



**OPEN CALL FOR THE SELECTION OF EXPERTS FOR THE  
CAPACITY BUILDING TRAINING FOR TECHNOLOGY TRANSFER OFFICE (TTO) STAFF  
WITHIN THE LEBANON INNOVATE EU-FUNDED PROJECT.**

**Terms of Reference**

<b>Project Title</b>	Lebanon Innovate (Reference: NDICI-GEO-NEAR/2022/435-765-PC 18220)
<b>Financing</b>	European Union
<b>Contracting organisation</b>	The European Business Innovation Centre Network (EBN)
<b>Experts to be selected</b>	The capacity-building initiative for Technology Transfer Office (TTO) staff aims to equip university members with the necessary skills and knowledge to foster technology commercialization, innovation management, and intellectual property (IP) strategies.

## **1. Background**

Lebanon Innovate is a 42-month program funded by the European Union, which aims to foster an enabling knowledge transfer and IP ecosystem in Lebanon and transform research and innovations emerging from universities and research centers into commercial ventures. Ultimately, the program seeks to contribute to sustainable and inclusive socio-economic growth.

To achieve this goal, the project aims to meet the following needs at a national level:

- **Foster an enabling environment to boost innovation and capacitate stakeholders**, especially in creating and sharing knowledge and commercializing technologies.
- **Strengthen cooperation between industry and academia** to promote innovation and knowledge transfer and support the commercialization of products.

**Capacity-building initiatives will reinforce knowledge management in academia and industry, promoting policies and skilled talents to develop, protect and commercialize IP innovations.**

Innovation management is today recognized as a key component of both academic and industry strategic thinking and management efforts. As such, universities and research centers need to be able to facilitate the translation of research results into new services, technologies and new business models designed for a changing (global) society. To better enable this transfer of knowledge to the market, universities and research centers need to establish clear innovation management plans and integrate them into their wider organizational strategies.



As emerged from [the NEXT SOCIETY Innovation Roadmap](#), the Lebanese ecosystem is challenged by the lack of funding for applied research, lack of Intellectual Property (IP) policies and support as well as weak links between academic research and industrial needs.

There is still bigger impact Lebanese universities and research centers can unlock by encouraging and supporting the potential of researchers to drive economic prosperity and solve current challenges through sound innovation strategies and IP policies.

Therefore, the Lebanon Innovate project aims at promoting and fostering a culture and a mindset of innovation within Lebanese universities and research centers, focusing on strategies for effectively commercializing research and IP assets.

In this framework, this capacity building initiative is part of the university track component under the Lebanon Innovate program, through which universities have been equipped with skills in IP and innovation, received support in developing their IP policies, and established structured frameworks for their Technology Transfer Offices (TTOs). Currently, eight universities are actively working on establishing their TTOs, and to support this process, a capacity-building program for their staff will be provided in parallel.

## 2. Objective

EBN seeks an organization from its network who will assign an expert or experts to provide the capacity-building initiative for TTO staff with the aim to equip them with the necessary skills and knowledge to foster technology commercialization, innovation management, and intellectual property (IP) strategies.

The training will contribute to Lebanon Innovate's specific objective of creating systemic and sustainable changes in the ecosystem through the empowerment of different innovation actors and the enhancement of R&D products via technology transfer (TT) and IP valorization.

## 3. Scope of Work

The selected expert will be responsible for:

1. Designing a comprehensive training program, incorporating theoretical frameworks, case studies, and practical exercises (based on an assessment previously completed).
2. Delivering in person training sessions, ensuring interactive and application-focused learning.
3. Utilizing a previously developed TTO toolbox, integrating it into the curriculum to provide universities with practical implementation tools.

## 4. Activity description

**Objective:** The activity, coordinated by EBN with the implementation support of Berytech, aims to equip university staff with the necessary skills and knowledge to foster technology commercialization, innovation management, and intellectual property (IP) strategies.



**Activity description:** The activity consists of 5 days of training for university staff, following a feasible schedule taking into account other professional duties.

**Output:** Faculty members from universities/research centers updated or reskilled in IP management strategies and related enhancement for industrial and commercial purposes.

**Location and Time:** The training will take place in Beirut, Lebanon, during the months of May-June 2025.

## 5. Training Modules and Duration

The primary objective of this training is to develop the competencies of TTO staff in key areas, ensuring they can effectively support researchers in commercializing research outcomes. The training will focus on:

1. Introduction to Intellectual Property
2. Drafting Patent Documents
3. Patent Information & Patent Search
4. IP Contracts & Licensing
5. Technology Commercialization & Startup/Spin-off Development
6. Innovation Management & Technology Readiness
7. Startup & Spin-off Creation
8. IP Strategy & Portfolio Management
9. Integration with the University Ecosystem

## 6. Requirements / Expected Outputs

The expert will perform the following activities:

1. Design and deliver a structured training program over 5-days for TTO Staff, including:
  - Preparation of a full training concept (including objectives, content description and methodology)
  - Preparation of the training modules – including detailed agenda, training materials, case studies, slides and interactive sessions.
  - Provide the assessment and feedback mechanisms, including pre- and post-training evaluations (to assess knowledge and expectations of the participants)
  - Integrate a standardized TTO toolbox into the training.
2. Deliver the designed training modules over a maximum of 5 days, including:
  - Collection of participants' signatures.
  - Collection of ex-ante and ex-post tests (for each module)
3. Deliver a final report summarizing training activities, participant feedback, and recommendations for follow-up capacity-building efforts. This would include preparing a final report outlining training objectives, activities, materials, and results. Participants' signatures and tests must be attached to the training report. The report will also include some recommendations for follow-up activities with training participants.



4. Transform the training content into structured training materials that can be used as reference resources beyond the training sessions. These materials should be designed to ensure accessibility, clarity, and ease of use for TTO staff and other stakeholders. The materials will be shared on the Lebanon Innovate website, making them available for wider dissemination and continuous learning within the innovation ecosystem.

The expert will work under the overall direct guidance of the EBN Project Manager, in close coordination with the Lebanon Innovate Program Manager, Berytech.

During the preparation phase, the Expert will work with EBN and Berytech to identify relevant Lebanese best practices that can be introduced during the training itself (either as guest speakers or during onsite visits) and will use work previously conducted by project partners.

## 7. Deliverables and Calendar

The Expert will start the work after the validation of the offer by the contractor (EBN) and after a kick-off meeting with project partners. An agreement will then be signed. The Expert shall coordinate with the EBN team for the strategy and implementation throughout the whole process.

All the deliverables will have to be presented in English and validated by the Contractor before moving to the next step of the assignment. Failure in submitting deliverables or not reaching enough quality may result in a reduced budget allocation. In addition, regular calls will be organized with the contractor.

## 8. Timeline

The training will run in parallel with the universities' submission of their TTO implementation work plans. A detailed schedule, including the number of days per session, will be developed in alignment with institutional needs and expert recommendations. The activity will take place between May and August 2025. The tentative week for the implementation of the in-person training is May-June, 2025.

## 9. Expert Profile

The selected expert should have:

- A minimum of 7 years of experience in technology transfer, IP management, and innovation strategies.
- A strong background in working with university TTOs, startups, and commercialization processes.
- Proven experience in delivering capacity-building training for academic and research institutions.



- Excellent communication and training skills, with a practical approach to implementation.'

## 10. Budget and Logistics

A detailed budget breakdown, including expert fees, training materials, and logistics, will be outlined based on institutional requirements and available funding. The maximum budget set for this service is 14,000 Euros.

In addition, the Expert will receive up to 260 Euro/day to cover accommodation and subsistence costs (for the expert to spend 1 week in Lebanon and deliver 5 days of in-person training), and up to 600 Euro to cover travel costs (flight).

## 11. Application Process

Candidates should submit the following documents:

- Technical offer (maximum 2 pages) outlining the methodology to conduct the work based on the content suggested in sections: "Activity description" and "Scope of Work", elaborating it further. It must include an outline of the training curriculum (including examples of relevant tools, case studies and resources), the tentative schedule and the training approaches that will be proposed to the trainees. An implementation calendar should be delivered.
- Financial offer: the Expert(s) should state the personnel dedication expressed in days (1 day = 8 working hours) as well as a lump sum for other costs related to the implementation of work.
- Expert profile (maximum 2 pages): the expert should submit a brief explanation of the qualifications, relevant work experience (CVs should be included as annex) and references on the topic. Applicants also need to register on the EBN Pool of Experts by filling in the following template: <https://www.surveymonkey.com/r/EBNcall4experts>
- The organization should provide track records of similar projects and relevant experience

Offers must be submitted by Sunday, April 6, 2025, by 23:59 CET, by email to [joanna.abiabdallah@ebn.eu](mailto:joanna.abiabdallah@ebn.eu)

Offers will be assessed according to the following criteria and scores:

- Quality of the technical offer to meet the work objectives > maximum 40 points
- Proven track-record > maximum 35 points
- Financial offer > maximum 25 points

The winning candidate will be notified by email of the selection of the offer.