

TERMS OF REFERENCE AND TECHNICAL SPECIFICATIONS

I. General information

Assignment name	Capacity Building and regional networking programme for Libyan incubators and entrepreneurs
Beneficiary	Operational, technical, and managerial staff of three selected Libyan incubators, who are involved in day-to-day support to entrepreneurs, to strengthen their practical skills, tools, and methodologies for accompanying green, digital, and financially viable business projects.
Country	Egypt
Duration	From 05/2026 to 02/2029
Total estimated number of days	Up to 180 days

II. Context and justification of the need

Libya's private sector remains underdeveloped, shaped by decades of state dominance, conflict-related disruptions, and an unstable regulatory environment. Small and medium-sized enterprises and a nascent entrepreneurial ecosystem represent the most viable pathway toward economic diversification, job creation, and innovation. Without a stronger private sector, reforms in public finance and the financial sector are unlikely to translate into inclusive and sustainable development outcomes.

The entrepreneurship ecosystem is gradually emerging but remains fragmented. Incubators, accelerators, and support initiatives have introduced training, networking, and seed funding opportunities, particularly in major urban centers. While these efforts have helped foster a culture of innovation among young people, their reach remains limited and largely concentrated in donor-supported hubs, with weak linkages to the wider business environment. University-based innovation programs are still underdeveloped, and business development services are scarce, leaving entrepreneurs without consistent mentoring, market access, or scale-up financing.

Access to finance is the most binding constraint for entrepreneurs. Credit to the private sector remains shallow and dominated by state-owned banks that are reluctant to lend to SMEs. Collateral requirements are high, property rights are insecure, and credit information systems are extremely limited, excluding most MSMEs from formal financing. Alternative financing mechanisms, including microfinance, fintech solutions, and equity finance, remain at an early stage, while venture capital is virtually absent. As a result, young firms continue to depend heavily on donor grants rather than sustainable financing instruments.

The broader business environment further constrains entrepreneurship. Business registration procedures are administratively complex and inconsistent across regions. Taxation frameworks lack transparency, insolvency systems are ineffective, and contract enforcement remains weak. Informality

is widespread, particularly in trade and services, as firms avoid registration to reduce costs and administrative burdens, undermining the tax base and weakening trust between businesses and the state.

Inclusion dynamics reveal both opportunities and persistent gaps. Women entrepreneurs are increasingly present in services, education, and digital start-ups but face cultural and financial barriers that limit their ability to scale. Youth are highly engaged in green and digital innovation yet remain overrepresented among the unemployed and underrepresented in formal entrepreneurship. Persons with disabilities are largely excluded from entrepreneurship support programs due to the absence of targeted measures. Without deliberate inclusion strategies, entrepreneurship risks reinforcing existing inequalities.

The potential for green and digital entrepreneurship is significant but remains largely untapped. Libya's renewable energy efficiency resources and demand for climate-resilient solutions could support innovation in energy services, waste management, and water efficiency, but these opportunities are constrained by the lack of enabling regulation and financing. Digital entrepreneurship is expanding in areas such as e-commerce and IT services but continues to be limited by connectivity gaps, low consumer trust, and the absence of regulatory frameworks for electronic transactions, data protection, and online payments.

Within this context, efforts to improve start-up performance must move beyond training-focused interventions toward strengthening linkages across the ecosystem, including incubators, universities, financial institutions, and markets. Enhancing MSME sustainability requires addressing informality, regulatory uncertainty, and access-to-finance barriers, while support for green and digital entrepreneurship must be aligned with broader reforms in fiscal policy, financial sector governance, and investment frameworks. More broadly, the development of entrepreneurship in Libya is closely tied to the credibility of public finance reforms, financial sector stability, and the predictability of the investment climate. Supporting entrepreneurship, therefore, contributes not only to business creation but also to economic diversification and long-term stabilization.

III. Objectives and desired results

1) General objective

The overall objective of this assignment is to strengthen the capacities of selected Libyan incubators and enhance regional networking opportunities in order to improve the quality and effectiveness of support provided to Libyan entrepreneurs, particularly in the green economy, digital, and finance-related sectors, with a focus on enhancing the financial viability, profitability, and long-term sustainability of SMEs.

2) Specific objectives

1. Strengthen the technical, operational, and managerial capacities of the staff of three selected Libyan incubators by equipping them with practical skills, tools, and methodologies to effectively accompany entrepreneurs developing green, digital, and financially viable business projects..
2. To foster regional exposure, peer learning, and networking opportunities for Libyan incubators and entrepreneurs through structured exchanges, study tours, and interactions with regional entrepreneurial ecosystems and thematic experts.

3) Anticipated results

The assignment is expected to deliver the following results:

1. Strengthened technical, operational, and financial capacities of the staff of the three selected Libyan incubators.
2. Improved quality and relevance of support provided to Libyan entrepreneurs in the green economy, digital, and finance-related sectors.
3. Practical tools and methodologies integrated into the incubators' incubation and acceleration programmes.
4. Enhanced regional networking, peer learning, and collaboration opportunities for Libyan incubators and entrepreneurs.
5. Improved institutional and financial sustainability of the selected Libyan incubators, including enhanced capacities to develop viable business models, diversify revenue streams, and ensure long-term operational viability.

IV. Description of the assignment

This assignment will cover Component 3 of the project INVEST4LIBYA.

Assignment preparation

- Examine the comprehensive evidence-based assessment of Libya's business incubators, accelerators, and innovation hubs diagnosis conducted as the first activity under INVEST4LIBYA project

1) Description of Missions and Expected Activities

The implementation of all missions under this assignment is expected to be carried out in close and continuous collaboration with Expertise France and the selected incubators. Timelines, work plans, and sequencing of activities shall be considered indicative at proposal stage and will be jointly validated and refined during implementation based on the evolving needs of incubators and entrepreneurs.

1. Target audience

This program will be dedicated to a group of approximately 15 staff members from incubators selected by the program and from university incubators. *(The number of participants is indicative and may be adjusted in coordination with Expertise France based on needs and feasibility).*

2. Expected activities

The selected expert or institution will be responsible for the following tasks:

Phase I: Provide building capacity programme for Libyan Incubators

Objective: To equip the teams of the three selected Libyan incubators with the skills, tools, and methodologies required to effectively support entrepreneurs developing projects in the green economy, digital sectors, and in financial management.

- Conduct an **initial capacity assessment** of the incubators' teams (skills, needs, existing practices).
- Design and implement a **structured capacity-building programme** for incubator staff, covering in particular:
 - Support to green economy entrepreneurial projects;
 - Support governance and management skills
 - support to digital and innovation-driven projects (digital innovation, business models, go-to-market strategies);
 - **financial management fundamentals for entrepreneurs** (financial business planning, cash-flow management, cost structures, pricing, investment readiness).
 - **Strengthening the financial and institutional sustainability of incubators**, including the development of viable business models, diversification of revenue streams, pricing of services, partnership development, fund raising and long-term operational planning.
- Deliver a mix of learning formats: in-person and/or online trainings, practical workshops, mentoring, coaching, and case studies.
- Provide incubators with **operational tools** (guidelines, templates, methodologies, training materials) that can be reused beyond the project duration.

Phase I bis: Support to the definition of selection criteria for Libyan incubators

Objective: To support Expertise France in defining clear, relevant, and operational selection criteria to identify the Libyan incubators best suited to participate in the INVEST4LIBYA project.

Phase I bis will be implemented at the early stage of the assignment and will inform the selection of incubators participating in Phase I.

- Analyse the Libyan entrepreneurial ecosystem context and the objectives of the INVEST4LIBYA project to identify key selection criteria.
- Propose a **structured set of selection criteria** (eligibility requirements, organizational capacity, sectoral experience, governance, local anchoring, growth potential, etc.).
- Define, in close coordination with Expertise France, **technical and qualitative criteria** aligned with project priorities (green economy, digital, finance).
- Contribute to the drafting of the selection criteria to be **integrated into the call for applications** to be launched in Libya.
- Where relevant, propose an initial approach to evaluation modalities (analysis grid, indicative weighting).

Phase II: Organization of regional study tours

Objective: To promote peer learning, regional exposure, and networking by connecting Libyan entrepreneurs supported by the incubators with entrepreneurs, incubators, and ecosystems in the region working on similar thematic areas.

- Design and organize **1 regional study tours per year = 3** (e.g. Jordan, Egypt or other MENA countries), targeting the green economy and digital sectors *(for +/- 12 candidates The number of participants is indicative and may be adjusted in coordination with Expertise France based on needs and feasibility).*
- Design and organize **one dedicated** regional study tour for the teams of the selected Libyan incubators, to strengthen their operational, technical, and financial sustainability capacities through peer learning, exposure to regional best practices, and exchanges with established incubators and ecosystem actors
- **Organize one annual regional networking event in Tunisia**, bringing together Libyan entrepreneurs supported by the project and Tunisian entrepreneurs, ecosystem actors, and experts active in the same thematic areas *(for +/- 12 candidates The number of participants is indicative and may be adjusted in coordination with Expertise France based on needs and feasibility).*
 - Identify and mobilize **host organizations**, entrepreneurs, experts, and relevant ecosystems in the destination countries.
 - Develop detailed programmes for the study tours, including site visits, B2B meetings, exchange sessions, and thematic workshops.
 - Ensure the **logistical and operational organization** of the events (excluding international travel and accommodation, which Expertise France will cover).
- Capitalize on lessons learned from the study tours and networking events (reports, recommendations, good practices).

Phase III: Mobilization of experts and production of thematic content

Objective: To sustainably strengthen the capacities of incubators and entrepreneurs through high-quality learning content and structured thematic events.

- Identify and mobilize **thematic experts** (green, digital, finance).
- Coordinate the **recording and production of pre-recorded training modules** (videos and related learning materials) targeting entrepreneurs.
- Design and deliver one **annual thematic finance day** (in-person in Libya or hybrid), including expert presentations, practical workshops, and exchanges with entrepreneurs.
- Ensure pedagogical quality, coherence, and adaptation of the content to the Libyan context.

3. Anticipated deliverables

Deliverables	End date
1. Draft selection criteria and indicative evaluation framework for the selection of Libyan incubators, to be integrated into the call for applications. (In English)	T0 + 15 days Where T0 is the contract notification date
2. Brief diagnostic note on the initial capacities of the selected incubators (In English)	2 weeks after the selection of the incubators
3. Detailed capacity-building programme (content, methodology, indicative timeline).	1 month after the selection of the incubators
4. An agenda for each training session will be shared with EF in English and in Arabic.	At least 1 week before the training
5. Training materials and operational support tools.	3 days after the training
6. After each training session, a brief report will be shared with EF team to clarify the session progress and if the objectives are met. (In English)	3 days after the training
7. A training report summarizing the sessions, participation rates, key takeaways, and recommendations for further capacity building. All training material should be submitted to EF in Arabic and English or French.	7 days after the last training
8. Study tour programs (In English and Arabic)	One indicative program for each study tour to be shared one month before the visit, and one finalized program to be shared two weeks before the study tour.
9. Study tour capitalization reports. (In English)	One week after the study tour
10. Networking event programs	1 week before the event
11. Pre-recorded training modules (videos and supporting materials).	To be defined with EF team
12. Activity reports and synthesis notes from thematic finance days	1 week after the event
13. Monitoring and Evaluation	Between each phase and each training, a satisfaction and evaluation survey will be submitted to the participants. The service provider might have to provide to the EF M&E team some questions for the survey.
14. Final report	Up to 2 weeks after the end of last activity

This report will include both technical and financial sections. The financial report must be detailed and clarifies the breakdown of expenses reflecting the initial offer. (In English)	
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2) Coordination

A launch meeting shall be held within 1 week after the contract award has been notified.
Regular exchanges must be held with the chiefs of components to follow up on assignment progress and address any difficulties that may arise.

The service provider shall designate a single point of contact for project implementation purposes.
Mrs Essia ENARD and Mr Sohaib SBEITA will be the service provider's sole contact person for Expertise France

V. Place, duration, and terms of performance

1) **Implementation period:** 05/2026– 02/2029

2) **Start date:** 05/2026

3) **End date:** 02/2029

4) **Effective duration per assignment:**

- 180 days

5) **Location:** The place of implementation of the training activities may include the contractor's country of residence, Tunisia, Libya, and online delivery. The exact location and modality of each activity will be determined on a rolling basis in coordination with Expertise France (EF). Travel and accommodation costs of the contractor's experts, when trainings take place outside their country of residence, shall be covered by Expertise France in accordance with applicable EF procedures.

VI. Required expertise and profile

1) Profile of the designated expert(s) or structure responsible for contract execution

- Proven experience in supporting incubators and entrepreneurs, ideally in fragile or transition contexts.
- Confirmed expertise in at least two of the following thematic areas: green economy, digital, finance / financial management.
- Demonstrated experience in the design and delivery of capacity-building programmes, the organization of study tours, and the production of learning and training content.
- Demonstrated access to, and ability to mobilize, an established pool of qualified thematic experts covering the project priority areas (green & blue economy, digital, finance), to be engaged for training delivery, content production, mentoring, and thematic events.

- Good knowledge of regional (MENA) entrepreneurial ecosystems will be considered an asset.

Proposal submission

The applicants are kindly requested to submit:

A. Technical Proposal

- Detailed methodological proposal **for each mission** (approach, tools, indicative timeline).
- Description of proposed activities and associated deliverables.
- Proposed monitoring and results indicators.
- Composition of the proposed team and key roles.
- CVs of key experts.
- Relevant experience and references (at least three similar assignments, with brief descriptions).

B. Financial Proposal

- The financial proposal must be submitted using the financial proposal template provided by Expertise France and include a detailed and justified budget broken down by mission and type of activity, with budget assumptions and unit cost calculations.

The tender rules set out the procedures for applying for and submitting a tender.

VIII. Evaluation Criteria

All proposals will be reviewed and evaluated after one week at the latest. The evaluation criteria will be as follows:

- Technical offer: 70%

Understanding of objectives and relevance of the proposed methodology	10%
Quality and feasibility of the proposed activities.	25%
Experience and expertise of the organisation and proposed team	20%
Relevant experience and track Record	10%
Added value and innovation	05%

- Financial offer: 30%