

Terms of reference

For the purposes of reinforcing the entrepreneurial ecosystem in The Gambia

Lot 1: Boosting Business Support organizations

Boosting Gambian Talents project

1. Context and justification

The EU-funded Boosting Gambian Talents project aims at strengthening the entrepreneurial ecosystem (public and private), promoting socio-economic opportunities and better employability for local talents, while allowing relevant institutions to measure the benefit of mobility (including return) to their societies / economies.

Overall Objective: To strengthen the governance of mobility in The Gambia and to promote the development of a friendly environment that fosters entrepreneurship, job creation and eventually economic growth.

Specific objective: Strengthening Gambian human capital and entrepreneurial ecosystem, notably through a short-term mobility scheme and the support to a fact-based discourse on mobility.

Output 1: Potential partnerships between Gambian and Belgian entrepreneurial stakeholders are identified and boosted

Output 2: (M)SMEs, business support mechanisms and training organizations from The Gambia are supported, including through international mobility

Output 3: The finance and non-finance services for Gambian (M)SMEs are improved and contribute to an increase in their added value

Output 4: The dialogue and discourses on (entrepreneurial) mobility is enriched based on the pilot experience

Accessing safe and regular short-term mobility opportunities to Europe / Belgium contributes substantially to the strengthening of the capacities, competencies, and potential of actors from The Gambia. This will be done by facilitating business partnerships as well as offering learning opportunities and partnerships with Belgian stakeholders for representatives of Gambian incubators, business support organizations and training centres.

In a nutshell, the project will:

At MICRO level – Support small and medium talented entrepreneurs to increase their performance and generate value, by strengthening their capacity of in key economic sectors (agribusiness, green and circular economy, ICT, construction and fashion, beauty and creative industries): locally boost micro and small businesses with specific needs assessment and coaching/business support;

identify interested partners in the EU and promote mobility trajectories for growth-oriented businesses to inspire innovation, create business linkages and open up new markets;

At MESO level - Strengthen the entrepreneurship and vocational training ecosystem by leveraging mobility as a catalyst for growth and providing comprehensive post-mobility support. This involves enhancing the capacity of business support organizations through targeted training, knowledge exchange, and best practice sharing with peers abroad, ensuring a lasting impact and improved service delivery for businesses.

At MACRO level – Mobilize diaspora (from The Gambia, West African and African more broadly) to foster the creation of business opportunities and investments while supporting the integration of mobility into national frameworks for business support and migration policy. Through structured initiatives, roundtables, and exchange networks, the project will mobilize the diaspora and collaborate with institutional stakeholders to stimulate investment, reinforce institutional capacities, and promote policy development that facilitates entrepreneurial mobility.

In this context, the BGT project is looking for a consultancy to support some of the most impactful business support organizations active in The Gambia, aiming at their representatives and coaches so they are better equipped to support Gambian entrepreneurs.

2. Objectives, services required and expected results

2.1 Objectives

This service aims at supporting Gambian Business Support Organizations in developing, organizing and optimizing their activities, with the following objectives:

- Improving the quality and diversity of business support services, notably through international exchanges and mobility;
- Reinforcing linkages and complementarity between the service providers.

2.2 Services requested

Within the framework of this contract, the service provider is expected to perform the following tasks, among others:

1. Support in identifying the BSOs to be reinforced by the project;
2. A comprehensive assessment of the needs for structuring and upgrading these structures (strategic, organizational, financial, HR, etc.);
3. Design and implement a support program aligned with the project's specific objectives;
4. Develop model business plans tailored to the ambitions of the targeted BSOs and relevant to the project's beneficiaries;

5. Design a mobility plan for BSOs to embark on innovation tours to partners in institutions in Europe.
6. Provide a dedicated team to directly accompany the BSO representatives on mobility during the innovation tours
7. Facilitating exchanges with BSOs from other countries in Europe for potential partnerships, common projects or learning process;
8. Provide follow-up assessment to identify gaps in services needed by the BSOs, post-mobility and supporting the identification and creation of new, relevant services for the BSOs through improvement workshops.

2.3 Expected results

The expected results are aligned with the project outputs :

- Enhancing relevant business support organizations, financial institutions and vocational training centres ability to assist entrepreneurs effectively
- Supporting the organisation of exchange visits for **intermediaries** from The Gambia to strengthen the entrepreneurial ecosystem
- Post-mobility support to intermediaries: Improve the quality and relevance of services offered to businesses after the mobility experience.

The following changes are expected by the end of the support program:

- BSOs improve the quality and quantity of services offered to businesses (or entrepreneurs);
- BSOs have a viable business model adapted to the Boosting Gambian Talents project beneficiaries, and they will have taken ownership of it;
- BSOs and their services have greater visibility in the Gambian ecosystem;
- BSOs are aware of their potential, communicate with each other, and have the capacity to advocate with public authorities;
- BSOs are aware of business and learning opportunities at the national, sub-regional, and international levels;
- Women entrepreneurship is reinforced through existing mechanisms;
- The results indicators of the Boosting Gambian Talents logical framework relating to capacity building and networking for BSOs are monitored and achieved.

2.4 Targets

For this action and given the Gambian context, the following Business Support Organizations (BSOs) will be considered:

- Public and private incubators;
- Public and private accelerators;
- Chambers of Commerce;
- Business associations/networks.

Between 2026-2028, a maximum of **40 coaches and representatives of these structures** from a maximum of 10 structures will be selected and boosted by the program in **two cohorts**. Amongst them, approximately **1/3** will be offered **international mobility opportunities** to exchange with peers, develop their skills and boost their innovation.

1. Methodological approach

Regarding the support program, the bidder should propose a methodology that considers the above-listed objectives, services to be provided, and results. This approach must include the following phases, at a minimum:

2.4.1 Train the trainer and innovation boost (approximately 5 months)

2.4.1.1 Scoping of the program

This phase ensures alignment among the service provider, project team, and all stakeholders on the project implementation schedule, including the various stages, stakeholder identification and roles, methodology, proposed tools, key indicators, and capitalization components. Once these aspects have been validated, a scoping note will be produced to serve as a reference framework for the support program.

2.4.1.2 Design of selection criteria for BSOs

The service provider will work with the project team and the technical committee to design the BSO selection criteria. This process will be launched immediately after the signing of the contract with the service provider.

2.4.1.3 Selection of BSOs and coaches

The project management unit will launch a call for applications to receive submissions from BSOs. All materials will have to be co-constructed and validated by Enabel PMU, then shared through respective networks (social media, email listing, etc.). Enabel PMU will organize an information session with relevant actors and the service provider will be expected to actively participate. Following which the service provider will support in the selection of BSOs and of individuals to be supported. It will facilitate sessions with the

selection committee, provide tools to ensure transparency and traceability of the scoring process, and document the process. A final evaluation and shortlisting will be done with the project management unit.

2.4.1.4 Needs assessments

The service provider will propose a comprehensive diagnostic strategy to accurately and thoroughly identify weaknesses and areas for improvement in the various structures. This must be carried out rigorously to ensure the support offered is highly relevant. In collaboration with the structure's management, this stage will cover organizational, strategic, financial, and human capital aspects, among others, in a spirit of co-construction. At this stage, a comprehensive report must be prepared that presents the adopted methodology and compiles the results for each structure.

Boosting the individuals

Once the assessment is complete, the identified weaknesses for each structure will enable us to:

- Define reinforcement modules built around the gaps emerging out of the needs assessment process and which BSOs have in common;
- Develop an Individual Support Plan (ISP) for each structure to offer tailored support.

The **core modules** will be **onsite 3-days bootcamps** with team-building activities designed to foster a dynamic atmosphere and solidarity among the BSOs to ensure the program's success. The bidder will lead the reinforcement and team-building activities, while the Boosting Gambian Talents project team will handle the logistics (accommodation, transportation, etc.). These group modules will focus on:

- Sharing on best practices and main constraints;
- Comparison of the coaching approach, organizational business models and community management;
- Definition and follow-up of an entrepreneurial journey.

The **tailored support**, that will be done **remotely** in between the bootcamps to follow-up individual progress, will include the following components, at a minimum:

- The production of data and specific expertise on the macroeconomic environment of the supported BSO;
- Technical and business assistance in the participatory and inclusive development of the supported BSO's economic model;
- Strengthening the service offerings and marketing strategies (prospecting, etc.) of BSOs;
- Defining mobility trajectories and specific objectives linked to it;

- Defining a strategy for mobilizing financial resources for BSOs;
- Creating and facilitating a network of supported structures;
- Coaching BSOs, particularly in advocacy with relevant entities.

2.4.1.5 Innovation tours (approx. 10 days)

In this phase, the service provider will support Enabel in organizing collective innovation tours through international mobility in Europe, notably in Belgium, or in other African countries if needed and considered relevant for approximately 6 or 7 representatives of BSOs or coaches per cohort. While Enabel's project management team will be responsible for logistics and potential visa applications, the service provider will, based on the work done throughout the *Boosting the individuals* phase:

- Support in the identification of BSOs (incubators, chambers of commerce, federations, etc.) in Europe, notably in Belgium, and explore exchanges, training or partnerships opportunities;
- Organize BSO to BSO exchange meetings for peer-to-peer learning;
- Facilitate partnerships where possible for BSOs to collaborate with peer institutions
- Identify relevant international events on global entrepreneurship, innovation, support programs and coaching and support the BSO in its registration;
- Provide continuous support on site during the mobility of each individual to ensure the achievement of pre-defined objectives or reassess the latter to ensure that the business trip is relevant and impactful.

2.4.2 Change Management and Aftercare (approximately 4 months)

This stage allows us to test the effectiveness of the model, i.e., its relevance to the context and its potential impact on entrepreneurs supported by the BSOs. An additional and final **on-site 3-days improvement workshop** as well as remote exchanges will be organized by the service provider with Enabel's support for logistics. The following is expected during this stage:

- Support the development of improvement plans for the BSOs and training on implementing these boosted models
- Exchanges of experience between beneficiaries.

2.4.3 Monitoring, Evaluation, and Capitalization (approximately 1 month)

This stage ensures that the capacity-building program aligns with the project's objectives and contributes to the data collection and reporting process. It also allows for the sharing of best practices regarding BSO structuring in the Gambian context with the ecosystem. The bidder will ensure continuous data collection and reporting for capitalization of the support program, as well as training BSOs on monitoring and evaluating their programs. This will also include a capitalization workshop involving all beneficiaries at the end of the process.

At the end of each cohort, an evaluation of the quality and relevance of the service provided will be conducted with the objective of improving the quality of services to be provided to subsequent cohort.

3. Location, Duration & Logistics

3.1 Location and Duration

The contract execution period is 24 months, from the date of notification. The main location for the service is Banjul. Travel to the locations or places of activity of the supported structures is required, particularly in the project areas as well as in countries aimed for international mobility.

3.2 Logistics

Enabel will take care of the logistics linked to the boost camps and the international travels (visa application, flights, housing, etc.). In case of international travels for its own staff, the service provider will take care of its staff's travels and housing as the costs will have be included in the proposed budget.

4. Indicative calendar

First cohort (C1)

Second cohort (C2)

Activities	Q4/2026	Q1/2027	Q2/2027	Q3/2027	Q4/2027	2028
Scoping of the program	C1					
Selection of BSOs and coaches (1 bootcamp)	C1			C2		
Needs assessments	C1			C2		
Boosting the individuals (2 bootcamps)		C1			C2	
Innovation tours		C1			C2	
Change Management and Aftercare (1 bootcamp)			C1	C1		C2

5. Deliverables per cohort

Activities	Deliverables	Deadline after contract award notification
Scoping of the program	Scoping meeting report	10 calendar days
Design of selection criteria	Criteria and selection process	
Activities	Deliverables per cohort	Deadline per cohort
Selection of BSO and coaches	List of BSO selected	30 calendar days
Needs assessments	Diagnostic report (training module and ISPs)	45 calendar days
Boosting individuals	Bootcamp and support reports	60 calendar days
	Mobility program for each cohort	3 months
Innovation tours	Interim report	5 months
Change Management and Aftercare (approximately 4 months)	Updated diagnostics for each BSO after each bootcamp	8 months
Monitoring, Evaluation, and Capitalization	Final report (data, etc.)	9 months

6. Profile of the Bidding Entity

Those interested in this contract include consulting firms, Business Development Agencies (BDAs) and other legally constituted entities that specialize in business development and support, such as entrepreneurs, for entrepreneurship support organizations, financial institutions, and public service agencies. These entities are free to form a consortium; however, a consortium agreement will be required (see Tender specifications). Members of one consortium may not be part of another consortium formed for this contract.

The tenderer must demonstrate at least two (02) relevant assignments carried out during the last five years in The Gambia and/or West Africa, involving support to the structuring, organisational development and/or internationalisation of Business Support Organisations (BSOs) (see point 6. “2. REFERENCES FOR SIMILAR EXECUTED PROJECTS” of the tender specifications).

6.1 Key Personnel and Qualifications

The service provider will propose a list of experts who can efficiently lead the BSO support program.

The relevance of the proposed technical team is crucial to achieving the program's objectives. This relevance is determined by the team's methodological approach, experience in business development and structuring, and knowledge of the players and realities of the Gambian entrepreneurial ecosystem and its levers for development, as well as other ecosystems in Africa and in Europe.

The consultancy team shall be composed of five key experts:

- One Team Leader / Expert in Entrepreneurship & Business Development;
- One Entrepreneurship & Innovation Expert;
- Three Coaches.

Tenderers submitting offers for both lots must ensure that the key experts proposed for Lot 1 are different from those proposed for Lot 2. The same key expert may not be proposed for more than one lot.

For all team members, knowledge and experience of the entrepreneurial ecosystem in The Gambia and/or West Africa will be considered an asset.

Team Leader / Expert in Entrepreneurship & Business Development:

Master's degree or higher in a field related to entrepreneurship, business development, management, economics, finance, organizational development or a related field.

General experience:

Minimum 10 years of proven experience in entrepreneurship promotion, business development, private sector development, business support services, or entrepreneurial ecosystem development.

Specific experience:

At least three assignments carried out during the last ten years involving one or more of the following:

- Entrepreneurship support programmes;
- Capacity strengthening of business support organizations (BSOs);
- Incubation and/or acceleration programmes;
- Entrepreneurial ecosystem development;
- SME development and business advisory services;
- Design, management or coordination of capacity-building programmes;
- International exchanges, partnerships, study visits, mobility initiatives or peer-learning programmes.

At least one of these assignments shall have been performed as Team Leader, Project Manager, Lead Consultant or equivalent.

Entrepreneurship & Innovation Expert:

Bachelor's degree or higher in entrepreneurship, innovation, business development, management, economics, finance, organizational development, or a related field.

General experience:

Minimum 5 years of proven experience in the design, implementation and/or management of entrepreneurship support programmes, innovation initiatives, incubation or acceleration programmes, business support organizations, or entrepreneurial ecosystem development projects.

Specific experience:

At least 02 assignments involving one or more of the following:

- Entrepreneurship and innovation support programmes;
- Incubation and/or acceleration programmes;
- Capacity strengthening of business support organizations;
- Entrepreneurial ecosystem development;
- Business networking, partnership development or innovation exchange initiatives or international collaboration programmes.

Coaches:

Bachelor's degree or higher in a field related to entrepreneurship, business development, management, economics, finance, marketing, communication, organizational development, or a related field.

General experience:

Minimum 7 years of proven experience in coaching, mentoring, facilitation and/or delivery of training programmes for entrepreneurs, business support organizations, incubators, accelerators or similar ecosystem support structures.

Specific experience:

The three coaches shall collectively demonstrate proven experience in the following areas. It is not required that each coach individually possesses expertise in all areas:

- Corporate finance;
- Financial advisory;
- Risk management;
- Digital marketing;

- Market access;
- Communication and events;
- Partnership development.

The service provider will ensure high staff availability on various subjects and the ability to deploy several experts simultaneously in The Gambia and in the EU, guaranteeing the smooth running of processes.

7. Monitoring and Evaluation

At the end of the first cohort, an evaluation of the quality and relevance of the service provided will be conducted with the objective of improving the quality of services to be provided to subsequent cohorts.

Consequently, the following cohorts are conditional to the quality of the service delivery of the first one and will be ordered via specific orders.