

Terms of Reference

Consultancy to Conduct a Case Study on the Cooperative Model in Jordan

1. Background

Launched in 2004, Alfanar is the Arab region's first venture philanthropy organisation. Alfanar is a UK-based charity with operations in Egypt, Lebanon, Jordan and Palestine that aims to transform the lives of disadvantaged children, youth and women across the Arab world by funding and strengthening ambitious social enterprises responding to pressing needs, especially in education, youth employment and women's economic empowerment.

Alfanar places particular value on working with cooperatives, recognising their role in building sustainable, community-owned economic models across the region. Alfanar is seeking to engage a qualified individual consultant or small consultancy team to conduct a comparative case study examining the cooperative model as a form of collective economic organisation in Jordan, exploring how cooperatives function in practice, the economic and social value they create for their members and surrounding communities, and the conditions that enable or constrain their effectiveness.

The assignment will focus on five Jordanian cooperatives with fieldwork carried out in Amman, Irbid, and Mafrq and remote desk work as appropriate. Existing due diligence assessments and portfolio information already provide substantial background on the five cases; the consultant is expected to build on this material, and to use primary fieldwork to validate, deepen and triangulate the evidence. A short profile of each cooperative, together with existing due diligence and portfolio documents, will be shared with the selected bidder.

This is a short-term, deliverable-based consultancy expected to run over August–September 2026. The study is intended to generate a credible, practical and well-written evidence product that can support learning, programme design, decision-making and external communication about the cooperative model and its potential contribution to inclusive livelihoods and community-level impact in Jordan.

2. Objective

To design and implement a comparative case study that explains how the cooperative model operates across the five selected cases, what value it creates, where it faces limitations, and what can be learned from the similarities and differences across the cases. Specifically, the assignment will:

- Synthesise, drawing on the literature review and the data collected, how the cooperative model functions in practice and what it offers as an example for social enterprises.
- Document how each cooperative is structured, governed and managed, including membership, ownership, decision-making and accountability arrangements.
- Understand why members chose to organize collectively and how members experience collective ownership and participation in practice.
- Assess how each cooperative generates, retains, distributes and reinvests economic and social values, and how this affects members' livelihoods and household economic situations.
- Examine broader community effects, including employment, market access, social cohesion, participation of women and youth, and community perceptions of the cooperative.

- Identify enabling factors, constraints, trade-offs and risks that are distinctive or particularly relevant to the cooperative model.
- Compare the five cases systematically to identify patterns and explain when and why the cooperative model appears to work well, and where it struggles.
- Generate practical, evidence-based recommendations for Alfanar and other stakeholders interested in supporting sustainable, inclusive and impact-oriented cooperatives.

3. Scope of Work

The consultant will be responsible for the end-to-end delivery of the study, using a comparative multiple-case-study design with mixed qualitative methods. The final methodology should be refined during inception and agreed with Alfanar, while maintaining the minimum requirements below. The consultant should ensure triangulation across sources and explicitly distinguish between evidence, stakeholder perceptions and consultant interpretation.

- The use of AI tools in the production of this case study is strongly discouraged. AI tools may only be used for limited support functions, such as grammar and language editing, formatting, or minor stylistic refinement. AI tools must not be used to draft, generate or substantively write any part of the case study; including analysis, findings, cooperative profiles, quotations or recommendations, all of which must reflect the consultant's own primary research, judgement and interpretation.
- Participate in an inception/kick-off meeting with Alfanar immediately after contracting, and review the case study framework, due diligence assessments, and all other relevant existing documents and datasets provided by Alfanar.
- Refine the study methodology, sampling approach, research matrix, consent process, fieldwork schedule and analysis plan, and review; and where necessary strengthen, the existing KII, FGD and external stakeholder interview guides.
- Prepare final fieldwork tools and conduct all agreed fieldwork in Amman, Irbid, and Mafraq, meeting the following minimum requirements:

Method	Minimum expectation	Coverage
Desk review	Review due diligence assessments, governance and founding documents, available financial records, existing performance/impact data and other portfolio documents before primary data collection. As well as doing literature review from the available online papers.	All five cooperatives
Key informant interviews (KIIs)	Leadership/board interviews covering founding history, governance, decision-making, economics/value distribution, community impact, strengths and constraints.	Minimum 3 KIIs per cooperative (15 total)
Focus group discussions (FGDs)	FGDs with cooperative members, preferably non-leadership participants, covering motivation, participation, economic and non-financial benefits, community effects and reflections on the cooperative model.	1 FGD per cooperative; approx. 6–10 participants each (5 FGDs total)

Method	Minimum expectation	Coverage
External/community stakeholder interviews	Short interviews with non-members such as local leaders, buyers, suppliers, neighbouring residents or other relevant community actors to test community-level claims and attribution.	1 per cooperative (5 total)
Follow-up calls	Follow-up with a subset of FGD participants to revisit assumptions, clarify emerging findings and strengthen triangulation.	Approx. 2 weeks after FGDs, where feasible

- Maintain complete, secure and organised field notes, recordings only where consented, transcripts/summaries, respondent tracking and evidence files.
- Clean, organise, code and analyse qualitative and quantitative evidence using a systematic cross-case analysis framework, using purposive respondent selection and disaggregating findings by gender and other relevant characteristics where the evidence allows.
- Develop five standardised cooperative profiles and a comparative matrix that highlights common patterns, differences and explanatory factors.
- Draft the full case study report, following the minimum structure set out by Alfanar, integrating evidence-based findings, anonymised/approved quotations, data tables and practical recommendations.
- Present draft findings to Alfanar in a validation session and incorporate consolidated feedback.
- Submit the final publication-ready report in **both Arabic and English** and all agreed annexes, data files and supporting materials.

4. Deliverables & Timeline

The assignment is expected to start ASAP and be completed within August–September 2026. The consultant should propose a realistic detailed work plan within this window; Alfanar may agree minor adjustments during inception, provided the final study is completed by the end of September 2026.

#	Deliverable	Format	Timeline
1	Inception package including refined methodology, sampling approach, research/evidence matrix, fieldwork schedule, final Arabic/English data collection tools (KII, FGD and external stakeholder guides), ethics/consent approach and analysis framework.	Written report to Alfanar	Within 3 working days of contract signature
2	Completed fieldwork and organised evidence package with all agreed KIIs, FGDs, external stakeholder interviews and initial follow-ups; respondent log; interview/FGD notes or transcripts; cleaned and securely organised evidence files.	Organised evidence files + respondent log	During August and early September 2026, immediately following inception approval
3	Preliminary findings and cross-case analysis of the comparative matrix, emerging themes, draft cooperative profiles, and initial recommendations.	Written note	Right after primary fieldwork
4	Draft comparative case study report that includes executive summary, conceptual framing, methodology, five cooperative profiles, cross-case	Draft written report	September 2026

#	Deliverable	Format	Timeline
	analysis, community impact findings, insights, limitations and recommendations.		
5	Validation / learning session: presentation and facilitated discussion of key findings, conclusions and recommendations with Alfanar and, if requested, selected stakeholders.	Delivered session + brief record	Immediately after Alfanar's review of the draft report
6	Final case study package; final edited report in Arabic and English, executive summary, final comparative matrix, annexed tools, anonymised quote bank where appropriate, clean analysis/data files, and any presentation slides used for validation.	Final report + supporting files	No later than the end of September 2026

5. Fee

Bidders are requested to submit a financial proposal covering all professional fees and costs associated with the delivery of the assignment. Payment will be made against agreed deliverables and in line with Alfanar's standard contracting and financial procedures.

The financial proposal must be submitted in Jordanian Dinars (JOD), clearly stating the total all-inclusive consultancy fee and any applicable taxes. The budget should include local field travel, communications, transcription/translation, research assistance (if proposed), and any other costs required to complete the assignment.

1. 30% on signature of the contract and Alfanar's approval of the inception package;
2. 40% on completion of agreed fieldwork and submission of the organised evidence package, plus preliminary cross-case findings;
3. 30% on Alfanar's approval of the final case study package and all supporting files.

Payment will be made within thirty (30) days of receipt of a valid invoice and Alfanar's written acceptance of the associated deliverables.

6. Required Qualifications

Applications are welcome from qualified individual consultants or small consultancy teams. The proposed lead consultant should demonstrate:

- Experience with cooperatives and social enterprises is highly desirable.
- Relevant professional experience in applied research, evaluation, case studies, MEL/impact measurement, livelihoods, social economy, social enterprise, local economic development or related fields.
- Demonstrated experience designing and conducting qualitative or mixed-method studies, including KIIs and FGDs, and analysing evidence systematically.
- Strong report-writing and synthesis skills, with at least one high-quality writing sample demonstrating the ability to translate complex evidence into clear findings and recommendations.
- Strong understanding of the cooperative's context; prior fieldwork in Mafrqa, Irbid, and Amman is an advantage.

- Professional fluency in Arabic and English, with the ability to conduct Arabic fieldwork and produce a high-quality Arabic and English report.
- Ability to mobilise immediately and complete the assignment within August–September 2026.

7. How to Apply

Interested applicants are invited to submit the following:

- A technical proposal outlining the proposed approach, methodology, fieldwork approach, analysis plan and work plan.
- A financial proposal covering the full scope of work.
- CV(s) of the lead consultant and any proposed team members, clearly highlighting relevant assignments.
- One or two relevant writing samples, preferably case studies, evaluations, research reports or learning products authored or led by the applicant.

Submission details can be found in the annex.

Annex A — Submission, Evaluation and Contracting Terms

This Annex forms a part of these Terms of Reference and applies to all bidders. By submitting a proposal, the bidder accepts the terms set out below.

A.1 Submission requirements

Proposals must comprise the following, submitted as separate PDF files:

4. Technical proposal (maximum 3 pages), covering the proposed approach and methodology, fieldwork approach, analysis plan, and work plan.
5. Financial proposal, submitted as a separate file, in the format required in the Fee section of these Terms of Reference.
6. CV(s) of the lead consultant and any proposed team members.
7. One or two relevant writing samples (case studies, evaluations, research reports, or learning products).
8. A clear confirmation of immediate availability to start ASAP and complete the assignment by the end of September 2026.

Submissions must be sent by email to [applications@alfanar.org.uk] with the subject line "Consultancy Application – Cooperative Model Case Study – [Applicant Name]."

Submission deadline: 24 August 2026. Proposals received after this date will not be considered. Alfano will only contact the shortlisted bidders.

Note: Please note that proposals will be reviewed on a rolling basis. We recommend submitting your proposal as early as possible.

Proposals must remain valid for thirty (30) days from the submission deadline.

A.2 Evaluation criteria

Applications will be assessed based on technical quality, relevant experience, availability and value for money, weighted as follows:

Criterion	Weight
Relevant qualifications and directly comparable experience	25%
Quality and practicality of proposed methodology and fieldwork approach	25%
Evidence of qualitative/mixed-method research, analysis and report-writing quality	20%
Understanding of cooperatives context and proposed team composition	10%
Workplan and ability to mobilise immediately and deliver by end-September 2026	5%
Financial proposal and overall value for money	15%
Total	100%



Alfanar may invite shortlisted applicants to a brief interview or request clarification before final selection; interview performance may be used to adjust technical scores.

A.3 Contracting and payment

The successful bidder will be engaged under Alfanar's standard consultancy agreement, on a deliverable-based basis. Work may not commence before the agreement is signed by both parties. Unless otherwise agreed in the contract, payment will follow the instalment structure set out in Section 5 above.

Financial proposals must be quoted in Jordanian Dinars (JOD) or Euros (EUR), with the currency stated clearly. Quoted amounts must be inclusive of all professional fees, preparation time, local transport, and any applicable taxes and duties. Alfanar will deduct income tax at source at the rate applicable under Jordanian law. Bidders must state whether they are registered for General Sales Tax and, if so, provide their registration number.

No deliverable will be considered complete until Alfanar has reviewed and approved it, or has agreed that outstanding comments have been adequately addressed.

A.4 Language

Fieldwork and direct engagement with cooperative members and other respondents will be conducted in Arabic, using culturally appropriate Arabic-language fieldwork tools, unless otherwise agreed. All written deliverables submitted to Alfanar must be provided in English.

A.5 Intellectual property

All reports, tools, datasets, transcripts/notes, analysis files, matrices, presentations and other materials produced specifically under this assignment become the property of Alfanar upon payment for the relevant approved deliverable. The consultant may not publish, share, reuse or distribute confidential materials or study findings externally without prior written approval from Alfanar, and may reference the assignment in its portfolio or marketing materials only with Alfanar's prior written consent.

A.6 Confidentiality and data protection

Participation in interviews, FGDs and other data collection must be voluntary and based on clear informed consent; respondents must understand the purpose of the study and how their information will be used. The consultant must apply Do No Harm principles and avoid questions or practices that may expose respondents to unnecessary social, economic, reputational or other risks.

Personally identifiable information must be minimised, protected and stored securely. Raw data may not be shared outside the assignment team and Alfanar without written authorisation. Recordings may only be made with explicit respondent consent, and the consultant must offer a non-recorded option. Quotations and case examples must be anonymised unless specific approval for attribution has been obtained. All raw and processed data must be transferred securely to Alfanar at the end of the assignment and retained or deleted by the consultant according to Alfanar's instructions.

A.7 Safeguarding and code of conduct

Alfanar works with disadvantaged children, youth and women, and with communities including refugees. The successful bidder and every member of its team must read, sign and comply with Alfanar's Safeguarding Policy and Code of Conduct before commencing work. Any safeguarding, protection or serious ethical concern identified



during fieldwork must be escalated immediately to the designated Alfanar focal point in line with applicable organisational procedures. Failure to comply is grounds for immediate termination.

A.8 Conflict of interest

Bidders must declare in their proposal any current or prior commercial, financial, advisory or personal relationship with Alfanar, with any participating cooperative, or with any other bidder. A declared interest does not automatically disqualify a bidder; an undeclared interest discovered after award is grounds for termination.

A.9 Coordination and support from Alfanar

The consultant will report to the designated Alfanar focal point and work closely with the relevant programme and impact colleagues. Alfanar will, subject to availability and consent, provide the existing case study framework, relevant due diligence and portfolio documents, available datasets, and introductions/contact support for the selected cooperatives, and will coordinate scheduling of cooperative visits to reduce burden on participating organisations.

The consultant remains responsible for detailed fieldwork planning, research quality, respondent management during interviews and FGDs, data organisation, analysis and timely delivery.

A.10 Alfanar's rights

Alfanar is not bound to accept the lowest-priced or any proposal and may cancel or reissue this tender, or decline to award the consultancy, at any stage without liability, including where no application meets the required quality or budget expectations. Alfanar reserves the right to negotiate the scope, level of effort and fee with the preferred bidder before award. Any material change to the agreed methodology, team composition, work plan or deliverables must be approved in writing by Alfanar. Only costs explicitly included in the agreed contract/financial offer will be payable unless otherwise approved in writing. All costs incurred in preparing and submitting a proposal are borne by the bidder.