 

**Rural Economic Growth and Employment Project (REGEP)**

**TERMS OF REFERENCE (TOR)**

**Develop a marketing strategy to be implemented by JEPA that will enhance the project beneficiaries’ product’s marketing**

**Assignment title:** TOR for the Rural Economic Growth and Employment Project (REGEP) JEPA marketing strategy

**Starting date** : Second quarter -2022.

**Duration :** (40) working days from May to July.

**Procurement method :** Individual Consultant Selection Method.

# Background

The Rural Economic Growth and Employment Project (REGEP) was approved in December 2014 with an expected completion date of 31 March 2021. The project’s total financing was US$ 15.18 million by IFAD, beneficiaries, domestic financing partners and the Government of Jordan. The project proved effective in creating employment for youth and women, providing opportunities for them to enhance their skills in horticultural production. It helped improve access to rural credit through the participation of commercial banks in lending to the agriculture sector. The overall project financing, including additional financing, is USD39.17 million. IFAD’s total financing of loans and grants are USD23.34 million and USD1.20 million respectively. The financing gap of USD5 million has been mobilized in August 2021 through a Dutch additional financing. The completion and closing dates will be further extended, by three years, to 31 March 2024 and 30 September 2024, respectively.

The overall goal of the project is the containment and reduction of poverty, vulnerability and inequality as well as increasing climate resilience in rural areas. The project approach is based upon: (i) targeting smallholders, rural entrepreneurs and the unemployed and underemployed rural areas, directly, through new and existing associations and interest groups, and indirectly through Micro, Small and Medium Enterprises (MSME) which create employment in rural areas; (ii) building their technical and business capacity; (iii) increasing access to financial services in rural areas for both farm and off-farm activities; (iv) building win-win value chain linkages from small producers and associations to processors, wholesalers and exporters in domestic and export markets; (v) enhancing access to high value domestic and export markets, including domestic tourist markets, through improved understanding of target markets, marketing initiatives, and improving post-harvest handling, quality standards and certification; and vi) enhancing producers’ resilience to water scarcity and climate change;.

The Jordan Enterprise Development Corporation (JEDCO) is the leading implementation agency. A Project Management and Coordination Unit (PMCU) have been established at JEDCO Headquarters in Amman, under the overall supervision of the JEDCO CEO. The PMCU is responsible for the overall management, coordination and monitoring of project

**Components/ outcomes:** The main outcomes will be technical capacity and competitiveness of smallholder farmers and rural MSMEs enhanced, and access to sustainable and timely rural financial services enhanced and climate resilience in rural areas increased. The project will also provide replicable and scalable models for integrating smallholders in the target value chains.

The project consists of two closely linked technical components:

**Component 1: Value Chain and Enterprise Development:** This component will be managed by JEDCO in close partnership with The National Agricultural Research Center (NARC), Jordan Exporters and Producers Association for Fruit and Vegetables (JEPA), Jordan Standards and Meteorology Organization (JSMO), the Jordan River Foundation (JRF) and other service providers. It consists of three subcomponents: (i) Mobilisation, Capacity Building and Enterprise Development - to mobilise the target group, build their technical and business capacity, and encourage the formation of associations and groups to facilitate their participation in value chains; (ii) Value Chain Upgrading - to address key constraints in the value chain to enhance market access, improve quality standards, and strengthen value chain linkages; and (iii) Knowledge Management, Learning and Policy Support - to extract lessons learned and best practices from the above activities for wide dissemination and input into national policy and strategy development.

**Component 2: Rural Finance:** This component will be implemented by the Central Bank of Jordan (CBJ) in partnership with a number of competitively selected commercial banks and microfinance institutions (called Participating Financial Institutions – PFIs). It consists of two subcomponents: (i) Rural Finance Fund (credit lines from CBJ to PFIs); (ii) Knowledge Management and Rural Finance Policy Support, which together aim to increase access to a range of appropriate financial products for the members of the target group, producers associations and rural MSMEs. The project aims to demonstrate the viability of the rural microfinance business and establish appropriate and scalable products and delivery mechanisms which enable lower cost access to finance, especially for agricultural production and post-harvest activities to unlock the potential of rural sector lending.

The project targets a total of 12 value chains, as follows:

|  |  |  |
| --- | --- | --- |
| # | Type | Crop |
|  | Vegetables | Tomato |
|  | Cucumber |
|  | Okra |
|  | Peppers |
|  | Fruits | Olives |
|  | Grapes |
|  | Apples |
|  | Pomegranate |
|  | Almond |
|  | Guava |
|  | Medicinal & aromatic plants | Thyme |
|  | Sage |

# Context:

Business and marketing know-how is a key factor restraining smallholders, women’s groups, associations and rural MSMEs from accessing markets. The project’s approach consists of improving small-scale producers’ access to markets and relying on the private sector linkages between demand and supply of agricultural products.

The project targets smallholder farmers who own less than 10 dunums and medium, small and micro enterprises in rural areas in all governorates of the Jordan except Amman and Aqaba governorates. A particular emphasis is put on women, youth with overall targets set at 51% and 22% respectively. Under Component 1 REGEP aims at building and strengthening their technical capabilities in agricultural production and Food processing, marketing and exporting. This is done through farmer field schools (FFS), which are small groups of 15 – 17 members, where farmers are trained on the good agricultural practices and production methods, reducing the use of fertilizers and pesticides, addressing post-harvest losses, and for food-processing FFS receiving specific training on food processing in the target value chains.

Under this component 1 the project also encourages those interested to form Savings and Credit Groups (SCGs). These SCGs assist group members in avoiding vulnerability to risks such as poor harvests, food shortages, illness, income shortages and provide security in a financial emergency. By saving collectively, these risks may be shared among community members. Once the SCGs are formed, they receive capacity building support from JRF and business mentorship to follow up on the development and management of their small agribusinesses. The members of SCGs and FFS may also receive a grant from the project to support their business ideas, under specific selection criteria.

During the previous years, the beneficiaries of the project worked to establish their small projects in the agricultural production of the targeted crops or food processing for them, and new food products manufactured from these crops were also introduced. Those various interventions led to enhanced yields, improved quality and value added on processed products. To ensure that the benefits accruing from such improvements are being sustained, better market linkages need to be established between producers and end-buyers, be it on the local or on the international markets.

A clear marketing strategy and action plan has thus to be developed to maximize farmers' benefit from marketing opportunities and channels and enhance their competitiveness.

# Objectives:

## General objective:

Develop marketing strategy, value chain upgrading and supply chain management plans for the Twelve value chains supported by REGEP project and identified through the scoping survey. The marketing strategy will be implemented by JEPA for the marketing and sales of the entire Project beneficiaries based on customer analysis of the various market channels.

**The marketing strategy and should achieve the following:**

* Increase sales
* Get existing customers to buy more
* Increase market share
* Better establish the brand
* Launch an advertising campaign
* Increase market share
* Retain existing profitable customers.
* a succinct analysis outlaying the linkage between the tourism sector and the MSMEs farmers;

## Specific objectives of the study:

Under the direct supervision of the REGEP project Director and REGEP Value Chain Specialist, the Consultant will perform the following specific tasks:

**Carry out the detailed tasks and analyses of these areas:**

1. **Market:**
   * + Market analysis and market mapping for the agricultural sector in the targeted areas focusing on the Twelve value chains targeted by the project and for the small scale fresh and processed product producers: (the size of the market, formal, informal and digital markets, customers and their spending and lifestyle habits …etc.).
     + Identify the target markets and marketing channels for the project potential beneficiaries whether they are fresh product producer or processed products.
2. **Product.**
   * + To identify the dynamics of demand for the 12 value chains conventional products and the potential for the non-conventional products of the 12 value chains.Conduct produce analysis to develop seasonal calendars for the targeted value chains, the focus would be on the time where the produce have the best prices year round
     + Map out the current situation in terms of available products, processing products, marketing channels within the Project target area.
3. **Customers.** 
   * + Identify target customers and the seasonality demand fluctuations, using the information gathered from point 2 (product) and, if needed, conduct more detailed customer research.
     + Segment customers: split the existing and target customers into groups, according to what they need from the available business and project beneficiaries.
     + Assess the local demand for those products produced by the REGEP project beneficiaries identified in **point number 2**.
4. **Marketing systems and strategy:**
   * + Detailed assessment of marketing opportunities for the marketing of fresh and processed produce and value added products.
     + Analysing marketing systems to identify the challenges related to each step of the value chains.
     + Identify approaches and strategies to link REGEP producers of vegetables and fruits to markets the identified markets and customers.

# Expected outputs

The expected outputs and deliverables are:

1. Inception report highlighting the products (fresh and processed, conventional and nonconventional) of the 12 value chains, marketing channels, demand and seasonality.
2. Diagnostic report detailing the customer segments, market mapping and digital markets and marketing challenges related to each step of the value chains
3. Final report combining the two previous reports and adding sections detailing customers Segments and approaches to target them and marketing strategies to link REGEP producers of vegetables and fruits to markets the identified markets and customers. . In details, this entails that the strategy will identify for each customer: the overall profile, the type of products sought, the quantities sought (per week/per month), the quality required, the packaging required, the average price the customer is prepared to pay for each product. A clear differentiation should be done between the various channels, i.e. informal markets, local shops, super/hypermarkets, specialty food stores, tourist shops, international markets, e-market places, etc.
4. Number of Report copies is two in (Word format), one in Arabic and one in English.
5. final report in four hard copies two in Arabic and two in English

# Working Modalities

Under the direction of the REGEP Director and REGEP Value Chain Specialist and in close coordination with the JEPA liaison officer, the Consultant will be working directly with the project implementation partners NARC, JRF, JEPA, CBJ, the commercial banks and the MFIs.

# Geographical scope:

The project targeted governorates are Jerash, Ajloun, Mafraq, Balqa, Madaba , Irbid, Zarqa, Karak, Tafelah, and Maan.

# Duration

The consultant will be recruited from May 2022 to July 2022 for a maximum total of 40 working days.

# Required Qualifications

**The successful marketing strategy assignment consultant shall possess the following minimum qualifications and experience (below are the criteria that will be used for shortlisting):**

|  |  |
| --- | --- |
| **Qualification (shortlisting) Criteria** | **Weight** |
| Advanced university degree in agricultural economics/agricultural marketing, orother relevant subject as per the specific task. | 15 |
| A minimum of five years’ of relevant experience in carrying out marketing studies and value chain studies and analysis | 25 |
| Proven experience in developing marketing strategies in at least Three projects involving the development of value chains marketing plans and/or Business to Customer Marketing Strategy preferably in rural or agricultural development. | 25 |
| Strong communication skills and visualization skills, especially written communications and social media as is evidenced in at least one previous project | 10 |
| Proven experience in providing consultancy services or experience with donor-funded projects- preferably in the rural areas of Jordan. | 10 |
| Fluency in English and in Arabic is required | 10 |
| Experience working in an international environment is also an advantage. | 5 |

The passing score for shortlisting is 70 points. The top ranked individual consultant will be invited to submit a technical and financial proposal.

# Payment Conditions

1. The consultant will be recruited on "Lump Sum basis" with payments against successful submission of approved deliverables. Payments include fees and all associated expenses.
2. Payment schedule will be in four instalments:
   * + - 10% of the Contract Price shall be paid after approval of the Inception Report.
       - 35 % of the Contract Price shall be paid upon submission and approval of the Diagnostic report.
       - 55 % of the Contract Price shall be paid upon submission and approval of the final report and submission of all documentation and photos.