

**With regards to: Call for Cultural Entrepreneurship Incubators: Création Africa: South Africa, Lesotho and Malawi\***

**1. For the “Digital Creation” track, are there any specific technologies, industries, or thematic priorities you expect (e.g., gaming, VR/AR, creative AI, platforms)?**

Not necessarily. From the previous edition, we observed strong interest in gaming and mobile apps, but the call for entrepreneurs will remain open to all forms of creation. The intention is to encourage a diversity of innovative projects rather than prescribe specific technologies or sectors.

**2. To what extent do you expect the incubator to provide physical infrastructure (coworking space, labs, etc.) versus relying on partner or virtual setups?**

We expect the incubator to ensure access to appropriate working spaces and facilities to host the full range of program activities (mentorship, masterclasses, networking sessions, etc.). Whenever possible, these facilities may be provided online or through partnerships with other organizations, but they must be clearly reflected in the proposed budget. While certain activities, such as gatherings with entrepreneurs or masterclasses may be hosted at IFAS, it remains the responsibility of the incubator to plan and coordinate them.

**3. Who will be responsible for recruiting the 50 entrepreneurs—will this be led by IFAS/Embassy with incubator support, or fully by the incubator?**

Recruitment will be coordinated by IFAS and its partners. The incubator is expected to actively support this process and participate in both the pre-selection and final jury stages.

**4. For the jury that selects the 15 finalists, will the incubator have a role in jury composition and decision-making, or only in preparation of candidates?**

The incubator will play a role not only in preparing candidates but also in the composition of the jury and in the decision-making process.

**5. For M&E, Annex 1 lists a wide range of KPIs—are there a few priority KPIs that the Embassy/IFAS will focus on for evaluating incubator performance? And how detailed should the Theory of Change and MEL framework be at proposal stage versus after contracting?**

At the proposal stage, incubators are expected to present a coherent Theory of Change and MEL framework that clearly outlines objectives, expected outcomes, and the pathways to achieving them. While this does not need to be exhaustively detailed, it should demonstrate

a clear and structured approach. The final evaluation of the program will be conducted by an independent external evaluator.

**6. The call references international cooperation and immersion. Could you clarify what level of European partnership building you expect the incubator to facilitate?**

Incubators are encouraged to establish meaningful European and mostly French linkages for the selected entrepreneurs. This may include partnerships with French incubators, participation in immersion programs, facilitating access to international networks, or co-developing projects with French stakeholders. The expectation is not limited to formal partnerships, but to ensure exposure, opportunities, and collaborations that enhance international reach. In this spirit, participants in masterclasses, as well as speakers, mentors, and other contributors, may also be French or international.

**7. Will the Embassy/IFAS lead communications and visibility (events, media coverage), or is this the incubator's responsibility?**

The Embassy/IFAS will take the lead on overarching communications and visibility at both national and international levels. The incubator is expected to contribute to communications at the program implementation level, ensuring visibility of activities, events, and entrepreneurs. Coordination and regular meetings between both parties will be essential.

**8. Are activities expected to take place across all three countries (South Africa, Lesotho, Malawi), or can they be centralized in one location with regional reach?**

Activities can be centralized in one country and mostly online, provided that the program ensures accessibility, visibility and regional reach across all three countries.

**9. Will entrepreneurs receive stipends to cover travel and participation costs, or should this be budgeted by the incubator?**

All costs related to the immersion phase (trip to Paris for instance) will be covered by IFAS. However, expenses connected to the mentorship and incubation phases, as well as participation in Création Africa Days, should be included in the incubator's budget.

**10. Is there a fixed exchange rate (ZAR / EURO) for the budget?**

No. Payments will be made in ZAR, calculated on a EUR basis using the exchange rate of the day.

**11. With respect to Direct Funding – we understand the budget does not cover any grants / grant allocations to the participants; that this funding will be sourced separately by the French Institute. But the incubator implementer will be required to disburse these funds. Is this understanding correct?**

No. These allocations will be disbursed directly by IFAS to the 15 finalists. The incubator will not manage the disbursement of participant grants.

**12. If the above understanding is not correct, then how much of the €250,000–€305,000 budget is expected to go directly to entrepreneurs (grants/funding) vs. programme delivery/operations?**

Not applicable.

**13. The call mentions that incubators should have the capacity to financially invest in selected entrepreneurs. Could you clarify the minimum expectation here? Is co-investment mandatory, or is it sufficient to facilitate investor connections?**

The incubator is not strictly required to co-invest. However, the ability to mobilize resources, whether through co-investment and direct financial participation, or facilitation of investor connections is strongly valued. Demonstrating readiness to attract and connect entrepreneurs with investment opportunities is a prerequisite.

**14. Are there any restrictions around what the grants to the SMMEs can be used for?**

Grants must be used for business development activities directly linked to the entrepreneurs' project growth. The precise eligibility of costs will be communicated by IFAS at a later stage.

**15. Currently we have the ability to facilitate investments in South Africa but will need time to put in place mechanisms for cross-border transactions with our country partners. This can be initiated as part of the project period. We trust this is acceptable. Please confirm.**

Yes, this is acceptable. The development of cross-border investment mechanisms can be initiated and advanced during the project period.

**16. Is the expectation that we (the incubator implementer) raise additional investment funds (in addition to grants)? Is this correct? Is the expectation that this happens within the project period, or could it also be a post-project deliverable given the timeframes for such?**

Yes, this is correct. The expectation is that incubators actively engage with potential investors during the project period. While it is preferable that some commitments are made within the project timeframe, the finalization of investments may also occur post-project.

**17. Is it acceptable to include costs in the budget for reporting in the post-incubation period? Is this period 3 or 5 years?**

Yes, reasonable costs related to reporting obligations in the post-incubation period may be included in the budget. 6 months to 1 year.

\*Based on questions received from a prospective incubator.