Terms of Reference
Business Validation & Advisory for SEED

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 SEED track (Early Growth stage), Alfanar supports an early-stage cohort of up to 5 social enterprises in Jordan. At their current stage, these enterprises need to be adviced on their business models and to make credible, evidence-based choices about how to grow. Alfanar is therefore engaging a consultant to deliver a focused business validation and advisory assignment for the SEED cohort, combining a group day, and individual advisory sessions.

2. Objective

To strengthen the business validation and scale readiness of Alfanar's SEED social enterprises by delivering group and individual advisory support that results in tested assumptions, clearer strategic choices, and practical, prioritised next steps for each enterprise.

3. Scope of Work

The consultant will deliver the following components:

3.1 SEED group day:

One group day with the SEED cohort focused on business model validation and scale readiness: testing core assumptions, value proposition and product–market fit, evidence of demand, and how enterprises should assess their readiness to grow.

3.2 Individual advisory sessions one day per SE (up to 5 SEs)

One day of individual advisory per enterprise (up to five enterprises), applying the group content to each enterprise's specific situation and identifying its priority actions.

3.3 Reporting

Preparation and one reporting day to consolidate findings, recommendations, and prioritised next steps per enterprise into a single report to Alfanar.

4. Deliverables

#	Deliverable	Format
1	Inception Report	Written Report
2	SEED group day on business model validation and scale readiness, delivered, with materials	Session + materials
3	Individual advisory sessions (1 day per enterprise)	Delivered sessions
4	Prioritised recommendations and next steps per enterprise	Written
4	Final consolidated report	Written report to Alfanar

5. Duration & Timeline

The assignment must be fully completed and all deliverables submitted by the 20 of September 2026 at the latest. Delivery will be scheduled around the availability of the participating enterprises within this deadline.

Delivery will be phased against the following milestones, which the bidder should reflect in its work plan:

Milestones	Timeline
Inception note & agreed workplan	Within one (1) week of contract signature
SEED group day delivered	By 6. September. 2026
All individual advisory sessions completed	By 15. September. 2026
Final consolidated report	By 20. September. 2026

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 group day 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 work plan;
- 70% on Alfanar'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 Alfanar's written acceptance of the associated deliverables.

7. Required Qualifications

- Senior-level experience in business validation, early-stage growth, and scaling with startups, SMEs, or social enterprises.
- Demonstrated experience facilitating founder-level advisory with sufficient financial literacy (pricing, unit economics, cash-flow) to pressure-test business model assumptions. Hands-on financial modelling and finance mentoring are important.
- Strong track record of practical advisory work that leads to decisions and action, not analysis 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 Portfolio Manager at Alfanar Venture Philanthropy Jordan.

9. How to Apply

Interested consultants are invited to submit the following:

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

Submission details can be found in the annex below.

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: 3 August 2026, 17:00 Amman time. 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 work plan;
- 70% on Alfanar'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 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 enterprises and cooperatives 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, tools, models, templates, designs and other materials produced under this assignment vest in Alfanar upon final payment, save that brand and marketing assets developed for a specific cooperative or enterprise vest in that cooperative or enterprise, with Alfanar 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 Alfanar's prior written consent.

A.6 Confidentiality and data protection

The consultant will treat all information obtained from Alfanar, 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

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, 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 grounds for termination.

A.9 Coordination between consultants

Alfanar 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 Alfanar, to share relevant findings through Alfanar, 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 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, 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.