



**Invitation for Expression of Interest (IEOI) – Individual Consultant**

**Invitation for Expression of Interest**

*Date* 10 August 2025

**BCC2025-047 Hiring a Consultant for Fragility and Resilience Assessment  
in Libya**

1. The Islamic Development Bank (IsDB) has approved an administrative budget for financing consulting services (the Services) for the above project. The Terms of Reference (TOR) of the Services is in Appendix A. The Services will be provided by consulting firm. IsDB will select and engage the Consultant in accordance with the IsDB Corporate Procurement Policy (Policy).
2. IsDB now invites Expression of Interest (EOI) from potential individual applicants for consideration by IsDB in determining a shortlist of candidates to be invited to submit proposals. Depending on the number of the EOIs received and the qualifications of the applicants, IsDB may or may not short list all potentials who have submitted EOIs.
3. Applicants who wish to submit an EOI should complete the EOI Form in Appendix B and submit it through IsDB's online IEOI facility or by email, fax or courier to the following authorized representative of IsDB:

Consultant Selection Panel

Islamic Development Bank

Email: Designated email address

**Appendix A:** Terms of Reference

**Appendix B:** EOI Form

*Appendix A*

## Terms of Reference

### Fragility and Resilience Assessment in Libya

#### 1. Background and Rationale

The Islamic Development Bank (IsDB) is strategically committed to addressing fragility and building resilience across its Member Countries, guided by its 2019 Fragility and Resilience Policy and 10 Years Strategic Framework of 2026-2035. The policy outlines a comprehensive approach to identifying and mitigating drivers of fragility, such as institutional weakness, social exclusion, and economic vulnerability while strengthening resilience capacities and promoting inclusive development. The Resilience and Climate Action (RCA) department leads these efforts by integrating fragility-sensitive analysis into the country's programming and operational design.

In line with this mandate, IsDB undertakes Fragility and Resilience Assessments (FRA) in its fragile member countries to identify fragility risks and resilience capacities as well as proposes entry point for addressing the risks and strengthen resilience. These assessments are grounded in the Fragility and Resilience policy's four pillars: Investing in Prevention, Transitioning from Relief to Development, Supporting Recovery and Resilience, and Mobilizing Resources for Resilience. The FRA will apply tools such as the IsDB Resilience Index, Conflict Sensitivity Lens, and Do No Harm principles to generate a multidimensional understanding of Libya's fragility landscape and sources of resilience.

Libya presents a complex fragility profile shaped by protracted conflict, youth unemployment, migration, and uneven access to basic services. These challenges are further compounded by climate vulnerabilities, regional spillover effects, and limited institutional capacity. At the same time, Libya retains significant resilience assets, including a dynamic private sector, strong informal networks, and a youthful population with entrepreneurial potential. In the recent years, Libya has emerged as a key transit and destination country for people fleeing conflicts, including the neighboring Sudan. Many Sudanese have fled to Libya, many of them youth and families.

The Bank plans to conduct Country Engagement Framework (CEF), a short-term, flexible strategic framework to respond to urgent needs, support transitional assistance, and deliver tailored development interventions that reflect the unique challenges of the country. In this context, the Bank is initiating a call for individual consultants to undertake a comprehensive FRA in Libya to provide a comprehensive understanding of Libya's fragility drivers, resilience capacities, conflict landscape and peacebuilding entry points, which will directly inform the planned CEF and guide subsequent programmatic interventions.

## 2. Objectives and Scope

In the light of the planned Country Engagement Framework (CEF) for Libya, the overall objective of the assessment in Libya is to comprehensively analyze the factors contributing to the country's pockets of fragility and identify sources of resilience, while mapping the conflict landscape and providing clear peacebuilding priorities and entry points for conflict transformation and sustainable peace. Specifically, the objectives of the assessment are:

- 1) **Fragility and Resilience Landscape:** Assess Libya's core fragility and resilience dynamics by analyzing risk levels, contributing factors, and resilience capacities across key sectors (e.g., security, institutional, environmental, economic, social dynamics, and security), using the IsDB Resilience Index. Identify formal and informal resilience coping with mechanisms in each sector.
- 2) **Conflict Mapping and Sensitivity:** Map conflict dynamics at national, regional, and local levels, identifying key drivers, triggers, actors, and root causes such as historical grievances, identity tensions, and resource competition, to inform conflict sensitivity and Do No Harm principle and peacebuilding strategies.
- 3) **Sectorial Analysis:** Conduct an in-depth analysis of progress and challenges in key sectors, including water, agriculture, environment, transport, human capital development, oil, mining, and energy sectors.
- 4) **Private Sector as a Resilience Driver:** Identify private sector as a key resilience driver, with emphasis on informal markets, SMEs, local finance, and peace-positive investment in areas with weak state presence. Assess enabling conditions and barriers to private sector engagement.
- 5) **Regional Integration and Cross-border Dynamics:** Analyze Libya's regional role and cross-border dynamics, including trade, migration, displacement, climate cooperation, and spillover effects, to integrate regional risks and opportunities.
- 6) **Role of CSOs and Local Actors:** Examine the role of CSOs (including women and youth groups), local NGOs, think tanks, incubators, and local authorities in resilience building, peacebuilding and propose engagement models with MDBs.
- 7) **IsDB Portfolio Alignment:** Review IsDB's Portfolio in Libya to assess how well current projects and initiatives align with the country's evolving fragility dynamics and resilience priorities. This review should go beyond technical inventory and focus on identifying strategic gaps and opportunities to enhance the Bank's impact. Provide specific, actionable recommendations to inform the Bank's planned Country Engagement Framework (CEF) and strategic planning.
- 8) **Programmatic Entry Points for Resilience:** Move beyond diagnosis to identify programmatic entry points for addressing fragility, building resilience capacities, including propose peace-positive, conflict-sensitive investment roadmap aligned with Libya's evolving context to foster social cohesion, stability, and long-term strategic engagement.
- 9) **Strengthening HDP Nexus Partnerships:** Propose strategic entry points for strengthening partnerships at the Humanitarian-Development-Peace (HDP) nexus, in line with national priorities and the Bank's Fragility and Resilience Policy.
- 10) **Engagement under Non-Borrowing Status:** Assess Libya's non-borrowing status impact on engagement, exploring non-sovereign, technical assistance, and catalytic interventions, analyze stakeholder perceptions of the multilateral engagement considering trust, sovereignty, and added value.

### 3. Geographical Coverage

The assessment will be conducted in the whole of Libya, including the capital Tripoli and all regions.

### 4. Methodology and Deliverables

The consultant is expected to adopt a mixed-method approach that includes desk research with field-level engagement. This work is split into three main phases and will result in the following five main deliverables:

#### Phase I: Information Gathering and Stock-taking

**An Inception Report** translating the terms of reference of the study into an operational plan according to which the assessment will be carried out. The Inception Report is expected to define the methodology underpinning the study's scope, provide a summary of the review of the documentation undertaken, and specify the structure and the content of the assessment report. The Inception Report will include conflict analysis approach, including conflict systems mapping, actor analysis, and identification entry points.

#### Phase II: Literature Review

**A Preliminary Report** providing a desk review based on available and gathered information on the core fragility and resilience dynamics by analyzing initial fragility risk levels, contributing factors, and resilience capacities across key sectors (e.g., political, security, institutional, environmental, economic, social dynamics, and security). The Preliminary Report will also include an initial conflict analysis, identifying key conflict drivers, triggers, actors, root causes, and emerging peacebuilding opportunities.

#### Phase III: The Assessment

This phase entails a comprehensive consultations program with key international, national, and regional stakeholders, including, but not limited to, government officials, sector ministries and departments, regional organizations, academics, think tanks, incubators, civil society organizations, private sector actors, and NGOs at both national and regional levels. These consultations serve as a baseline to consolidate the outcomes of the Preliminary Report and lead to the production of:

Specific conflict analysis consultations will be conducted with conflict-affected communities, youth groups, women's organizations, religious leaders, and armed group defectors where feasible. This ensures the assessment captures localized conflict dynamics and community perspectives on peacebuilding and resilience opportunities.

- i. **A Final Study Report** analyzing Libya's core fragility and resilience dynamics by analyzing risk levels, contributing factors, and resilience capacities across key sectors (e.g., political, security, institutional, environmental, economic, social dynamics, and security), using the IsDB Resilience Index, as well as formal and informal resilience coping with mechanisms in each sector. Additionally, the report will include review of IsDB portfolio in Libya and programmatic entry points to address fragility and strengthen resilience, including tailored development interventions that reflect the unique challenges of the country. The report will also include a dedicated section on conflict analysis, highlighting multi-layered conflict drivers, actors, root causes, and potential conflict triggers.

- ii. **An Executive Summary Report** of the study report summarizing key findings and recommendations (10-15 pages), for senior management and national authorities.
- iii. **A PowerPoint Presentation** summarizing the report's content, including the context, conclusions, and recommendations for dissemination of the assessment.

## 5. Qualifications, Skills and Experience

The selected consultant must meet the following criteria:

- Master's degree or PhD in Political Economy, Political Science, or any other field that applies to the study.
- Deep understanding of fragility assessments, conflict analysis methodologies (including conflict systems mapping, actors' analysis, peace infrastructure evaluation), and the specific context of Libya. This expertise enables him/her to guide the team in aligning the assessment with the country's unique challenges and priorities.
- Demonstrated experience in conducting fragility assessments, or political economy studies in the MENA, with a particular in Libya.
- Proven expertise in conducting conflict analysis, including conflict systems mapping, actor analysis, and identification of conflict drivers, root causes, triggers, and peacebuilding entry points.
- Proven track record of conducting research and analysis in collaboration with Multilateral Development Banks (MDBs) and UN agencies, including the IsDB, AfDB or similar institutions. Submission of at least two recent reports produced by the consultant to showcase relevant experience.
- Interpersonal skills to engage with various stakeholders, including government agencies, international organizations, local communities, and project funders.
- A history of working effectively in fragile and conflict-affected countries, particularly in the IsDB member countries, demonstrating the ability to navigate challenging environments.
- Excellent writing and communication skills in English and Arabic.

## 6. Accountability

The consultant will operate under the overall oversight of IsDB's Fragility and Resilience Division task team.

## 7. Confidentiality

The consultant will be required to maintain the confidentiality of all information shared during the consultancy and will not disclose any details without prior written consent from the IsDB.

## 8. Duration and Timeline

The selected consultant will be awarded a 3-month contract, tentatively commencing on September 1, 2025. With reference to the five deliverables outlined in the 'Deliverables' section of these TOR, the consultant is required to complete deliverable #1 and #2 within the initial four (4) weeks of the contract. Over the following two (2) months, the consultant is expected to deliver the rest of the deliverables.

### 9. Application Requirements:

Applicants are required to submit a completed Expression of Interest form, accompanied by a two-page document outlining their proposed approach to the study and a proposed timeline, with reference to the research scope outlined in the TOR. Additionally, applicants should submit a cover letter and updated CV that reflects relevant experience and qualifications. The candidate is also expected to provide examples of previous work, preferably related to a similar topic.

### 10. Technical Evaluation Criteria:

- a) Relevant Technical Experience – 30 Points
- b) Experience in Fragile Contexts and targeted region – 25 Points
- c) Methodology and Proposed Approach – 25 Points
- d) Qualifications, Language Skills & Work Samples – 20 points

### 11. Financial Proposal Structure:

Daily Rate (USD):		<i>(To be completed)</i>
Phase	Deliverable	Duration (Days)
One	Inception Report	<i>(To be completed)</i>
Two	Preliminary Report	<i>(To be completed)</i>
Three	Final Study Report	<i>(To be completed)</i>
	Executive Summary Report	<i>(To be completed)</i>
	PowerPoint Presentation	<i>(To be completed)</i>

### 12. Application Requirements:

- A cover letter and updated CV that reflects relevant experience and qualifications.
- Samples of previous work, preferably related to a similar topic.
- Completed Expression of Interest Form.
- Technical Proposal outlining the proposed approach to the study and a proposed timeline, with reference to the research scope outlined in the TOR.
- Financial Proposal (Please prepare and submit your financial proposal using the table format provided above under the “Financial Proposal Structure” section).

### 13. Application Submission Instructions:

- **The deadline for bid submission is set for 23/08/2025.**
- **The deadline for submitting questions and inquiries (Q&A) is 14/08/2025.**
- **Contract Type:** Individual Consultant.

The Bidder shall submit both Technical and Financial proposals in two separate, password-protected electronic envelopes to the designated email addresses provided below.

Proposal Submission: [c638879b.isdb.org@emea.teams.ms](mailto:c638879b.isdb.org@emea.teams.ms)

Passwords shall be sent to: [ABaqadir@isdb.org](mailto:ABaqadir@isdb.org)

For any technical questions or clarification please contact us:

[c638879b.isdb.org@emea.teams.ms](mailto:c638879b.isdb.org@emea.teams.ms)

**Note:** Consultant shall submit their bids in accordance with the Instruction outline in the TOR.

## Appendix B

**Expression of Interest (EOI) by Applicant**

**[Copy the Name of the Assignment/Project from the IEOI ]**

Date: \_\_\_\_\_

Consultant Selection Panel

Islamic Development Bank

Email: Designated email address

I have read carefully your Invitation for Expression of Interest for the captioned assignment/project and find the Terms of References (TOR) and Scope of Work match my skill mix and experiences for providing the services required in the TOR. I would like to express my interest for our firm being considered for the Shortlist. I understand that IsDB does not have an obligation that I must be shortlisted.

I have attached to this EOI supporting documents highlighting the relevant expertise and Experience for your consideration. Some of the key information is highlighted below:

**Personal Profile**

Nationality:

Date of Birth:

Permanent Address:

Phone No.:

Email:

**Past Consultancy Assignment References**

*[Notes to consultant: Please select most relevant consultancy assignments you have recently completed to demonstrate your technical qualifications and experience.]*

Period	Client	Project	Country	Your role (As lead consultant or as member of a team?)	Value of the Contract



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**III. Availability**

I shall be available for the services from \_\_\_\_\_ to \_\_\_\_\_.

**IV. Eligibility Declaration**

I, the undersigned, certify to the best of my knowledge and belief:

- ☐ I have read terms of reference (TOR) and Scope of Work (Appendix A), for this assignment.
- ☐ I confirm that the project references submitted as part of this EOI accurately reflect the experience of myself.
- ☐ I confirm that I have never been convicted of an integrity-related offense or crime related to theft, corruption and fraud.
- ☐ I understand that any misrepresentations that knowingly or recklessly mislead, or attempt to mislead may lead to the automatic rejection of the proposal or cancellation of the contract, if awarded, and may result in further remedial action, in accordance with IsDB's Integrity and Anti-corruption Policy.

*Signature:*

*Name of the Applicant*