

Terms of Reference

Leadership Training for Social Entrepreneurs

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.

Through its programmes, Alfanar provides social enterprises with a combination of grant funding, capacity-building, and technical support to help them grow their impact and strengthen their business models. As part of the capacity-building track, Alfanar is seeking a qualified consultant or company to design and deliver a 3-day Leadership Training tailored specifically for social entrepreneurs. The training aims to strengthen the leadership capabilities of social entrepreneurs, enabling them to effectively lead their teams, navigate challenges, and drive sustainable impact.

The training will be delivered to a cohort of social entrepreneurs from Alfanar's portfolio. A short profile of each participant, together with any relevant background information, will be shared with the selected consultant at inception.

2. Objective

To strengthen the leadership capacity of social entrepreneurs by designing and delivering a practical, interactive 3-day training programme that enhances their ability to lead, inspire, and manage their teams effectively, while staying committed to their social mission.

3. Scope of Work

The consultant will design and deliver a 3-day leadership training programme, and will be responsible for both the development of the training content and its facilitation. The assignment comprises the following components:

3.1. Content development

- Design a comprehensive 3-day leadership curriculum tailored to the realities of social enterprises, grounded in the consultant's own leadership and facilitation methodology.
- Develop all training materials (slides, facilitator guides, participant handouts and case studies, and practical exercises) in Arabic for use with participants. An English version of all training materials, and of every written deliverable, must also be submitted to Alfanar.
- Ensure content is practical, action-oriented, and relevant to the regional context.

- Incorporate adult learning methodologies and interactive approaches (group discussions, role-plays, simulations, peer learning).
- Share a detailed day-by-day agenda with Alfanar for review and sign-off before delivery.

3.2 Delivery

- Facilitate the 3-day training in-person in Arabic (with English used where appropriate) for the social entrepreneurs.
- Facilitate engaging and participatory sessions that build leadership competencies.
- Provide coaching and guidance to participants throughout the training.
- Adapt delivery based on participants' needs and level of experience.
- Coordinate with Alfanar on logistics, participant preparation, and any pre-training input needed from the cohort.

3.3 Reporting

- Submit a consolidated report to Alfanar summarising key themes, participant engagement, and recommended follow-up or further support per enterprise.
 - This should include findings from pre- and post-training self-assessment against the leadership competencies.

4. Deliverables and Timeline

The assignment must be fully completed, including submission of the consolidated report by the end of October 2026. Exact training dates will be scheduled around the availability of the participating cohort within this window.

Deliverable	Due	Alfanar review	Payment trigger
1. Inception note and detailed day-by-day training agenda	Within five (5) working days of contract signature	Alfanar to accept or return comments within five (5) working days	30% (together with contract signature)
2. Final training materials, in Arabic and English	No later than five (5) working days before the first training day	Alfanar to accept or return comments within three (3) working days	—
3. Delivery of the 3-day training in person in Jordan	Dates to be confirmed with Alfanar and the cohort; to be completed by 22 October 2026	Confirmed by Alfanar on completion	—

4. Consolidated report	Within ten (10) working days of the final training day	Alfanar to accept or return comments within ten (10) working days	70% (on acceptance of the training and the report)
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5. Duration and Location

The assignment is estimated at up to 10 days of consultant time in total, comprising content development, preparation, and the 3 delivery days. The training will be delivered in person in Jordan, with dates to be agreed with Alfanar and confirmed participants (Preferably the 2nd week of October).

6. Fee

The consultant is requested to submit a financial proposal as a lump sum inclusive of all professional fees and preparation time. Costs associated with the training venue and logistics will be covered separately by Alfanar. Payment will be made against agreed deliverables and in line with Alfanar's standard contracting and financial procedures:

- 30% on signature of the contract and Alfanar's approval of the inception note and training agenda;
- 70% on Alfanar's acceptance of the delivered training and the final consolidated report.

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

In addition to the lump sum, the financial proposal must state the daily professional fee rate on which it is based, so that the fee can be adjusted if the contracted level of effort changes. Currency, tax treatment, and the payment schedule are set out in Annex A.

7. Required Qualifications

- Senior-level experience designing and facilitating leadership development programmes, ideally with founders or management teams of SMEs or social enterprises.
- Demonstrated experience delivering multi-day, participatory leadership training that translates into practical action, not theory alone.
- Experience in the Jordanian and/or wider MENA market.
- Full working proficiency in Arabic and English.

8. Reporting

The consultant will report to the Co-Director at Alfanar Venture Philanthropy Jordan, who will approve all deliverables.



9. How to Apply

Interested consultants are invited to submit the following:

- A technical proposal outlining the proposed training approach, draft agenda, and delivery schedule.
- A financial proposal covering the full scope of work.
- CV and evidence of comparable leadership training assignments delivered.

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:

- Technical proposal (maximum 5 pages), covering the proposed training approach and methodology, draft agenda, work plan and delivery schedule, and evidence of comparable assignments.
- Financial proposal, submitted as a separate file, in the format required in the Fee section of these Terms of Reference.
- CV(s) of the proposed consultant or team, including the role and level of effort of each named individual.
- Two client references for comparable assignments completed within the last three years.

Submissions must be sent by email to applications@alfanar.org.uk with the assignment title in the subject line.

Submission deadline: September 13th 2026. Proposals received after this time will not be considered. Alfanar will acknowledge receipt of each submission by email; it is the bidder's responsibility to confirm receipt.

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

Proposals will be assessed on a combined technical and financial basis, weighted 70% technical and 30% financial.

Financial proposals will be opened only for bidders scoring a minimum of 70 out of 100 on the technical criteria. Alfanar may invite shortlisted bidders to a clarification interview before award; 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. Work may not commence before the agreement is signed by both parties.

Unless otherwise agreed in the contract, payment will be made in the following instalments:



- 30% on signature of the contract and Alfanar's approval of the inception note and training agenda;
- 70% on Alfanar's acceptance of the delivered training and the final consolidated report.

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

Financial proposals must be quoted in Jordanian Dinars (JOD) or United States Dollars (USD), 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.

A.4 Language

Sessions and direct engagement with participating social entrepreneurs will be delivered in Arabic unless otherwise agreed. All written deliverables submitted to Alfanar must be provided in English, save that materials handed directly to participants must also be provided in Arabic.

A.5 Intellectual property

All reports, training materials, tools, templates, designs and other materials produced under this assignment vest in Alfanar upon final payment. Alfanar will retain a perpetual, royalty-free licence to reuse the training materials for future cohorts, reporting, learning and communications purposes.

The consultant warrants that all materials delivered are original or properly licensed, do not infringe any third-party right, and are free of any encumbrance. Any third-party asset used (including fonts, stock imagery and typefaces) must be licensed for the recipient's commercial use, and the licence transferred or evidenced at handover.

The consultant may reference the assignment in its portfolio or marketing materials only with Alfanar's prior written consent.

A.6 Confidentiality and data protection

The consultant will treat all information obtained from Alfanar and the participating social entrepreneurs as confidential and will not disclose it to any third party without prior written consent. Personal data must be processed in accordance with the UK General Data Protection Regulation and applicable Jordanian law, held securely, and returned or securely destroyed on completion of the assignment.

A.7 Safeguarding and code of conduct

Alfanar works with disadvantaged children, youth and women. 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, and must report any safeguarding concern arising during the assignment to Alfanar immediately. 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 or with any participating social enterprise or bidder. A declared interest does not automatically disqualify a bidder; an undeclared interest discovered after award is grounds for termination.

A.9 Alfanar's rights

Alfanar is not bound to accept the lowest-priced or any proposal and may cancel or reissue this tender at any stage without liability. Alfanar reserves the right to negotiate the scope, level of effort and fee with the preferred bidder before award. All costs incurred in preparing and submitting a proposal are borne by the bidder.