TERMS OF REFERENCE

Consultant for Coaching 10 Start-ups

Date: October 28, 2026

Location: FTL Office, Zahle, Lebanon

Project Title: Tawazon Tabie

Contact: careers@fairtradelebanon.org

Date of Posting, if applicable: October 28, 2026

Deadline for Submission: November 16, 2026

SCOPE OF WORK

Project Background

Tawazon Tabie is implemented by Fair Trade Lebanon (FTL) and supports young people in the Bekaa to build skills and pursue opportunities in agriculture and agro-processing. The project combines practical training, internships and support for start-ups. It introduces participants to agroecology and climate adaptation, including efficient irrigation and the production of organic inputs, and develops skills in food processing and hygiene. Following entrepreneurship training and pitching, 10 start-ups were selected for coaching and equipment support.

Objective

FTL seeks a qualified consultant or team to coach the 10 selected start-ups on priorities identified in their coaching needs assessment. The assignment will help the start-ups refine their products and business plans, improve bookkeeping and pricing, and identify potential markets and sources of financing.

Indicative Activities and Timeline

The 10 start-ups will be divided into two groups of five. Each group will receive the 15 four-hour sessions listed below. Quantities in the table cover both groups.

#	Activity / Service	Description & Objectives	Qty	Location	Indicative Timeline
1	Design Thinking 1	Define customer needs and frame the business challenge.	2	FTL Zahle Office	Week 1
2	Design Thinking 2	Develop, prototype and test potential solutions.	2	FTL Zahle Office	Week 1
3	Networking and Personal Branding	Identify relevant contacts and practise presenting the business.	2	FTL Zahle Office	Week 1
4	Accounting and Bookkeeping 1	Record income, expenses and day-to-day transactions.	2	FTL Zahle Office	Week 1
5	Accounting and Bookkeeping 2	Use records to track cash flow and business performance.	2	FTL Zahle Office	Week 1
6	Digital Marketing 1	Identify target audiences, channels and marketing objectives.	2	FTL Zahle Office	Week 1

#	Activity / Service	Description & Objectives	Qty	Location	Indicative Timeline
7	Digital Marketing 2	Plan content and track digital marketing results.	2	FTL Zahle Office	Week 1
8	Linkages with Potential Markets	Identify potential buyers, partners and sales channels.	2	FTL Zahle Office	Week 2
9	Problem-Solving	Analyse a business problem and choose a practical response.	2	FTL Zahle Office	Week 2
10	Financing 1	Identify financing needs and compare funding options.	2	FTL Zahle Office	Week 2
11	Financing 2	Prepare basic projections and supporting information for funders.	2	FTL Zahle Office	Week 2
12	Business Plan Development 1	Structure the business plan and define the value proposition.	2	FTL Zahle Office	Week 2
13	Business Plan Development 2	Refine operations, financial projections and next steps.	2	FTL Zahle Office	Week 2
14	Pricing	Calculate costs and margins and set prices.	2	FTL Zahle Office	Week 2
15	Business Development	Identify growth opportunities and prioritise practical actions.	2	FTL Zahle Office	Week 2

Total: 30 sessions (120 hours of delivery across both groups). Week 1 comprises seven sessions per group (14 total); Week 2 comprises eight sessions per group (16 total).

Detailed Scope of Work

Preparation of the Coaching Programme

Review the coaching needs assessment and prepare a curriculum, session plans, presentations, handouts, practical exercises and assessment tools tailored to the 10 start-ups. Submit the materials and detailed delivery calendar to FTL for review before delivery. Provide the trainer materials and digital content needed for the sessions.

Coordination and Delivery

Coordinate the calendar, venues, participant communication and logistics with the FTL project team. Deliver all 30 sessions in person at the FTL office in Zahle. The workplan shall show how the expert or team will cover both groups within two weeks, including facilitator availability and any parallel sessions proposed for FTL approval.

Coaching Methodology and Assessment

Use participatory methods, practical start-up examples, case studies, group exercises and demonstrations. Adapt the sessions to the participants' knowledge levels and business needs. Administer pre- and post-tests and evaluations for each coaching topic, record attendance and submit session documentation promptly.

Deliverables (Supporting Documents)

The selected consultant will be required to submit:

- One final consolidated activity report at the end of the assignment, covering delivery, participation, assessment results and recommendations;

- One coach report for each of the 30 sessions;
- Signed attendance sheets and authorised photos for each session; and
- Completed pre- and post-tests and evaluations for each coaching topic.

Duration and Timeline

Coaching will be delivered over two weeks in accordance with the schedule above. The detailed dates and timetable will be agreed with FTL before delivery, taking into account the availability of both groups. Materials shall be submitted for review before delivery, and the final consolidated report shall be submitted at the end of the programme.

Location of Implementation

All coaching sessions will be delivered in person at the Fair Trade Lebanon office in Zahle, Lebanon.

Standards and Compliance Requirements

- Ensure technical accuracy, practical applicability and relevance to the Bekaa context;
- Integrate climate adaptation, environmental sustainability, food safety, responsible production and inclusive entrepreneurship throughout the programme;
- Use FTL-approved attendance, assessment, visibility, safeguarding and reporting templates;
- Maintain a safe, inclusive, gender-sensitive and respectful learning environment;
- Protect beneficiary information and use photographs or participant data only in accordance with FTL's consent and confidentiality requirements; and
- Coordinate all content and scheduling with the FTL project team before delivery.

Financial Proposal

Applicants shall submit a financial proposal for the full assignment, indicating the unit price per four-hour session and the total price for 30 sessions. The offer shall cover preparation, materials, coaching, assessments, documentation, reporting, transportation and applicable taxes. Use FTL's financial proposal template where provided.

Qualifications of the Service Provider

The service provider may propose one expert or a multidisciplinary team. The proposed expert or team must demonstrate:

- Proven experience training youth, entrepreneurs, start-ups, MSMEs, cooperatives, farmers or agri-food businesses;
- Technical expertise covering business management, marketing, access to finance, business planning, innovation, sustainability, climate resilience, food safety, production improvement, quality control, traceability and product development;
- Good knowledge of the Lebanese agricultural, agri-food, entrepreneurial and climate-change context;
- Experience preparing curricula, presentations, practical exercises, handouts and assessment tools;
- Strong facilitation and communication skills, with the ability to adapt content to different knowledge levels;
- Fluency in Arabic and the ability to report in English or French; and
- Previous experience with NGOs or donor-funded development programmes is an asset.

Required Documents for Submission

All applicants (companies or individuals) should submit the following:

- Technical proposal including the coaching methodology, proposed expert or team and delivery calendar; use FTL's technical proposal template where provided;
- Financial offer in local currency or USD, including all applicable taxes, the price per four-hour session and the total for 30 sessions;
- Company profile, where applicable, and CVs of the proposed expert or team members;
- At least two references or examples of similar previous work; and
- Signed acceptance of payment terms and conditions.

In case of **Company** application, the company should submit the following legal documents:

- Commercial Circular;
- Fiscal Certificate of Incorporation at the Ministry of Finance;
- VAT Certificate of Registration, if applicable; and
- ID of the company's authorized representative(s).

In case of **Individual** application, the individual should submit the following legal documents:

- CV;
- ID; and
- Fiscal Number.

Evaluation Criteria

Applications will be evaluated according to the following criteria and weighting:

- Financial 30%
- Technical 70%

The evaluation will assess the applicant's relevant experience, qualifications, proposed methodology, and financial offer. Fair Trade Lebanon reserves the right to request clarifications from applicants during the evaluation process.

Payment Terms

- Payments will be made through bank cheques;
- Payment will be made **20 business days** from the last delivery and submission of the final invoice; and
- The cheque amount will be subject to applicable bank fees.

How to Apply

Interested applicants should submit all required application documents outlined in these Terms of Reference, including the completed technical and financial proposals and supporting documents, by email to:

careers@fairtradelebanon.org

Applicants should clearly indicate the following in the email subject line:

Tawazon Tabie – Coaching for 10 Start-ups

Only shortlisted candidates will be contacted.