibility constraints/choices from Phase I.

- **Estimated LOE: 60 working days.**

2.4.3 Final Resource Mobilisation Strategy

The consulting firm shall revise the draft strategy based on inputs received, finalise the report, and present the final strategy to the AUC (coordinated by the ATTP Secretariat) for confirmation/approval.

- **Estimated LOE: 20 working days.**

While consultancies are required to submit a technical and financial proposal covering both phases, we recognise that the detailed scope, methodology, and team composition for Phase II will be informed by the findings and recommendations of Phase I. Accordingly, at the commencement of Phase II, the consulting firm may propose reasonable adjustments to the Phase II approach, staffing, and work plan through the Phase II Inception Report (D2.1), provided such adjustments are consistent with the overall objectives of the assignment, remain within the contracted budget ceiling, and are approved in writing by the ATTP Secretariat.

2.5 Indicative Stakeholder Engagement Framework

Stakeholder engagement is central to the quality and credibility of both the feasibility study and the resource mobilisation strategy. To ensure comparability across proposals and realistic budgeting for the consultation effort, consulting firms should plan their stakeholder engagement using the following indicative framework.

Minimum key informant interviews: The consulting firm should plan for a minimum of 20 to 25 key informant interviews across both phases, distributed indicatively as follows:

- AUC officials and ATTP Secretariat staff, including relevant senior management and directorates (e.g., CDCP, PMRMD, Finance, Legal) and implementing partners (ACBF, AUDA-NEPAD).
- AU Member State representatives, drawn from a regionally balanced sample.
- Development partners with existing or potential interest in supporting the African think tank sustainability (e.g., World Bank, bilateral donors, multilateral agencies).
- Private sector entities, foundations, or philanthropic organisations with a track record in supporting policy research, knowledge generation, or endowment-style financing in Africa or comparable contexts.
- Diaspora networks, innovative finance actors, or other non-traditional funding sources with potential relevance to the ATTP financing platform.
- Representatives from African think tanks, research institutions, and Regional Economic Communities (RECs) with direct experience of the financing challenges and sustainability models relevant to this assignment.

Validation Workshops: The consulting firm shall plan for at least one multi-stakeholder validation workshop during the assignment to present draft findings and recommendations for stakeholder input prior to finalisation. The format, timing, and participant list shall be proposed in the relevant Inception Report and agreed upon with the ATTP Secretariat.

The list of key informants above is indicative and intended to establish a common baseline for proposal preparation. The consulting firm may propose adjustments to the composition of stakeholder consultations in the Inception Report, provided such adjustments are clearly justified and approved by the ATTP Secretariat.

The Consultant shall budget for one multi-stakeholder validation workshop. Costs for the workshop are reimbursable and will cover only conference facilities, interpretation (English, French, and Arabic), and logistics for up to 30 participants. The format may be in-person in Addis Ababa. The Consultant is responsible for venue arrangements and logistics, and for ensuring the use of secure platforms that adhere to data protection best practices.

3. Deliverables and Payment Schedule

The AUC estimates that the Consulting firm will need no more than 6 months (180 working days) to complete this assignment (both Phase I and Phase II). The Consulting firm will require no more than **90 working days** to complete **Phase I** deliverables. Upon successful completion of Phase I deliverables, the Consulting firm will require no more than **90 working days** for **Phase II** deliverables.

The AUC also expects the Consulting Firm to be available throughout the entire duration of the services. This includes liaising with the ATTP Project Secretariat and other parties, managing office operations, and ensuring service quality. As part of project management, several meetings between the ATTP Project Secretariat and the Consulting firm may be scheduled at any time. The Consulting firm shall produce meeting minutes of all proceedings. The Consulting Firm shall submit all deliverables to the **ATTP Project Coordinator** for coordination of review. **Final approval of the Final Feasibility Study Report (D1.3) shall be provided by the AUC.**

3.1 Phase I Deliverables

The consulting firm is expected to produce three (3) deliverables during Phase I:

3.1.1 *D1.1: Phase I Inception Report*

An initial report outlining the consultancy's proposed methodology, work plan, and timeline for conducting the Phase I feasibility work. The report shall include a stakeholder engagement plan, a data collection and validation approach, and research tools (questionnaires/surveys, where applicable; KII guides; FGD protocols, where applicable; and document review frameworks).

(Due: 10 Working Days from contract effectiveness).

3.1.2 *D1.2: Draft Feasibility Study Report*

A consolidated draft report presenting the feasibility assessment and initial recommendations for the ATTP financing platform. The report shall include, at a minimum:

- Analysis of AUC financial rules and procedures, including identified gaps, challenges, and opportunities relevant to establishing and operating the recommended fund architecture.

- Review of existing fund models and financing mechanisms across AUC-managed funds, Pan-African mechanisms, African national precedents, and global comparators, with lessons learned and implications for ATTP funding design.
- Mapping of the current funding ecosystem for African think tanks, including revenue sources, sustainability models, and systemic constraints.
- Proposed fund design, governance framework, and operating model (at draft stage), including grant-making approach, eligibility, allocation decision-making processes, financial management/disbursement, reporting requirements, transparency/accountability measures, and monitoring mechanisms—aligned to the recommended architecture (not assuming a predetermined structure).
- Stakeholder engagement synthesis (consultations conducted and key findings).
- Risk assessment (financial, operational, governance, legal/regulatory, reputational) with draft mitigation measures and monitoring approach.
- Comparative institutional scenario analysis covering an AUC-hosted platform and at least one non-AUC host option, addressing pros/cons, compliance with AUC rules, suitability for receiving contributions (governments, private sector, foundations, diaspora), domicile/tax considerations, fiduciary/operational capacity, and recommended decision criteria.
- Draft Investment Policy Statement (IPS) outline for any recommended endowment.
- Annexes (as applicable): stakeholder list, interview guides, comparison matrix, and other analytical tools.

(Due: 70 Working days from contract effectiveness).

3.1.3 D1.3: Final Feasibility Study Report

A final report that incorporates written comments from the ATTP Secretariat and key stakeholders on the Draft Feasibility Study Report (D1.2). The report shall include:

- Refined feasibility conclusions and final recommended financing architecture.
- Final recommended fund design, governance framework, and operating model.
- Final comparative institutional scenario analysis (AUC-hosted and at least one non-AUC host option) with recommended selection criteria.
- Final risk mitigation plan and monitoring/review mechanism.
- Final IPS outline (where applicable).
- Implementation roadmap.
- **Change log** summarising how comments on D1.2 were addressed.
- Submission of D1.3 shall be in **both English and French** and will constitute the approval gate for commencement of Phase II.

(Due: 90 Working Days from contract effectiveness).

3.2 Phase II Deliverables

Phase II shall commence upon formal approval of the Final Feasibility Study Report (D1.3) by the AUC. The consulting firm is expected to produce three (3) deliverables during Phase II:

3.2.1 D2.1: Phase II Inception Report

An updated work plan outlining the methodology, timeline, and approach for completing Phase II deliverables, aligned to the selected institutional scenario and financing architecture emerging from Phase I. The report shall include a stakeholder engagement plan (with stakeholder map, engagement

objectives, and schedule), data collection instruments, and confirmation of alignment with the ATTP Secretariat on Phase II priorities.

(Due: 10 Working Days from the contract effectiveness of Phase II).

3.2.2 D2.2: Draft Resource Mobilisation Strategy Report

A draft strategy document for securing capitalisation and financing for the ATTP financing platform (consistent with Phase I recommendations). The report shall include, at a minimum:

- Stakeholder mapping identifying potential contributors (African governments, private sector, foundations, institutional donors, diaspora, and individuals) with tailored engagement strategies and a pipeline approach.
- Assessment of diverse funding mechanisms (including diaspora bonds and diaspora philanthropy; ESG-linked corporate contributions; blended finance structures; outcome-based financing/social or impact bonds; membership models/fee-for-service; premium data/insight products; pooled special funds), including feasibility, alignment with AUC rules, potential quantum, risk profile, stakeholder appetite, and implementation steps.
- Draft resource mobilisation strategy with phased targets (near-term 0–2 years, medium-term 3–5 years, long-term 5+ years), milestones, and KPIs.
- Capacity strengthening recommendations to support resource mobilisation (AUC/host and ATTP Secretariat).
- Monitoring and evaluation approach for mobilisation performance (aligned to the ATTP Results Framework).
- Sustainability considerations: diversification, risk mitigation, and periodic strategy review/update mechanisms.
- Implementation roadmap with sequenced actions, responsibilities, and resource requirements.

(Due: 70 Working Days from the contract effectiveness of Phase II).

3.2.3 D2.3: Final Resource Mobilisation Strategy Report

A final strategy document incorporating written comments from the ATTP Secretariat and key stakeholders on D2.2. The report shall include:

- Final resource mobilisation strategy, updated stakeholder engagement plan, and final recommended mechanisms and sequencing.
- Final KPI framework, M&E approach, and sustainability plan.
- Implementation-ready roadmap (actions, owners, sequencing, and resourcing).
- **Change log** summarising how comments on D2.2 were addressed.
- Submission of the Final Resource Mobilisation Strategy (D2.3) shall be in **both English and French** and shall be subject to formal written approval by the AUC.

(Due: 90 Working Days from the contract effectiveness of Phase II).

3.3 Payment Schedule

The Consulting firm shall produce the deliverables outlined in this section to the highest international technical standards, as described in sections 2.1 and 2.3. The actual delivery date for each deliverable will be determined and approved by the AU on the contract's effective date. It should serve as a foundation for an AU-approved work plan. The formal delivery of all expected deliverables may be conducted electronically.

Draft deliverables (D1.2, D2.2) will be reviewed by the ATTP Secretariat and stakeholders coordinated by the ATTP Project Coordinator. **The AUC is the final approving authority for D1.3 (Final Feasibility Study Report)** and authorises commencement of Phase II in writing.

3.3.1 Phase I Deliverables

Sn.	Deliverable Description	Estimated Due Date	Payment (Per cent)
D1.1	Phase I Inception Report	10 Working Days from Contract Effectiveness	20%
D1.2	Draft Feasibility Study Report	70 Working Days from Contract Effectiveness	40%
D1.3	Final Feasibility Study Report	90 Working Days from Contract Effectiveness	40%
Total			100%

3.3.2 Phase II Deliverables

Sn.	Deliverable Description	Estimated Due Date	Payment (Per cent)
D2.1	Phase II Inception Report	10 Working Days from Contract Effectiveness of Phase II	20%
D2.2	Draft Resource Mobilisation Strategy Report	70 Working Days from Contract Effectiveness of Phase II	40%
D2.3	Final Resource Mobilisation Strategy Report	90 Working Days from Contract Effectiveness of Phase II	40%
Total			100%

4. Other Applicable Requirements

4.1 Applicable Labor Management Procedures

Consulting firms engaged under the ATTP Project must comply with the [Labour Management Procedures](#) (LMP) outlined in the project framework. Consulting firms must ensure fair treatment, non-discrimination, and equal opportunity for project workers, and promote safe and healthy working conditions. They must adhere to the occupational health and safety (OHS) measures specified in the LMP and establish accessible grievance mechanisms for workers to address workplace concerns promptly and effectively. Compliance with the ATTP Code of Conduct guided by the Environmental and Social Commitment Plan ([ESCP](#)) and the Stakeholder Engagement Plan ([SEP](#)) is mandatory, including measures to prevent Sexual Exploitation and Abuse (SEA), Sexual Harassment (SH), and workplace discrimination. Consulting firms should also ensure compliance with relevant Ethiopian labour laws when addressing labour-related risks and apply the highest standards when discrepancies arise between national laws and ESS2 requirements.

4.2 Applicable Environmental and Social Requirements

Consulting firms engaged under the ATTP Project must operate in compliance with the World Bank Environmental and Social Framework (ESF) for Investment Project Financing (IPF), including adherence to Environmental and Social Standard 2 ([ESS2](#)) on Labour and Working Conditions. Consulting firms are required to align their operations with the ATTP Environmental and Social Management System, ensuring integration of ESS2 requirements in labour management, occupational

health and safety (OHS), stakeholder engagement, and grievance resolution. Consulting firms must adhere to the ATTP Code of Conduct, addressing environmental and social risks, particularly those related to SEA, SH, and workplace discrimination. Furthermore, consulting firms should identify and mitigate potential environmental and social risks associated with their work, including travel, stakeholder interactions, and the technical specifications of deliverables, and ensure compliance with additional ESS requirements where applicable.

4.3 Applicable Stakeholder Engagement Requirements

Consulting firms engaged under the ATTP Project must comply with the Stakeholder Engagement Plan (SEP) requirements, which align with the World Bank Environmental and Social Standard 10 ([ESS10](#)). The SEP emphasises transparent and inclusive stakeholder engagement throughout the project lifecycle to enhance project acceptance and sustainability. Consulting firms are required to identify relevant stakeholders, including disadvantaged and vulnerable groups, disclose project information in a culturally sensitive and appropriate manner, facilitate meaningful consultations, and operate a transparent Grievance Redressal Mechanism (GRM). Monitoring and reporting on engagement activities, as well as addressing stakeholder feedback, are essential to ensuring compliance with SEP guidelines and supporting successful project implementation.

5. Management of Services

5.1 Consulting Firm and Staff

The AUC expects the Consulting firm to provide appropriate key and non-key personnel who will contribute inputs in accordance with the work program. The proposed team shall include at least the key personnel listed below, with specified qualifications and experience. These individuals should be experts who will dedicate significant time to the project or whose contributions are essential to the consultancy. Additional staff and staffing requirements should be suggested by the Consulting firm as needed, based on the proposed methodology and approach to the assignment. The AUC expects all personnel involved to be fluent in English or French during contract execution. All (final) deliverables shall be submitted in both English and French; however, the primary working language for drafting and stakeholder engagement will be English, with final approved deliverables translated into French prior to submission.

Consultants must provide documentary evidence of meeting the minimum firm qualifications, including copies of signed contracts or completion certificates for at least two similar assignments undertaken within the past five years, client reference letters (with contact details) attesting to satisfactory performance, and proof of legal registration. Where proposals are submitted by a consortium or joint venture, the consortium may collectively meet the minimum firm qualifications; the proposal must include a signed consortium agreement outlining roles, responsibilities, and percentage shares, and designate a lead firm authorised to contract with the AUC.

5.2 Key Personnel Qualifications and Experience

The consulting firm must have the following expertise:

5.2.1 *Minimum Firm Qualifications*

The consulting firm must be a legally registered entity and demonstrate institutional capacity and relevant experience to undertake this assignment. Specifically, the firm must have:

- ***A proven track record:*** Successful completion of at least two (2) projects of a similar nature and complexity within the last five (5) years, specifically involving fund governance or innovative endowment and general funds in developing country contexts.
- ***Regional Expertise:*** Demonstrated experience working with African Union stakeholders, e.g., Regional Economic Communities (RECs), and/or African national governments on public financial management or institutional reform.

5.2.2 *Team Leader*

5.2.2.1 **Qualifications and Skills**

- Master's degree (those with a higher degree will have an added advantage) in finance, economics, public administration, or a related field.
- Strong knowledge of governance structures and operational mechanisms for funds.
- Certification in project management or strategic planning is an asset.

5.2.2.2 **Professional Experience**

1. At least 15 years of experience in financial analysis, feasibility studies, and fund design.
2. Proven ability to lead multi-disciplinary teams and manage complex projects.
3. Extensive experience in designing resource mobilisation strategies for institutional funds, including engagement with donors, governments, and private sector entities.
4. Experience in designing and operationalising governance frameworks for funds.
5. Demonstrated ability to engage with diverse stakeholders, including senior government officials and donors.
6. Fluency in written and oral communication skills in English or French.

5.2.3 *Finance Expert*

5.2.3.1 **Qualifications and Skills:**

- Master's degree (those with a higher degree will have an added advantage) in finance or accounting.
- CFA, CPA, or ACCA designation is highly desirable.
- Familiarity with international financial standards and practices.

5.2.3.2 **Professional Experience:**

1. At least 10 years of experience in assessing financial frameworks, rules, and procedures.
2. Proven expertise in financial analysis and fund management, including proficiency in **financial modelling**, forecasting, and performance evaluation.
3. Significant experience in designing resource mobilisation strategies for institutional funds, including mechanisms to attract contributions from governments, private sector entities, and development partners.
4. Experience in developing financial models and frameworks for institutional funds.
5. Experience leading public sector finance work in the sub-Saharan Africa region.
6. Professional experience in public financial management and implementing public financial management reform within national and sub-national institutions.
7. Prior experience in donor-funded technical assistance programs for PFM assessments, strategic reforms, and implementation.
8. Demonstrated experience with public financial management assessments and diagnostic tools (e.g., Tax Administration Diagnostic Assessment Tool [TADAT], Public Expenditure and Financial Accountability [PEFA], Medium Term Fiscal Frameworks [MTFF], Medium Term

Budget Frameworks [MTBF], Public Expenditure Reviews [PER], Public Expenditure Tracking Surveys [PETS], Fiscal Risk Assessments [FRA], and budget transparency).

9. Fluency in English or French, with excellent reporting skills.

5.2.4 Risk Analysis Expert

5.2.4.1 Qualifications and Skills

- University degree (those with a higher degree will have an added advantage) in finance, economics, accounting, or a related field.
- Certification in risk management (e.g., FRM, CRMA) is an advantage.
- Strong knowledge of risk assessment methodologies for financial projects.

5.2.4.2 Professional Experience

1. At least 7 years of experience in conducting risk assessments for complex financial projects.
2. Proven ability to identify, analyse, and propose mitigation strategies for financial, operational, and governance risks.
3. Experience working on institutional funds or similar projects.
4. Strong understanding of endowment risk exposure, including market, governance, and liquidity risks.
5. Fluency in English or French, with excellent reporting capabilities.

5.2.5 Stakeholder Engagement Expert

5.2.5.1 Qualifications and Skills

- University degree (those with a higher degree will have an added advantage) in public relations, social sciences, or a related field.
- Proven expertise in engaging diverse stakeholders, including government entities and donors.

5.2.5.2 Professional Experience

1. At least 7 years of experience in stakeholder engagement and communications.
2. Demonstrated ability to manage relationships with senior government officials, donors, and other stakeholders.
3. Experience in facilitating consultations and workshops.
4. Strong diplomacy and cultural awareness skills.
5. Fluency in English or French, with excellent written and oral communication skills.
6. Knowledge of the African Union institutional architecture and prior experience engaging AU organs is an asset.

All key personnel named in the proposal are considered essential to the project. Any substitution requires AUC's prior written consent and must involve personnel with equal or superior qualifications and experience. AUC reserves the right to reject any proposed substitutions that do not meet these standards.

5.3 Non-Key Staff

This section provides an illustrative list of additional non-key personnel that bidders may include in their teams. It is the bidders' decision to propose additional non-key personnel. However, the Consulting firm shall indicate the proposed experts' names, their input, and their position in the technical and financial proposals (please note that the financial proposal shall also indicate these experts' fully loaded rates).

Indicative/Illustrative Additional Positions

- | |
|--|
| (1) Administrative Assistant |
| (2) Capacity Building Specialist |
| (3) Monitoring and Evaluation Specialist |

5.4 Input by the Consulting firm

The Consulting firm shall be responsible for all necessary staff resources, office space, transportation (local and international), accommodation, stationery, photocopying of documents provided to participants as workshop materials, communications, computers and accessories, translations and interpretation (if needed), and insurance (as applicable). This also covers staff training and other costs related to assigned responsibilities.

5.5 Reporting Requirements

The Consulting firm will submit all reports to the ATTP Project Coordinator electronically. Translation and quality assurance are the responsibility of the Consulting firm and should be accounted for within the proposed work plan and level of effort. The Consulting firm should submit all documents in Microsoft Word, spreadsheets in Microsoft Excel, schedules in Microsoft Project or Microsoft Excel, and digital photo files in JPEG or PNG format. The Consulting firm should submit all presentations in Microsoft PowerPoint format. The AUC and the Consulting firm must agree on any other format(s) the Consulting firm proposes to submit. The Consulting firm should also include the contract number in each report. Additionally, the Consulting firm should submit each report accompanied by a letter or other document that clearly identifies the report.

For deliverables containing periodic data that the AUC will use for ATTP Project Monitoring and Evaluation, the AUC will approve the submission format. All deliverables are considered drafts upon submission. When the AUC identifies areas for correction, the Consulting firm will have ten (10) business days to submit revisions, unless otherwise specified or agreed upon with the AUC. Packaging for all items delivered under this agreement shall comply with commercial standards and be sufficient to ensure acceptance by common carriers and safe arrival at the destination. The Consulting firm should also include the contract number on each package, report, or other deliverable. The Consulting firm shall acknowledge the AUC and the World Bank in any research or reports funded under this Contract.

The Consulting firm shall implement appropriate data protection and confidentiality measures for all information obtained during the assignment, including sensitive financial and governance documents. This includes secure storage, controlled access, and compliance with applicable data protection regulations. The Consulting firm may not disclose confidential information without prior written consent from the AUC and must return or securely destroy sensitive materials upon contract completion, in accordance with AUC instructions.

Draft deliverables may be submitted in English. Final deliverables (D1.3 and D2.3) must be provided in both English and French. Bidders shall include translation and quality assurance costs in their financial proposals. Where validation workshops involve bilingual participants, the Consultant shall provide simultaneous/consecutive interpretation as required; associated costs shall be included in the financial proposal.

5.6 Report Types and Schedule

The Consulting firm is expected to submit the following reports as deliverables for **Phases I and II**. Each report must align with the timelines and LOE specified in the TOR and summarised in the table below.

Sn	Deliverable	Description	Minimum Required Content	Due Date	Estimated LOE ²
Phase I Deliverables					
D1.1	Phase I Inception Report	Detailed work plan, methodology, and timeline for Phase I feasibility work	Objectives and approach; detailed work plan and timeline; stakeholder engagement plan; data collection and validation plan; research tools (questionnaires/survey instruments where applicable, KII guides, FGD protocols where applicable, document review frameworks); quality assurance approach; alignment with AUC financial rules and procedures	10 Working Days from contract effectiveness	10
D1.2	Draft Feasibility Study Report	Consolidated draft report presenting feasibility assessment findings and initial recommendations for the ATTP financing platform	Analysis of AUC financial rules/procedures (gaps, constraints, opportunities); review of existing fund models/financing mechanisms (AUC-managed, Pan-African, national, global) with lessons; mapping of African think tank funding ecosystem (typologies, revenue mix, constraints); proposed draft fund design/governance/operating model (grant-making, eligibility, allocation, FM/disbursement, reporting, transparency/accountability, monitoring); stakeholder engagement synthesis; initial risk assessment and mitigation measures; comparative institutional scenario analysis (AUC-hosted and at least one non-AUC host option, incl. compliance, fiduciary arrangements, domicile/tax considerations, suitability for contributor types, decision criteria); draft IPS outline (if endowment recommended); annexes (stakeholder list, interview guides, comparison matrix, etc.)	70 Working Days from contract effectiveness	60
D1.3	Final Feasibility Study Report	Final feasibility study incorporating stakeholder feedback and final recommendations	Final recommended financing architecture; refined fund design/governance/operating model; final comparative institutional scenario analysis and selection criteria; final risk mitigation and monitoring/review mechanism; final IPS outline (where applicable); implementation roadmap; change log documenting responses to comments on D 1.2; submitted in English and French and serves as approval gate for Phase II	90 Working Days from contract effectiveness	20
Phase II Deliverables					
D2.1	Phase II Inception Report	Updated work plan, methodology, and timeline for Phase II resource mobilisation strategy work	Objectives; methodology refinement; alignment with selected Phase I institutional scenario and financing architecture; stakeholder engagement plan (stakeholder map, objectives, schedule); data collection instruments and templates; validation plan and coordination arrangements with ATTP Secretariat	10 Working Days from the contract effectiveness of Phase II	10
D2.2	Draft Resource Mobilisation Strategy Report	Draft strategy for securing capitalisation and financing for the ATTP financing platform	Stakeholder mapping and segmentation (Member States, private sector, foundations, donors, diaspora, individuals) with tailored engagement strategies; assessment of funding mechanisms (incl. diaspora bonds/philanthropy, ESG-linked contributions, blended finance, outcome-based financing, membership/fee-for-service, premium products, pooled special funds) with feasibility, alignment with	70 Working Days from the contract effectiveness of Phase II	60

² Note: the extra LOE per deliverable is assigned to stakeholder engagement execution, iterative validation, drafting/quality assurance, and translation coordination.

Sn	Deliverable	Description	Minimum Required Content	Due Date	Estimated LOE ²
			AUC rules, potential quantum, risk profile, appetite, implementation steps; draft phased mobilisation targets (0–2, 3–5, 5+ years), milestones, KPIs; capacity strengthening recommendations (mobilisation function); mobilisation M&E approach aligned to ATTP Results Framework; sustainability approach (diversification, risk mitigation, periodic review); implementation roadmap (sequenced actions, responsibilities, resourcing)		
D2.3	Final Resource Mobilisation Strategy Report	Final strategy incorporating written comments and validation outcomes	Final mobilisation strategy and finalised mechanism mix/engagement plan; final KPIs and M&E approach; final sustainability plan; implementation-ready roadmap; change log documenting responses to comments on D 2.2; submitted in English and French	90 Working Days from the contract effectiveness of Phase II	20

5.7 Review and Approval Process

- The ATTP Project Secretariat and key stakeholders shall review each submission and provide feedback within **10 working days**.
- The Consulting firm shall address comments and submit a revised version for **final approval**.
- Any changes to the reporting schedule or format must be agreed upon in writing between the AUC and the Consulting firm.
- Phase II will commence once AUC provides formal approval on Deliverable D1.3.

6. Facilities and Equipment

6.1 Costs, Facilities, and Equipment to be Provided by the Consulting firm

Except as specified in the General Conditions of Contract (GCC) and the Special Conditions of Contract (SCC), all costs associated with fulfilling this contract are to be assumed and borne by the Consulting firm. The primary duty location of the Consulting firm's team shall be Addis Ababa, Ethiopia. The Consulting firm must be present in the country during the performance period. The Consulting firm shall also ensure appropriate transportation that meets the assignment requirements. The Consulting firm shall, where applicable, be responsible for providing comprehensive insurance coverage for personnel.

The Consulting Firm shall ensure a minimum of 20 in-country working days across both phases, including at least one in-person multi-stakeholder validation workshop in Addis Ababa. All travel, visas, per-dems, local transport, logistics, and duty-of-care/security arrangements are the responsibility of the Consulting Firm. The Consultant shall maintain, at a minimum, professional indemnity, general liability, and employer's liability/worker's compensation insurance in amounts adequate to cover the obligations under this Contract.

6.2 Costs, Facilities, and Equipment to be Provided by the African Union

The African Union will cover all labour costs for its officials, as their project engagement is part of their regular work duties. For example, this includes the time officials spend reviewing and validating deliverables and reports prepared by the Consulting firm, as well as interim and final sign-offs when needed, for recommendations the Consulting firm may make regarding the implementation of tasks outlined in these Terms of Reference.

The ATTP Secretariat will provide the Consulting firm with the following information and support:

- (a) Access relevant reports, legal documents, and other necessary documents related to the Africa Think Tank Platform Project that may already be available. All bidders are encouraged to review the ATTP documents available on the World Bank website: <https://projects.worldbank.org/pt/projects-operations/project-detail/P179804>
- (b) Letters of introduction to facilitate access to various stakeholders whose activities and roles are essential to the mission of the Consulting firm.
- (c) Assist in issuing visas for entry and exit for the Consulting firm's expatriate staff.
- (d) Facilitation of issuance of any permit required for personnel of the Consulting firm to perform their tasks in Ethiopia.
- (e) Share the TOR and relevant draft deliverables with AUDA-NEPAD and ACBF and facilitate introductions to focal points to enable timely technical feedback.
- (f) The ATTP Project Coordinator will serve as the Point of Contact for this assignment.

The AUC will provide timely access to relevant policies, financial rules, legal instruments, and contacts. The AUC and ATTP Secretariat will provide consolidated comments on deliverables within 10 working days and facilitate introductions for key informant interviews within 10 working days of request. Delays in client-controlled inputs will extend associated timelines on a no-fault basis.