**Terms of reference**

1. **General information**

|  |  |
| --- | --- |
| Assignment name | Provision of business coaching and Earth-Observation (EO)-related coaching, training and technical services to local start-ups and enterprises benefiting from the Digital & Green Innovation (DGI) project, led by Expertise France in Latin America and Caribbean (LAC) countries. |
| Beneficiary | Expertise France |
| Countries | Chile, Panama and Colombia  (*Remote support and services program*) |
| Maximum amount | Up to a total of maximum 490 000 EUR excl. VAT for the framework part (through subsequent contracts) over a period of nearly seven months |

1. **Context and justification of the need**

**2.1 EXPERTISE FRANCE**

Expertise France ([www.expertisefrance.fr](http://www.expertisefrance.fr)) is the public agency for international technical cooperation. The agency addresses the technical assistance needs of partner countries in the main fields of public action: democratic and financial governance, security, sustainable development, and human development. Through its action in the field, it contributes to the objectives of solidarity and influence of French and European development policy.

With a turnover of 390 million euros, Expertise France (EF) operates in 147 countries and manages more than 350 projects. Expertise France has more than 450 employees at its Paris headquarters and more than 600 partners worldwide. In Latin America, Expertise France primarily intervenes in regional projects, with its office in the region established in Bogota, Colombia, in 2018.

**2.2 THE DIGITAL & GREEN INNOVATION PROJECT**

Today, the challenges related to climate change are omnipresent, and the search for innovative solutions to strengthen resilience and foster adaptation has never been more crucial. It is in this context that the **“**Digital & Green Innovation” (DGI) Action, co-financed by the European Union, BMZ and AFD and implemented by a consortium composed of GIZ, Enabel, ESTDEV, Expertise France and AFD, fits into this context. Through DGI, the EU and its Member States support digital solutions to combat climate change and environmental challenges in Africa, Asia and Latin America. These solutions range from mobile apps to advanced Earth observation technologies.

In many developing countries in LAC, there is a lack of detailed and up-to-date geo-information that is needed for strategizing climate change adaptation and digital and green transition. Earth Observation plays a key role in filling these information gaps. This program aims to promote digital innovation to foster the “Twin Transition” (environmental transition and digital ecology) by supporting entrepreneurial projects.

In recognition of the digital gender divide, DGI prioritizes inclusive solutions, especially those created by women and young entrepreneurs.

To meet the challenges of climate change, decision-makers will need reliable and innovative data to take action in the short and long term. To support the development of solutions that improve resilience and adaptation to climate change, the use of available Earth Observation data and services will be essential, especially within the framework of the European Copernicus program. Indeed, satellite data can provide valuable, free, reliable and recurrent climate information on a large geographic scale and over long periods of time for citizens and organizations across the world.

Expertise France’s activities will focus on identifying and accompanying innovative solutions based on geospatial data for climate in Latin America (Output 1.3: “Improved capacities for the integration of Earth observation (EO) technologies and data (Copernicus) by Business support organizations (BSOs) as well as green and digital innovators in Latin America and the Caribbean” **which aims to foster the prototyping of advanced, digital and space-based solutions to face climate changes challenges**.

The main objective of the project led by Expertise France is therefore to strengthen resilience to climate change and scale up adaptation efforts by supporting the development of innovative climate space applications in Latin America and the Caribbean, in particular **in Chile, Panama and Colombia**. Expertise France's operational activities of the DGI project (output 1.3) are managed by a project Leader based in Bogota, Colombia with the support of a local team and its headquarters in Paris.

For this purpose, EF has launched a call – *LAC DGI Innovation Challenge*, to identify and select 20 companies based in the 3 target countries: Chile, Panama and Colombia, at different stage of maturity interested in using EO data from Copernicus for their business. The applications domains will be in line with the global objective of the project and useful for the countries and the whole Latin America and Caribbean (LAC) region. The selected companies/start-ups (innovators) will be supported by the providing of tailored business coaching and technical services, financed by the project and object of this tender. *More details about this call, including selection criteria:* [**https://d4dhub.eu/es/news/call-for-proposals-for-digital-and-green-innovation-challenge-in-latin-america-and-the-caribbean**](https://d4dhub.eu/es/news/call-for-proposals-for-digital-and-green-innovation-challenge-in-latin-america-and-the-caribbean)

As part of this regional project to support the green and digital transition in Latin America and the Caribbean (Colombia, Chile and Panama), Expertise France is seeking a firm (or a consortium) to deliver technical assistance and trainings in business coaching and providing and managing EO technical services for the innovators benefiting from the DGI project support. The services provided may cover a broad spectrum of support needs for companies and innovators, ranging from business development capabilities to, more specifically, technical capacity-building, services and training related to the integration of Earth Observation technologies and the use of EO data, as part of the DGI project assistance program.

1. **Objectives and desired results**
   1. **General objective**

The objective of this assignment is **to deliver Business coaching and Earth Observation (EO)-related coaching, trainings and technical services for selected start-ups, small and medium-size companies** **(SMEs) and individual entrepreneurs** (*from Chile, Panama and Colombia)* benefiting from the Digital & Green Innovation project (output 1.3) led by Expertise France in LAC countries*.* The support will focus on the prototypes or ideas presented by companies that use or intend to use Earth observation and environmental data.

* 1. **Specific objectives**

1. Assess needs, design and deliver tailored, high-quality business coaching and EO-focused support (coaching, trainings and technical services) to a cohort of up to 20 innovators (start-ups, SMEs and individual entrepreneurs from Chile, Colombia and Panama) selected under the DGI project, providing each with up to 30 hours of business coaching, at least 42 hours of EO-based coaching and training, and a set of selected EO technical services adapted to their maturity level and innovation needs.
2. Strengthen the business skills and entrepreneurial mindset of supported innovators through targeted coaching in areas such as craft and communicate their innovation strategy, business model design, financial planning, market access, innovation management, innovation strategy, managing Intellectual Property, fundraising, and international marketing, while fostering peer learning, networking, and collaboration with European and Latin American innovation stakeholders (research centers, universities, companies).
3. Develop, maintain, and coordinate a structured and comprehensive catalogue of EO coaching, training, and a set of relevant technical services to support the design and implementation of EO-based solutions, including data processing, cloud based services, AI/ML integration, reproducible (robust) and big data processing techniques, platform development, algorithms, workflows, web and mobile APIs development, GIS and web mapping tools, and open-source applications addressing climate-related challenges, and promoting the uptake of European EO solutions, open source solutions and Copernicus data.
4. In close collaboration and with the guidance of Expertise France, identify, coordinate, and manage a qualified network of trainers and technical reference service providers in Europe and Latin America, and implement a technical voucher system and the split between providers (up to EUR 25,000 per beneficiary) to facilitate access to critical EO-related services, ensuring transparent financial and administrative management, quality assurance, and strategic alignment with project objectives.
5. Ensure effective monitoring, reporting, and capitalization of all support activities, including tracking service quality and outcomes, collecting beneficiary feedback, and producing consolidated performance reports, success stories, lessons learned, and recommendations to inform future support models and strengthen EO innovation capacities in the region.
6. Ensure that all support activities are personalized, results-oriented, and fully aligned with the overarching goals of the DGI project related to climate resilience and EO-based innovation.
   1. **Anticipated results**

* Personalized support plans are designed and implemented for each selected innovator, including up to 30 hours of business coaching, at least 42 hours of EO-focused coaching and training (on line individual and group live sessions, e-learning), and a set of EO technical services tailored to individual profiles and maturity levels.
* A structured and operational technical service catalogue is established, detailing EO coaching and technical services (ex. big data processing, platform integration, AI/ML, GIS, web mapping, open-source tools) and listing qualified providers from Europe and Latin America.
* A pool of qualified coaches, trainers and technical service providers is identified, mobilized, and managed, ensuring high-quality, timely, and remote delivery of technical services, support and coaching services mainly in Spanish, and partially in English (with Spanish translation if applicable and required) as needed.
* A transparent, results-oriented voucher system is implemented and monitored, enabling each beneficiary to access up to EUR 25,000 in technical services (business coaching, EO coaching and trainings, EO-related technical services), with clear procedures for provider engagement, financial tracking, and reporting.
* Service delivery is continuously monitored and quality assured, with tangible outputs produced needs (ex. algorithms, prototypes, workflows, visualizations, reports), in alignment with each innovator’s needs and the DGI project’s climate resilience and innovation objectives.
* Effective coordination, peer learning, and knowledge sharing are fostered, ensuring smooth collaboration among Expertise France, beneficiaries, coaches, technical providers, and regional/EU stakeholders, and resulting in consolidated reporting, lessons learned, and recommendations for future EO innovation support.
* Mechanisms for feedback and continuous improvement are put in place, allowing innovators to assess the quality and relevance of coaching and technical services received.

1. **Description of the assignment**

The service provider, whether acting alone or as part of a consortium, will be responsible for designing, implementing, and coordinating a comprehensive technical services and business support program for selected innovators under the DGI project.

All support services are delivered remotely (unless otherwise agreed), and are accessible mainly in Spanish and/or English (with translation if required), ensuring inclusiveness across the three target countries within the set deadlines during the period from October, 2025 to April, 2026, including reporting and supporting documents provided (the start date will depend on the Contract signing date for this intervention period, estimated at 7 months, with final invoicing based on the actual delivered activities). Any potential travel expenses, equipment’s or logistics will be borne by the service provider and will not be included in the financial offer.

**A total of 20 innovators (start-ups, SMEs and individual entrepreneurs) from Chile, Colombia and Panama** are expected to be selected and supported as beneficiaries. However, due to various factors - such as withdrawal or underuse of the total amount of services allocated per beneficiary - additional beneficiaries may be considered for support, as long as the total service envelope originally allocated for all beneficiaries is not exceeded.

* 1. **Planned Activities:**

The service provider is expected to ensure maximum availability and agile mobilization of its selected trainers and technical service providers during the mission period, even though this is not a full-time engagement. The dates and times for delivering support will be planned by the service provider in close coordination with DGI project Focal point and proposed for validation with the beneficiaries.

(Note: *the service provider’ candidate may propose adjustments and recommendations on its technical approach, methodology, the specific added value of its proposed services, technical specificities, training formats, themes and tools. Any such amendments should be clearly justified in the offer*).

* **Phase 1 – Initial assessment and individual planning for DGI beneficiary start-ups and SMEs**

**Timeline:** month 0 to max. 1,5

**Objective:** Rapid assessment of individual needs, maturity level, and challenges of each selected innovator and co-design of tailored individual support plans aligned with the types and thematic areas of services and activities outlined in these TORs, while complying with the maximum budgets allocated to each beneficiary.

*At the start of the assignment, Expertise France will provide the selected service provider with the list and relevant information on the beneficiaries, including descriptions and details of their projects and any other useful available information.*

**Activities:**

* Conduct individual interviews with each selected beneficiary (up to 20), to understand their current status in terms of project maturity, priorities and goals, business development and technical readiness related to EO-based innovation.
* Assess their business and technical capacities, identify/confirm gaps and key areas requiring support (*co-design approach including each beneficiary, the service provider and Expertise France DGI focal point*).
* Develop tailored support plans per innovator, combining business coaching (up to 30 hours, individual sessions), EO coaching & trainings (at least 42 hours combining on-line individual and group live sessions, group workshops, e-learning), and a set of relevant technical/EO-related support services, adapted to their project’s stage of development **(individual plans up to EUR 25,000 of services per beneficiary, including business coaching, EO coaching and training, EO-related services support costs as well as all associated advisory and management fees).**

**Key deliverables:**

* One needs assessment report per innovator, with defined baseline indicators and including business and EO readiness profiles.
* One integrated support plan per innovator, combining up to 30 hours of business coaching, complemented by EO coaching, training, and EO-related services from the catalogue and voucher mechanism, with detailed voucher allocation and individual workplans specifying service distribution across providers.
* A global implementation schedule aligning coaching sessions and EO-related service delivery milestones.

*This following part may be adjusted and detailed in subsequent contracts between the service provider and Expertise France :*

* **Phase 2 – Design and implementation of a set of services including business coaching, EO coaching & training, and EO-related technical services**

1. **BUSINESS COACHING**

**Timeline:** Months 1,5 to 7

**Objective:** Strengthen entrepreneurial capacities and business development strategies of supported innovators through tailored coaching.

**Activities:**

* Mobilize and coordinate a pool of qualified business coaches covering key thematic areas such as: craft and communicate their innovation strategy, *Business model design; Fundraising and financial planning; Market access, feasibility study methodology and customer engagement; Investor readiness and pitching; Marketing, branding, and negotiation; Team development and leadership; Entrepreneurial mindset and resilience;* innovation management, innovation strategy, managing Intellectual Property, *Strategic partnerships and collaborations, other.*
* Based on the individual coaching plans, mobilize qualified coaches and deliver up to 30 hours of virtual one-on-one coaching per innovator, distributed over time according to progress and identified needs, including the development of training materials, support documents and business coaching guidelines.
* Document each session, capture beneficiary feedback, and adjust the coaching content as needed.
* Update beneficiary support plans as needed.

**Key deliverables:**

* Coaching session reports and final business coaching reports per innovator (including content summary, participation, and next steps).
* Coaching tools, templates, and learning materials distributed to innovators.

*Unused coaching hours (if any) may be reallocated to Earth Observation (EO) support activities, with prior validation from Expertise France.*

1. **SET UP AND DELIVERY OF A TECHNICAL SERVICE CATALOGUE INCLUDING EO-RELATED COACHING, TRAINING AND TECHNICAL SERVICES**

**Timeline:** Months 1,5 to 7

**Objective:** Set up and implement a structured, dynamic catalogue of relevant Earth Observation (EO) coaching resources and technical services, categorized and tailored for the DGI project beneficiaries’ innovators. Deliver personalized technical support and services accordingly.

**Activities:**

* Establish and maintain a structured and categorized catalogue of relevant selected EO technical services to support EO-based innovation and climate-related solutions and related providers which will be mobilized, including:
  + *EO data knowledge, processing and implementation from basis to advanced EO solutions to the innovative idea/prototype presented by each selected innovator (ex. EO metadata, Remote Sensing, Optical and radar data of Copernicus Ecosystem, Copernicus Services, Copernicus Contributing Missions - CCMs, Sentinel-1/2/3/5P, Biomass forest mission - Radar P satellite, SWOT Mission, commercial imagery, NetCDF and zarr formats, shared computing environments, EO platforms, etc.).*
  + *Cloud-based computing and geospatial platforms*
  + *Robust, reproducible and big data processing techniques*
  + *AI/ML integration for EO (ex. analysis and management of data from EO satellite, classification, anomaly detection, crop forecasting, soil erosion, forest monitoring, floods and fire early detection / management, …)*
  + *GIS Data visualization and web mapping tools*
  + *Web and mobile APIs development*
  + *Access to high-res data (optical, radar, thermal)*
  + *Technical mentoring (ex. validation methodologies, platform architecture, GIS implementation, UAV and satellite synergies for optical, radar, LIDAR remote sensing applications, …)*
  + *Custom algorithm development or platform integration*
  + *Cybersecurity: provided as a service and/or as learning support to help startups secure their apps and prevent unauthorized access or cyberattacks*
  + *Open Source solutions and applications oriented to climate challenges* (In addition to proposed solutions by the service provider, a recently developed catalogue will be made available by Expertise France and will serve as a reference framework).
  + Initial support to beneficiaries in understanding FAIR data principles.
* Prepare the program support, contents, materials and schedule for at least 42 hours per beneficiary of EO Coaching and dynamic training in EO based support solutions, general and oriented to the innovative idea/prototype per innovator (individual sessions, group workshops). Distributed over time based on needs and progress, including:
  + *Thematic training sessions (group or 1to1)*
  + *Technical mentoring and algorithm validation*
  + *Data access, visualization, platform integration, web and mobile APIs development*
  + *Support for prototyping and EO solution development*
  + *Support on system architecture or platform integration when relevant*
  + *Guidance on validating EO-based outputs (ex. accuracy assessment, ground-truthing strategies)*
* Identify and contract a network of service providers (freelancers, labs, companies) in Europe and LAC with proven EO expertise to deliver EO coaching & trainings, and to provide a relevant selection of a set of EO-related technical services.
* Deliver at least 42 hours of EO coaching per innovator.
* Mobilize, activate purchase orders and coordinate providers for the delivery of selected EO technical services through selected reference providers.
* Provide access to tools, EO platforms, and shared computing environments (open source or licensed).
* Ensure alignment of all services with European open-source standards, Copernicus data, and the reference list of EO solutions promoted by Expertise France.
* Update beneficiary support plans as needed.

**Key Deliverables:**

* Finalized EO technical services catalogue and coaching program, plus database of qualified trainers/providers with expertise, availability, and rates
* Reports on EO coaching sessions and technical services provided per innovator, including content, tools, and outputs (maps, data sets, algorithms, dashboards, documentation, etc.).
* Platform demos/documentation (if applicable).
* Consolidated technical service progress report.

During the implementation and delivering of services to the selected beneficiaries, the service provider will ensure the effective, transparent allocation and monitoring of technical services through the voucher mechanism and split between providers (up to EUR 25,000 per innovator), while coordinating closely with innovators, Expertise France and the providers and consolidating reporting, learning, and recommendations.

* **Phase 3 - Monitoring and final reporting**

**Timeline:** continuously

**Objective:** Ensure an effective monitoring with progress reports, and provide all final supporting documents providing evidence of activities, and a final project report summarizing results, lessons learned, and recommendations.

**Key Deliverables:**

* Monthly progress and validation reports, including voucher usage and budget tracking (planned vs. actual), validation of completed technical services (including deliverables and beneficiary/provider feedback), progress updates, quality assessment, and any adaptations required.
* All final supporting documents providing evidence of activities aligned with Expertise France’s M&E requirements, as well as all deliverables produced under the assignment (ex. coaching reports, technical reports, learning materials)
* Final consolidated report covering: a comprehensive overview of activities and services delivered; achievements and beneficiary progress compared to baseline indicators; complete financial records and a financial summary detailing voucher consumption; documented success stories and lessons learned; and recommendations for future support models.
  1. **Coordination**

The service provider shall designate a single contact person for project implementation purposes.

The Project Leader of the DGI project (Output 1.3) part of the Sustainable and Inclusive Economy Department will be the service provider’s sole contact person for Expertise France. Telephone and E-mail will be mentioned within the contract of this mission of technical expertise.

A launch meeting shall be held one week after the contract has been notified.

Close collaboration must take place between the service provider through a focal point and Expertise France’s Project Leader and also Expertise France Project Officer from assignment preparation right up to completion. Furthermore, regular exchanges must take place on assignment progress and any difficulties that may be encountered.

*Within the framework of the DGI project, and in coordination with Expertise France, should additional, smaller-scale support activities be delivered in parallel to the same beneficiaries by another provider directly managed by Expertise France, the selected service provider for this assignment will be required to ensure coherence and complementarity in the overall approach. This includes coordinating on the adjustment of each beneficiary’s action plan and budget allocation, so that the total value of services received does not exceed the maximum amount foreseen per beneficiary.*

The service provider must ensure:

* Smooth coordination with Expertise France.
* Mobilization of the required expertise for business & training coaching sessions, and for Earth Observation coaching and services support.
* Provision of digital training materials to each beneficiary at the beginning of business coaching sessions and EO technical services support.
* Coverage of necessary expenses (ex. internet, phone usage, equipment, training materials).

The contractor will be evaluated based on the following indicators upon submission of the required reports and deliverables for the interventions carried out:

* Acceptance and compliance with the mandate requirements.
* Technical expertise of the key personnel assigned.
* Delivery of outputs and achievement of results within the allocated timeframe.
* Quality of the services provided.

1. **Place, duration and terms of performance**
   1. **Implementation period:** From the contract notification date to the 30TH of April of 2026, approximately 7 months.
   2. **Estimative start date:** October 2025
   3. **End date:** the 30th of April 2026
2. **Required expertise and profile**

* **TECHNICAL EVALUATION CRITERIA (80 points)**

1. **Relevance and quality of the proposed methodology (35 points)**
   * Coherent and context-appropriate approach and operational feasibility of the proposed methodology across all components in line with the TORs expectations: business coaching, EO coaching, development and delivering of the technical service catalogue, management of the voucher system, coordination with service providers, and monitoring mechanisms.
   * Ability to adapt the approach to the diverse maturity levels and specific needs of supported innovators, and to effectively integrate Earth Observation technologies and data addressing climate-related challenges into business and technical development strategies.
   * Clearly defined deliverables in terms of format, timeline, and relevance to project goals, along with responsiveness to the challenges of remote delivery and strong capacity to coordinate activities across multiple countries, providers, and stakeholders.
2. **Composition and competence of the proposed team and experts (45 points)**
   * Qualifications and relevant experience of proposed experts (education, languages, facilitation experience of similar assignments particularly in Europe, or in the region).

The selected proposed experts and trainers, senior level (minimum 6 people within the proposal) should demonstrate strong and complementary competencies in the following areas. The team must have and cover all of the following areas of expertise:

* + **Proven experience in designing and delivering business coaching, entrepreneurial support and training for innovators** (start-up, scale-up, green and digital sectors).
  + **Proven experience in designing and delivering EO coaching, trainings and EO-related technical services**, including the development of EO-based data products and applications for environmental and business use cases (ex. EO apps, signal processing, software and platform development).
  + **Advanced technical expertise in EO technologies and data ecosystems**, including Copernicus Services and Contributing Missions (ex. Sentinel, BIOMASS, SWOT, etc.), the integration of UAV, radar, optical and LIDAR remote sensing for climate and land monitoring applications, as well on algorithm design, cloud-based and big data workflows, and AI/ML techniques for use cases such as land cover classification (LULCC), anomaly detection, crop forecasting, soil erosion, forest monitoring, and early warning systems for floods and wildfires.
  + **Proven track record of at least three similar assignments over the past five years**, with demonstrated capacity to deliver training and technical support remotely in Spanish (or with translation).
* **Financial evaluation criteria (20 points)**

1. **Composition of the offer to be provided:**

* ***Ideal experience and expertise of the* service provider (organization or consortium):**
  + ***Proven experience in designing and delivering business coaching, EO coaching, and technical services for start-ups and innovators*** *in the fields of Earth Observation, digital and green innovation, and sustainable business development.*
  + ***In-depth knowledge of the EO ecosystem*** *particularly in Europe, and Latin America, including Copernicus services, contributing missions (CCMs), UAV–satellite synergies, and open-source EO platforms.*
  + ***Demonstrated ability to manage complex service delivery****, including coordination of multi-provider technical interventions and supervision of third-party experts.*
  + ***Experience in procurement and financial monitoring****, particularly in managing voucher-based assistance mechanisms.*
  + ***Operational capacity*** *to implement remote support in Spanish (or translated), using professional digital tools, with a strong track record of at least three similar assignments in the last five years.*
* ***A technical and financial proposal including:***
* **The CVs of proposed trainers and experts *(max. 4 pages)***, with different specialties, who will carry out the activities, including references for similar services previously provided *highlighting the skills and experience corresponding to those required for this assignment, together with references of similar missions from the experts.*
* **A methodology note (max. 7 pages)** *detailing the elements required to understand the mission, the proposed approach for the business coaching, EO coaching and EO services support. The note shall outline the methodology, deliverables, timeline, and alignment with project objectives and the TORs. It must include technical and thematic details of the services and trainers to be mobilized. Beneficiary profiles and potential support needs must be considered in line with the available budget and schedule. Estimated training hours (individual live, group, e-learning) and EO-related service packages must be specified. The proposal should also list the tools and materials to be developed for beneficiaries.*
* ***Financial Proposal (in Euros): using the form provided (Excel file)***