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AFRICAN DEVELOPMENT BANK GROUP

CLARIFICATION BULLETIN NO. 2

BPM1/QCBS/2026/001

Provision of Growth-Led Technical and Advisory Services

to 12 Innovative Women-Led Startups

"UNLEASHING THE BUSINESS GROWTH POTENTIAL OF INNOVATIVE WOMEN-LED STARTUPS IN AFRICA"

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Question 1

Where consulting firms submit an Expression of Interest as a Joint Venture, are they required to nominate a lead firm?

RESPONSE

No. The REOI does not require a Joint Venture to nominate a lead firm at the Expression of Interest stage.

Question 2

Please provide guidance on the required EOI structure, mandatory submission forms, evaluation criteria, and scoring methodology. Additionally, please confirm whether the full Request for Proposals (RFP), including technical and financial submission templates and annexes, is available now or will be issued only to shortlisted firms.

RESPONSE

At the current stage of the procurement process, interested consulting firms are required to submit only an Expression of Interest (EOI) in accordance with the Request for Expressions of Interest (REOI). Technical and Financial Proposals are not required at this stage. No specific EOI structure, mandatory forms or page limits are prescribed. Interested consulting firms should provide the information requested in the REOI demonstrating their qualifications and relevant experience, including information on similar assignments, experience in similar conditions, and the availability of appropriate skills among their staff. The purpose of the REOI is to establish a shortlist of qualified consulting firms. The Request for Proposals (RFP), including the applicable Technical and Financial Proposal requirements and submission forms, will be issued only to the shortlisted consulting firms.

Question 3

Please clarify the expected balance between strategic advisory/coaching and direct, hands-on implementation support (e.g., executing customer acquisition, product development, or fundraising). Regarding the USD 30 million hybrid-financing target, could you also clarify the expected contribution of this assignment, Janngo Capital's role in investor engagement, and how consultant performance in financing mobilization and startup revenue growth will be assessed?

RESPONSE

Refer to the relevant provisions of the Terms of Reference concerning the scope of services, implementation approach and expected results. The assignment combines strategic advisory services, coaching and mentoring with practical implementation support. The Consultant is expected to work closely with startup management teams to facilitate the implementation of agreed actions. With respect to investor engagement, refer to Section 4.6 – Phase V: Investor Readiness and Ecosystem Engagement of the Terms of Reference. The Consultant is expected to coordinate closely with Janngo Capital Partners' investment team and support participating startups in investor readiness, networking and engagement with investors and

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strategic partners. As provided in the Terms of Reference, the USD 30 million hybrid-financing target and startup revenue growth are outcome indicators that depend materially on the decisions of investors, markets and other third parties. The Consultant is expected to establish baselines, implement the agreed interventions, and monitor, document and evidence its contribution to these outcomes. These outcome indicators are not treated as unconditional performance guarantees by the Consultant. At the current REOI stage, interested consulting firms are not required to submit a detailed methodology or implementation approach.

Question 4

Please specify the participating startups' countries of operation, language requirements, and expectations for in-person delivery or travel, so we can determine an appropriate regional deployment model.

RESPONSE

No specific countries have been identified at this stage. The assignment is multi-country and covers twelve (12) innovative women-led technology startups across Africa. The final composition of the portfolio, including the countries in which the selected startups are located, will be confirmed by the Project Implementation Unit in accordance with the project implementation arrangements. Regarding language requirements, reports, presentations, training materials and advisory tools shall be prepared in English unless otherwise approved by the Client. Where appropriate, selected advisory sessions may be delivered in French to accommodate participating startups. The Consultant's team is expected collectively to possess excellent written and oral English, while French is considered an asset, particularly for engagement with Francophone startups. The Terms of Reference do not prescribe a specific balance between virtual and in-person delivery. Advisory, mentoring and training may be delivered remotely or in person. The Consultant has flexibility to propose appropriate advisory modalities consistent with the scope, objectives and required results of the assignment. At the current REOI stage, interested consulting firms are not required to propose a detailed regional deployment or travel plan.

Question 5

Please confirm whether an indicative budget or maximum contract value is available, along with applicable currency and pricing assumptions. Guidance on the treatment of reimbursable costs (travel, accommodation, events, taxes) and fee structure presentation would also be appreciated.

RESPONSE

No indicative budget or maximum contract value is specified in the REOI or Terms of Reference. At the current REOI stage, interested consulting firms are not required to submit a Financial Proposal. Accordingly, detailed pricing assumptions, treatment of individual cost categories and fee structure presentation are not required as part of the EOI. Refer to Section

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5.7 – Indicative Payment Schedule of the Terms of Reference, which provides that the Contract Price is inclusive of professional fees, reimbursable expenses and applicable taxes. The applicable Financial Proposal requirements, including currency and pricing requirements and the relevant submission forms, will be provided to shortlisted consulting firms as part of the RFP.

Question 6

Could you share details regarding the twelve (12) startups, including their sectors, stages of development, countries of operation, and key growth needs? If the portfolio is not yet finalized, details on selection criteria and onboarding timelines would be helpful.

RESPONSE

The final portfolio of twelve (12) participating startups has not yet been confirmed. Accordingly, specific information regarding the individual startups, including their sectors, stages of development, countries of operation and individual growth needs, is not available at this stage. The final portfolio will be confirmed by the Project Implementation Unit in accordance with the project implementation arrangements. The Consultant will not be responsible for the selection of the participating startups. At the current REOI stage, interested consulting firms are being evaluated based on their qualifications and relevant experience as specified in the REOI. Detailed information on individual participating startups is therefore not required for the preparation of the EOI.

Question 7

The Terms of Reference specify at least 650 hours of direct advisory, mentoring, and training. Please clarify whether these hours are to be evenly distributed across the twelve (12) startups and ten (10) advisory domains, and whether the four networking/mentorship sessions are included within or additional to these 650 hours. Any guidance on non-key specialist deployment would also be appreciated.

RESPONSE

The Terms of Reference do not require the minimum 650 hours of direct advisory, mentoring and training to be distributed equally among the twelve (12) startups or across the ten (10) advisory domains. The advisory support is intended to be customized to the specific needs, maturity, business model and growth priorities of each participating startup. The Terms of Reference identify the 650 hours of advisory, mentoring and training and the four (4) business opportunities, networking and mentorship sessions as separate quantitative output indicators. The Consultant has flexibility to propose the appropriate allocation and sequencing of advisory services and deployment of specialist expertise, consistent with the Growth Acceleration Plans and the requirements of the Terms of Reference. At the current REOI stage, interested consulting firms are not required to submit a detailed allocation of advisory hours or specialist deployment plan. These matters will be addressed as part of the Consultant's methodology and approach at the Technical Proposal stage.

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Question 8

Are there minimum advisory hours required per startup or per technical domain?

RESPONSE

No. The Terms of Reference do not prescribe a minimum number of advisory hours per startup or per technical domain. The minimum 650 hours apply to the assignment as a whole. The advisory support is intended to be customized to the specific needs, maturity, business model and growth priorities of each participating startup. The Consultant will have flexibility to propose the appropriate allocation and sequencing of advisory services in accordance with the requirements of the Terms of Reference. At the current REOI stage, interested consulting firms are not required to propose a detailed allocation of advisory hours. Such allocation will form part of the Consultant's proposed approach at the Technical Proposal stage.

Question 9

What is the anticipated timeline for shortlisting, RFP issuance, contract award and commencement?

RESPONSE

The procurement process is currently at the Expression of Interest and shortlisting stage. The Request for Proposals will be issued to the shortlisted consulting firms following completion and approval of the shortlisting process. Specific dates for RFP issuance, contract award and commencement of the assignment have not yet been confirmed.

Question 10

Will Joint Venture members' experience be assessed collectively, or must the lead firm meet specific requirements independently?

RESPONSE

The REOI permits interested consulting firms to associate in the form of a Joint Venture to enhance their qualifications. For shortlisting purposes, the qualifications and relevant experience presented by the Joint Venture members will be considered collectively. The REOI does not establish separate minimum qualification or experience requirements that must be met independently by a lead firm at the Expression of Interest stage.

Question 11

Can expertise be pooled across Joint Venture members and specialists? Are CVs required at the EOI stage?

RESPONSE

At the Expression of Interest stage, the assessment focuses on the qualifications and relevant experience of the interested consulting firm or Joint Venture and the availability of appropriate skills, as specified in the REOI. Where an EOI is submitted by a Joint Venture, the skills and capabilities demonstrated by its members may be considered collectively. Individual expert

CVs are not required at the EOI stage. Detailed staffing arrangements and individual expert qualifications will be addressed at the Technical Proposal stage.

Question 12

Is there provision for an initial mobilization payment, or will all payments be tied to accepted deliverables as outlined in the Terms of Reference?

RESPONSE

The Terms of Reference do not provide for a separate initial mobilization payment. Under Section 5.7 – Indicative Payment Schedule, payments are linked to the satisfactory delivery and formal acceptance of the specified deliverables and milestones. The first payment milestone is the Inception Report, representing 10% of the Contract Price. At the current REOI stage, interested consulting firms are not required to submit a Financial Proposal or propose payment arrangements.

Question 13

Section 5.6 of the Terms of Reference (Ownership of Deliverables) provides that all outputs developed under the assignment shall become the exclusive property of TECH4GOOD CI SAS. Our firm has delivered several similar programmes in Africa and intends to draw on its existing expertise, tools and content, part of which is open-licensed. As the deliverables would be based on our pre-existing intellectual property, we would not be in a position to assign full ownership of all deliverables, which could restrict our work with existing clients and on future investment readiness programmes. Would the Client consider a non-exclusive licence to the materials produced instead of full ownership?

RESPONSE

The intention of Section 5.6 is not to claim ownership over the Consultant's pre-existing IP, methodologies, tools or content. The Consultant would retain ownership of any pre-existing materials used in delivering the assignment.

However, deliverables developed specifically for the AFAWA assignment would remain the property of TECH4GOOD CI SAS, as stated in the TOR. Where pre-existing proprietary materials are incorporated into those deliverables, the Consultant should grant TECH4GOOD the necessary rights to use them for the purposes of the programme.

The Firm may identify any relevant pre-existing IP in its proposal.