Terms of Reference (ToR)

Start-ups Training for youth and women supported with incubation and start-up seed funds (Startup Incubation Training activity) in Anbar and Salah Ad-Din, Iraq

Position Title:	We are seeking an experienced Business Development (Trainer) Consultant to provide professional training services to our beneficiaries (45), focusing on supporting start-ups in Anbar and Salah Ad-Din Provinces. The primary objective of this consultancy is to provide group training sessions to startups and SMEs focused on Market research, customer research, Sales, Marketing, Financial plan, and build capacities on business development, financial management, marketing, operations, and resilience strategies.
Location:	Anbar and Salah Ad-Din governorates
Reporting to:	Designated Oxfam staff
Type of Contract:	Consultant (Trainer)
Languages required	English and Arabic
Contract Date(s):	
Duration:	To be decided by consultancy provider (ToB)

1. Background

Early-stage startups in Anbar and Salah Ad-Din often face challenges in transforming ideas into viable businesses, validating products, and achieving market fit. To address these gaps, this incubation training program will support youth and women entrepreneurs with practical skills in innovation, entrepreneurship, product development, and investor readiness.

2. Objectives

The objective of this consultancy is to deliver a hands-on, 10-day training program for startups participating in the incubation activity, focused on building their capacity in:

- Business model design

- Value proposition development

- Product-market fit validation

- Marketing and customer discovery

- Pitching and investor readiness

The training will empower participants to apply these skills to their enterprises for sustainable growth and submit their business plans.

3. Scope of Work

The Trainer will be responsible for:

1. Designing a structured **10-day in Place training curriculum** for startups, tailored to the needs of each group (Anbar and Salah Ad-Din).

2. Delivering practical, interactive sessions for approximately 45 participants per group.

3. Covering the following topics across 10 days per group:

Proposed Training Topics and Schedule (10 Days per Group)

1. **Entrepreneurial Mindset & Opportunity Identification**

   1.1. Innovation thinking, entrepreneurial characteristics, identifying local challenges.

2. **Problem-Solution Fit & Ideation**

   2.1. Defining problems, user personas, brainstorming innovative solutions.

3. **Business Model Design**

   3.1. Business Model Canvas, customer segments, revenue models, cost structure.

4. **Value Proposition Development**

   4.1. Value Proposition Canvas, product differentiation, solving customer pain points.

5. **MVP Development & Prototyping**

   5.1. Minimum Viable Product concept, prototyping tools, iteration techniques.

6. **Market Research & Validation**

   6.1. Customer discovery, surveys/interviews, analyzing market data.

7. **Go-to-Market Strategy**

   7.1. Marketing fundamentals, branding, channels, early customer acquisition.

8. **Operations & Team Management**

   8.1. Team roles, building organizational structure, startup operations.

9. **Pitching & Fundraising**

   9.1. Pitch deck development, funding stages, sources of finance, storytelling.

10. **Pitch Practice & Feedback**

    10.1. Live pitching, feedback rounds, presentation refinement.

    10.2. Including practical exercises, tools, templates, and case studies throughout.

10.3. Providing post-training resources for further learning.

10.4. Submitting a final report summarizing results, feedback, and recommendations.

4. Deliverables

1. Detailed training agenda and methodology.
2. Training materials (slides, handouts, startup tools).
3. Delivery of 20 days of training (10 days per group × 2 groups).
4. Attendance sheets for each day.
5. Final report covering:

- Summary of activities

- Participant feedback

- Challenges and lessons learned

- Recommendations for future activities

5. Duration and Level of Effort

- **Preparation:** 3 days (curriculum design, content development)

- **Training Delivery:** 20 days (2 groups × 10 days each)

- **Reporting:** 4 days (drafting and finalizing report)

- **Total Level of Effort:** 27 days

6. Qualifications and Experience

1. Degree in Business, Entrepreneurship, or related field.

2. 3+ years of experience in startup incubation or entrepreneurship training.

3. 1+ year field experience in the local Ecosystem (Iraq)

4. Proven experience working with early-stage startups and youth-led enterprises.

5. Proficiency in digital facilitation tools (e.g., Zoom, Miro, Google Workspace).

6. Fluency in Arabic and English (spoken and written).

7. Professional in writing and preparing reports with statistics and Charts.

7. Reporting and Coordination

The trainer will report to the designated Oxfam staff (Enterprise Development officer) and collaborate with the project team to ensure alignment with program goals.

8. Application Process

Interested trainers should submit:

- A technical proposal (max 5 pages) outlining the training methodology, agenda, and work plan.
- A financial proposal in **Iraqi Dinar** with a breakdown of costs per training day.
- CV(s) highlighting relevant experience.
- Examples of previous similar training programs.

9. How to apply:

The interested parties should send all the required documents listed above to the address:

irqconsultancy@oxfam.org.uk

10. Deadline for submission of offers:

The deadline for submitting the offers is: --20th May 2025 (14:00 PM.).