

Terms of Reference

Marketing & Branding Support for Cooperatives

1. Background

Launched in 2004, Alfano is the Arab region's first venture philanthropy organisation. Alfano 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 SEED programme, Alfano 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. Alfano places particular value on working with cooperatives, recognising their role in building sustainable, community-owned economic models across the region. As part of the SEED programme's capacity-building track, Alfano is seeking a qualified consultant or company to deliver a marketing and branding support package to be delivered to **5 cooperatives**, each receiving a tailored engagement that helps them articulate their value proposition, present a coherent brand identity, and reach customers beyond their immediate networks.

The five cooperatives are based in [insert governorates]. A short profile of each cooperative, together with the outputs of the bootcamp referred to in Section 3, will be shared with shortlisted bidders.

2. Objective

To strengthen the marketing and branding capacity of five cooperatives by delivering a tailored, practical support package per cooperative that improves how each one positions itself, communicates its value, and reaches its target customers.

3. Scope of Work

The consultant / service provider will deliver the following for each of the five cooperatives:

- Rapid diagnostic of the cooperative's current brand, positioning, and marketing practice, building on the outcomes and findings of the marketing bootcamp delivered by Alfano. Bootcamp outputs will be shared with the selected consultant at inception.
- Definition of the cooperative's value proposition, target customer segments, and key messages.
- Development or refinement of core brand identity elements (logo design, delivered as final artwork in editable source and export formats, colour and typography guidance, tone of voice, and basic usage rules), proportionate to the cooperative's size and needs.
- A practical marketing action plan covering channels, content approach, and a realistic activity calendar the cooperative can implement with its own team.
- A hands-on working session with the cooperative's team to transfer the plan and build the capacity to apply it independently.

4. Deliverables & Timeline

The assignment must be fully completed and all deliverables submitted **by 15th of September 2026**, at the latest. The bidder is requested to propose a work plan indicating the level of effort and delivery schedule per cooperative within this deadline.

#	Deliverable	Format	Timeline
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1	Inception note & agreed workplan	Written report to Alfamar	Within one (1) week of contract signature
2	Brand & marketing diagnostic note per cooperative	Short written report	By 8. September. 2026
3	Value proposition, target segments and key messages	Written, per cooperative	
4	Brand identity package (core elements and usage guidance)	Digital files + short guide	
5	Marketing action plan with activity calendar	Written, per cooperative	
6	Capacity-transfer working session	Delivered session + brief record	By 13. September. 2026
7	Final consolidated report across the five cooperatives	Written report to Alfamar	By 15. September. 2026

5. Fee

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

The financial proposal must show: (i) a breakdown of cost per cooperative; (ii) any material, licensing or production costs itemised separately; and (iii) a total lump sum.

- 30% on signature of the contract and Alfamar's approval of the inception note and work plan;
- 70% on Alfamar's acceptance of all per-enterprise sessions for the relevant role and the acceptance of the final consolidated report.

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

6. Required Qualifications

- Demonstrated experience in marketing, branding, and communications for small businesses, cooperatives, or social enterprises.
- Practical, applied approach with a track record of producing usable marketing assets rather than theoretical outputs.
- In-house or contracted graphic design capability, with demonstrated ability to deliver final artwork in editable source formats and a portfolio of completed brand identities.
- Experience working with community-based or grassroots organisations in Jordan.
- Full working proficiency in Arabic and English.
- Ability to deliver hands-on sessions and transfer skills to non-specialist teams.

7. How to Apply

Interested applicants are invited to submit the following:

- A technical proposal outlining the proposed approach, methodology, and work plan.
- A financial proposal covering the full scope of work.
- CV(s) of the proposed team, and a portfolio or samples of relevant previous work.

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 approach and methodology, 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: 3rd of August 2026 17:00 Amman time. Proposals received after this time will not be considered. Alfanoar 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. Alfanoar 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 Alfanoar'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 Alfanoar's approval of the inception note and work plan;
- 70% on Alfanoar's acceptance of all per-enterprise sessions for the relevant role; and the acceptance of the final consolidated report.

Payment will be made within thirty (30) days of receipt of a valid invoice and Alfanoar'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. Alfanoar 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 enterprises and cooperatives will be delivered in Arabic unless otherwise agreed. All written deliverables submitted to Alfanoar must be provided in English, save that materials handed directly to participants must also be provided in Arabic.

A.5 Intellectual property

All reports, tools, models, templates, designs and other materials produced under this assignment vest in Alfanoar upon final payment, save that brand and marketing assets developed for a specific cooperative or enterprise vest in that cooperative or enterprise, with Alfanoar retaining a perpetual, royalty-free licence to use them for 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 Alfanoar's prior written consent.

A.6 Confidentiality and data protection

The consultant will treat all information obtained from Alfanoar, the participating enterprises and cooperatives 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

Alfanoar works with disadvantaged children, youth and women. The successful bidder and every member of its team must read, sign and comply with Alfanoar's Safeguarding Policy and Code of Conduct before commencing work, and must report any safeguarding concern arising during the assignment to Alfanoar 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 Alfanoar, with any participating enterprise or cooperative, or with any other bidder. A declared interest does not automatically disqualify a bidder; an undeclared interest discovered after award is grounded for termination.

A.9 Coordination between consultants

Alfanoar is contracting several consultants across its SEED and SUSTAIN tracks during the same period, and some enterprises will be supported by more than one of them. The consultant is required to take part in a joint inception call convened by Alfanoar, to share relevant findings through Alfanoar, and to avoid duplicating diagnostic work already completed by another consultant. Time for this coordination is deemed included in the contracted level of effort.

A.10 Alfanoar's rights

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