

TERMS OF REFERENCE

Procurement of Training & Mentorship Services

Gaza Stars – Startup Recovery and Innovation Competition 2026

Issued by GlocalShift Foundation | Gaza Strip | 2026

Reference No.	Reference No.: GS-TRN-2026-01
Issuing Organization	GlocalShift Foundation
Programme	Gaza Stars – Startup Recovery and Innovation Competition 2026
Location	Gaza Strip, Palestine
Contract Duration	4 months (Months 2–5 of the programme cycle)
Submission Deadline	20 June 2026, at 17:00 Gaza local time
Clarification Deadline	14 June 2026
Submission Method	Email to procurement@glocalshift.eu (single PDF/ZIP, max 20 MB) – see Section 12
Anticipated Start	25 June 2026

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1. Background and Context

GlocalShift Foundation implements the Gaza Stars Programme, a six-month entrepreneurship and recovery initiative designed to strengthen startup resilience, promote youth-led innovation, and support economic recovery in Gaza's post-crisis environment.

The programme targets 300 youth entrepreneurs across two tracks:

- **Track A – Startup Recovery (150 startups):** Supporting existing crisis-affected startups to recover operations, restore market access, and improve sustainability.
- **Track B – Innovation Track (150 participants):** Supporting aspiring entrepreneurs to generate, validate, and develop innovative business ideas into viable early-stage ventures.

The programme places strong emphasis on practical entrepreneurship skills, inclusive participation, psychosocially informed delivery, and women's economic participation (minimum 40% female participation).

GlocalShift Foundation seeks a qualified service provider to deliver structured training, mentorship, and competition readiness support under Gaza's operational realities.

2. Objectives of the Assignment

The selected provider will:

- Deliver entrepreneurship training for both tracks.
- Provide mentoring for selected teams.
- Adapt delivery to Gaza's operational constraints (offline/hybrid readiness).
- Support participant progression to pitch stages.
- Contribute to basic monitoring and evaluation data collection.
- Strengthen the operational resilience of crisis-affected startups;
- Support idea-stage entrepreneurs in validating and developing viable ventures;
- Increase participant readiness for pitching, mentoring, and business progression;
- Contribute to improved entrepreneurial confidence and employability/self-employment prospects.



3. Scope of Work

3.1 Track A – Startup Recovery

A 3–4-week bootcamp (up to 150 startups) covering:

- Business recovery & continuity
- Market re-entry strategies
- Financial management & cash flow
- Lean operations & optimization
- Digitalization of business processes
- Pitch preparation

Expected outputs include:

- Startup recovery action plan for each participating startup;
- Improved business continuity and market recovery strategies;
- Practical operational improvement roadmap.

3.2 Track B – Innovation Track

A 3–4-week bootcamp (up to 150 participants) covering:

- Ideation and problem identification
- Market validation and customer discovery
- Business model development
- Lean startup methodology
- MVP design and testing
- Entrepreneurial mindset and pitching preparation

Expected outputs include:

- Validated business ideas;
- Draft business model for each team;
- MVP concept or prototype;
- Pitch deck preparation.

3.3 Mentorship Phase (Phase 2)

For selected semi-finalists/finalists:

- Minimum 3 mentoring sessions per team
- Focus areas:
 - Pitch refinement
 - Financial planning
 - MVP improvement
 - Investor readiness

Providers shall submit brief mentorship records for each team, including focus areas discussed, progress made, and agreed next steps.

3.4 Delivery Requirements

To ensure fair comparison between financial proposals, all bidders shall align with the following standardized minimum delivery framework:

- Training duration: **36–48 hours per track**
- Delivery period: **3–4 weeks per track**
- Training frequency: **4 sessions per week**
- Session duration: **3–4 hours per session**
- Maximum group size: **25 participants per group**
- Delivery mode: **In-person delivery shall remain the preferred modality. Hybrid, decentralized, or offline alternatives may be activated when justified by operational constraints.**
- Language: **Arabic delivery is mandatory. Training materials shall be provided in Arabic; English supporting resources may be included where relevant.**
- Training approach: **Practical, interactive, workshop-based, gender-responsive, and psychosocially informed (PSS-aware)**
- Women's participation: **Scheduling, venue arrangements, and facilitation measures must support female participation of at least 40%.**

Definition of Group:

For the purpose of financial and technical comparability, a *group* shall refer to **one training cohort of up to 25 participants per track.**

Bidders may exceed the minimum standards above but shall not propose below them without clear technical justification.



4. Roles and Responsibilities

Area	GlocalShift	Provider
Recruitment	Lead	Support
Venues	Provide	Setup + alternatives
Curriculum	Approve	Design & deliver
Trainers	Oversight	Provide team
Logistics	Partial support	Training materials & facilitation
M&E	Framework	Data collection & reporting
Safeguarding	Policy	Compliance
Risk Management	Oversight	Implementation

5. KPIs (Operational)

Performance will be measured against:

- Minimum 80% attendance rate;
- Minimum 80% completion rate;
- Minimum 80% participant satisfaction;
- Minimum 40% female participation;
- Demonstrated measurable improvement between pre/post assessments;
- Minimum number of participants progressing to pitching stage (as agreed with GlocalShift Foundation).

6. Deliverables

The selected provider shall deliver the following outputs in accordance with the agreed implementation timeline and quality standards:

Deliverable	Minimum Content Requirement	Indicative Timing	Approval Authority
Inception Report & Training Plan	Detailed implementation plan, timeline, methodology, trainer allocation, delivery arrangements, and risk mitigation approach	Week 1	GlocalShift Foundation
Final Curriculum & Training Materials	Final training curriculum for both tracks, participant materials, presentations, exercises, and facilitator guidance (Arabic mandatory)	Before training delivery	GlocalShift Foundation
Pre/Post Assessment Tools	Assessment forms and methodology for measuring participant progress and learning outcomes	Before training delivery	GlocalShift Foundation

Track A Training Report	Attendance records, topics covered, participant engagement, challenges, lessons learned, and recommendations	End of Track A	Programme Manager
Track B Training Report	Attendance records, topics covered, participant engagement, challenges, lessons learned, and recommendations	End of Track B	Programme Manager
Mentorship Records & Notes	Brief mentoring records for each team, including progress, agreed actions, and focus areas discussed	Ongoing	Programme Team
Attendance & Participation Database	Updated participant database including attendance, completion status, and participation tracking (gender-disaggregated where applicable)	Ongoing	Programme Team
Assessment Data (Pre/Post)	Cleaned dataset and summary of participant performance improvement	End of training phase	GlocalShift Foundation
Editable Training Package	Fully editable training package including materials, facilitator guides, templates, and reusable assessment tools	End of contract	GlocalShift Foundation
Final Programme Report	Consolidated report covering implementation, participant outcomes, KPIs, lessons learned, challenges, recommendations, and supporting annexes	End of contract	GlocalShift Foundation

All deliverables shall be submitted in editable digital format unless otherwise agreed in writing by GlocalShift Foundation.

7. Required Qualifications

Organization

Demonstrated ability to mobilize trainers and deliver within Gaza operational constraints.

- Minimum 3 years' experience in entrepreneurship or training
- Experience in fragile/post-conflict contexts strongly preferred
- Evidence of previous programme delivery at comparable scale is an advantage.
- Ability to deliver in-person training in Gaza
- Capacity for offline/hybrid delivery

Team

- Lead trainer (5+ years' experience)
- At least 2 entrepreneurship trainers
- Digital skills trainer
- M&E officer
- Gender/PSS focal point

8. Methodology and Approach

Bidders are expected to propose a practical, context-sensitive methodology suitable for Gaza's operating environment. Proposals should clearly explain:

- Training methodology and facilitation approach
- Clear differentiation between methodology and delivery approach for Track A (Startup Recovery) and Track B (Innovation) Trauma-informed and gender-sensitive delivery
- Participant engagement and retention strategy
- Offline and hybrid learning contingency arrangements
- Quality assurance mechanisms for training delivery

8.1 Mandatory Operational Risk Mitigation

Given the operating environment in Gaza, bidders must include mitigation and continuity arrangements for the following minimum risk categories:

Risk Category	Minimum Mitigation Requirement
Electricity / Power Outages	Offline materials, battery-supported devices, low-power alternatives
Internet / Connectivity Loss	Pre-loaded content, asynchronous alternatives
Movement & Access Restrictions	Flexible scheduling, decentralized venues, local facilitators
Participant Safety & Wellbeing	Safe venue selection, attendance flexibility, referral pathways where needed
Continuity of Implementation	Backup trainers, rescheduling protocol, contingency arrangements
Security Escalation / Displacement	Flexible scheduling, remote fallback, decentralized delivery arrangements

Bidders are responsible for ensuring that their proposed methodology remains feasible under Gaza's operational constraints.

9. Evaluation Criteria

Criterion	Weight
Technical methodology	30%
Experience	20%
Team qualifications	20%
Context understanding	15%
Gender & inclusion	10%
Financial offer	5%



10. Contract & Payment

The contract will be issued as a **lump-sum service agreement**, linked to milestone-based deliverables.

Indicative Payment Schedule

- **20%** upon contract signing and approval of the inception report
- **30%** upon successful completion of Track A & B bootcamp delivery
- **30%** upon completion of mentorship, pitch support, and semi-final activities
- **20%** upon submission and approval of the final programme report

- Payments shall be made **subject to satisfactory deliverable acceptance** and compliance with agreed implementation standards.

All costs must be quoted in **USD**.

Payments are conditional upon formal written acceptance of deliverables by GlocalShift Foundation.

Failure to meet agreed deliverables or minimum implementation standards may result in delayed, reduced, or withheld payments, subject to contract provisions.

11. Ethical Requirements

Providers must comply with:

- Safeguarding policies
- Anti-fraud and corruption rules
- Data confidentiality
- Secure storage, restricted access, and confidential handling of participant data
- Conflict of interest declaration
- Compliance with safeguarding and do-no-harm principles in participant engagement.



12. Submission Requirements

Applicants must submit a complete proposal package including the following mandatory documents:

- Technical proposal
- Financial proposal
- Company registration
- CVs of key staff
- References/evidence of previous work
- Conflict of interest declaration

Incomplete submissions or applications received after the stated deadline may not be considered.

Email: procurement@glocalshift.eu

13. Rights

GlocalShift Foundation reserves the right to:

- Cancel or amend the procurement process at any stage without obligation;
- Reject any or all submitted proposals;
- Request clarification or additional supporting documentation from applicants;
- Decline to select the lowest-priced offer where technical quality or value for money considerations apply;
- Retain all submitted documents for procurement records and audit purposes.

Submission of a proposal does not constitute any commitment by GlocalShift Foundation to award a contract.

GlocalShift Foundation is under no obligation to award a contract following this procurement process.