



**Arab Republic of Egypt
African Development Bank (AfDB)
General Authority for Investment and Free Zones (GAFI)**

**Enhancement of the Entrepreneurship Ecosystem (EEE)
Project ID: P-EG-100-015 Grant No.: 5500155013201**

Terms of Reference (TOR)

Assignment: Recruitment of a Consultant for the Facilitation of a Policy Workshop for the Startup Support Unit within the Cabinet of Ministers

Selection Type: Individual Consultant (IC)

1. Background

In Egypt, entrepreneurship is rapidly expanding and gaining ground, particularly among the youth, many of whom are ambitious tech-savvy men and women eager to upgrade their skills and knowledge to take the enterprises to the next level.

In this context, the General Authority for Investment & Free Zones (GAFI) has established “Fekretak Sherketak”, an entrepreneurship hub dedicated to supporting startups through the facilitation and provision of tailored services and technical assistance across Egypt’s governorates, including training, boot camps, mentorship and networking events.

Building on GAFI’s efforts, the objective of the Enhancement of the Entrepreneurship Ecosystem (EEE) Project is to contribute to the enhancement and improvement of the entrepreneurship ecosystem in Egypt by supporting GAFI’s entrepreneurship resource hub, through the expansion in access to services and information and the provision of tailored business development services to entrepreneurs.

The EEE Project is structured into three main components as follows: (i) Expanding and improving access to entrepreneurship services and information; (ii) Enhanced provision of tailored services to entrepreneurs; and (iii) Project management. The Project is financed through a grant from the African Development Bank to GAFI worth 396,000 Units of Account (UA).

One of the EEE project’s activities is to organize a policy workshop for the Permanent Startup Support Unit established under the Cabinet of Ministers based on a decision by the Supreme Investment Council. The Unit’s primary objective is to propose policies, laws, and regulations that are conducive to the development of startups and their ecosystem in Egypt. The Unit, which was established in June 2023, is chaired by the Executive Director of GAFI. The Unit consists of representatives from various ministries and authorities, including International Cooperation, Supply and Internal Trade, Planning and Economic Development, Finance, Communications and Information Technology, and Trade and Industry. It also includes representatives from the Central Bank of Egypt, GAFI, and the Micro, Small, and Medium Enterprise Development Agency (MSMEDA), among others.



2. Objectives of the Assignment

The objective of the Startup Unit Workshop is to bring together members of the aforementioned unit and its technical committee to collaboratively address challenges as well as inform and formulate innovative policies that support the growth and sustainability of the Startup Support Unit.

The workshop will be held over a span of three days from February 22-24, 2024 at Ain Sokhna to provide a conducive environment for focused discussions, brainstorming sessions, and collaborative policy development. The event will host around 40 participants.

The workshop will be followed by a discussion with a diverse group of stakeholders, including also entrepreneurs, and industry experts to validate the outcomes of the workshop.

3. Scope of Work, Duties & Responsibilities

The EEE project is seeking a qualified facilitator/consultant with proven expertise in (1) conducting and facilitating workshops, (2) entrepreneurship and (3) policy formulation. The consultant is expected to provide the following services:

1. **Phase 1: Pre-Workshop:** work closely with the senior management of GAFI and the Startup Support Unit to design the 3-day workshop, including:
 - Stocktaking and review of reports and documents to be shared by the EEE project two weeks ahead of the workshop. These materials include a compilation of relevant policy measures, services, activities, and international best practices collated by the unit members.
 - Pre-workshop planning and agenda development
 - Review and preparation of workshop materials
 - Develop presentation content and materials and design activities to maximize interaction

2. **Phase 2: During Workshop:**
 - Facilitate and conduct the 3-day workshop
 - Workshop format: depending on the methodology and tools pre-agreed upon on with the consultant, the workshop will include a mix of plenary sessions, breakout discussions, and ideation workshops. Participants will work in cross-functional teams to foster diverse perspectives and collaborative problem-solving. Subject matter experts will provide insights, and mentors will guide teams in refining their policy proposals
 - Core topics to be covered:
 - (i) **Startups Ecosystem Overview:**
 - Evaluate the current state of the startup ecosystem in Egypt based on the discussions conducted already within the Startup Unit (to be shared with the consultant)
 - Identify key strengths, weaknesses, opportunities, and threats.
 - Analyze the impact of existing policies on startup development.



(ii) Identification of Guiding Measures for Success:

- Define and articulate a "North Star Metric" that will serve as a main key performance indicator (KPI) or guiding measure of success for the Startup Support Unit.
- Engage stakeholders in discussions to determine the most impactful and meaningful metric that aligns with the unit's overarching mission and goals.
- Develop measures to track and enhance the identified metric over time, providing a clear focus for the unit's activities and impact assessment.

(iii) Gap Analysis for the Current Policy Framework:

- Conduct facilitated brainstorming sessions aimed at identifying gaps in current policy frameworks.
- Identify policies and measures designed to actively address and bridge identified gaps, fostering the startup ecosystem.
- Ensure alignment with the established KPIs and analyze the integration of proposed measures and policies into the overall KPI framework.
- Set of a list of prioritized actions in an action plan that can involve all stakeholders (notably government entities and other development partners).
- Create a monitoring and evaluation framework to measure and enhance policy impact during implementation.

(iv) Enhancing Inter-Governmental Collaboration:

- Facilitating activities to foster collaboration among different unit members to streamline processes.
- Ideate on a mechanism for efficient information sharing and coordination and based on the mandate.
- Address regulatory challenges hindering inter-governmental cooperation.

3. Phase 3: Post-Workshop Support: submit the following deliverables:

1. Deliverable # 1: a report including:

- Gap analysis of current policies and identification of priority areas
- A well-defined KPI framework that will steer the work of the Startup Support Unit and its members towards a common objective.
- Detailed and multi-phased action plan addressing key challenges and opportunities for the startup ecosystem in Egypt with a focus on actions involving government and international development partners, including:
 - Actionable recommendations for inter-governmental collaboration
 - Proposal for capacity building programs for government officials.
 - Programs and projects to enhance startup ecosystem in Egypt
 - Potential priority areas of support and interventions

2. Deliverable #2: a documentation of insights, findings and proposed solutions throughout the assignment.



3. Deliverable #3: development of a roadmap for the Startup Support Unit with a clear and realistic time plan as well as a monitoring and evaluation framework.

4. Qualifications of Key Experts

Entrepreneurship Policy Facilitator:

- Postgraduate degree in business administration, economics, public policy or any relevant field.
- At least 15 years of experience with the Egyptian startup ecosystem including experience working with public institutions, international development organizations, understanding the complexity of creating effective and impactful policies and programs.
- Demonstrated exposure to international startup ecosystems.
- Proven experience in designing and facilitating workshops, key performance indicators, gap analysis and policy monitoring and evaluation.
- Excellent command of spoken and written English and Arabic

5. Contract Duration

The contractual agreement will be between GAFI and the consultant for **a period of ten weeks.**

6. Level of Effort

The total level of effort (LoE) for this assignment is expected to be around **30 person days.**

7. Deliverables & Payment Terms

All deliverables have to be approved by the EEE Technical Committee prior to the release of payment. The deliverables and payment terms will be in line with the schedule below:

#	Deliverable	Time Frame	Payment Terms
1	Inception Report: to include methodology and time plan	1 week after signing the contract	10%
2	Deliverable #1: Phase 1: Pre-Workshop	3 weeks after signing the contract	10%
3	Deliverable #2: Phase 2: During Workshop	5 weeks after signing the contract	30%
4	Deliverable # 3: Phase 3: Post-Workshop Support	9 weeks after signing the contract	50%