

**USAID Informal Livelihoods Advancement Activity  
(Iqlaa)**

**Terms of Reference (TOR)**

**September 12, 2024**



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### List of Acronyms and Definitions

CARM	Community Accountability Reporting Mechanism
CBOs	Community-Based Organizations
GDPR	General Data Protection Regulation
HBB	Home Based Business
IASC	Inter-Agency Standing Committee
ICT	Information and Communication Technology
Iqlaa	USAID Informal Livelihoods Advancement Activity (Iqlaa)
MSD	Market Systems Development
MSE	Micro and Small Enterprises. USAID Jordan defines a micro-enterprise as one that employs less than 10 employees and small-sized enterprises as those with equal or greater than 10 employees and less than employees
NGO	Non-Governmental Organization
PLWD	People Living with Disability
SOW	Scope of Work
TOR	Terms of Reference
UN	United Nations
USAID	United States Agency for International Development

**Project/Consultancy Title: Sub-activity**

**2.1.1.3 TOR subject: Business fundamental Capacity Building Program for MSEs– USAID Iqlaa**

**Location:** Across all Jordan

**About Mercy Corps**

Mercy Corps is a leading global organization powered by the belief that a better world is possible. In disaster, in hardship, in more than 40 countries around the world, we partner to put bold solutions into action — helping people triumph over adversity and build stronger communities from within now, and for the future.

**The Program/ Department/ The Iqlaa Activity**

The Informal Livelihoods Advancement Activity (Iqlaa) is a five-year USAID-funded program that aims to put Jordanian micro and small enterprises (MSEs)<sup>1</sup>, operating in the formal and informal sectors, on a path to recovery after the extraordinary crisis that the businesses have faced, help them access the safety net measures in Jordan, and, most importantly, regain productivity and growth.

The approach adopted by Mercy Corps Jordan (MCJ) to Iqlaa integrates direct assistance with Market Systems Development (MSD) interventions to support MSEs along the full journey from recovery to growth and resilience. Grounded in evidence-based, adaptive, and inclusive support, Jordan’s MSEs can emerge stronger, more resilient, and transformed through new business methods and improved access to finance, markets, and services. Understanding that women, youth, and people living with disabilities (PLWD) face unique constraints to starting up and leading resilient MSEs, Iqlaa’s design will infuse a Gender, Youth, and Social Inclusion (GYSI) lens throughout all interventions. Mercy Corps’ approach is committed to supporting MSEs to build back, formalize, and grow, emphasizing systems-level change, equitable opportunities, and a dignified work environment for all women, men, youth, and PLWDs in Jordan.

**Background/ Purpose and Project Description**

Micro and Small Enterprises (MSEs) play a crucial role in Jordan's economy, contributing significantly to employment generation and GDP growth. However, these enterprises often face numerous challenges, including limited access to resources, markets, and skilled labor, hindering their growth and sustainability.

In Jordan, MSEs operate in various sectors, including tourism, manufacturing, services, and agriculture. Many of these enterprises are run by entrepreneurs with limited formal education and training, which can impede their ability to effectively manage and grow their businesses.

There is a pressing need for comprehensive capacity-building training programs tailored to the specific needs of MSEs in Jordan. These programs should target fundamental skills and competencies at two levels: beginners and intermediates.

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<sup>1</sup> USAID defines formal businesses as those that are registered within the Company Control Department and enlisted as an employer under the Social Security Corporation. Micro-enterprises are those that employ no more than 10 employees, and small enterprises as those with no less than 10 and no more than 49.

Although 99% of formally registered enterprises in Jordan are micro (less than 10 employees) and small (less than 50 employees), few have formal management, marketing, and financial training.

Iqlaa is looking for well-experienced and knowledgeable Training/non-formal education firm(s), business development institute(s), or consulting firm(s) to design and provide a unique and valuable Capacity building program in a modular base that engages business owners or their team members Home-based businesses (HBBs) and Micro and small enterprises(MSEs) in a whole experiential learning experience that aims to equip MSEs with the essential knowledge, skills, and entrepreneurial behaviors that drives them to growth and sustainability as Iqlaa considering to effectively bridging the gap of traditional business training that hinder HBBs and MSEs ability in Jordan to manage their enterprises in an efficient approach.

Iqlaa will sign a Master Service Agreement (MSA) with three service providers in the three different regions of Jordan to provide training services for different modules. The MSA will be valid for one year with a fixed price over the life of the agreement. This agreement is extendable for another year based on mutual agreement by both parties for the same price and based on the satisfactory performance of the service provider. Based on the signed master agreement, several separate purchase orders will be issued to conduct training in certain topics in certain governorates whenever needed.

The timeframe for each training cycle for each module will be specified in the issued Pos and based on the proposed action plans.

### **Methodology & Approaches**

This intervention capitalizes on the previous “Consultancy Services for Business and ICT Scale” that was done under Iqlaa to identify business and ICT skills and competencies needed for MSE business owners and entrepreneurs to build their firms in Jordan, to identify the ICT, financial, and technical skills, and competencies MSE business owners and entrepreneurs face in implementing and benefiting from ICT solutions.

According to the consultancy's final report, reflecting certain scaling tips on Home-Based Businesses, entrepreneurs, and Micro and Small Businesses helps them to scale and grow based on certain capacity-building activities that could be considered to achieve that goal.

Therefore, the **Business Fundamental Capacity Building Program** should compile varied activities in a full learning experience in two versions\ levels: one for **beginners** and one for **intermediates**.

For beginners, training should focus on essential business skills such as financial management, marketing strategies, business planning, and basic legal and regulatory requirements. Many MSE owners lack basic knowledge in these areas, which can lead to inefficiencies and vulnerabilities in their operations.

For intermediate-level MSE owners, advanced training should be provided to enhance their managerial and technical capabilities. This includes topics such as advanced financial analysis, human resource management, supply chain optimization, technology adoption, and innovation strategies. Building these competencies can enable MSEs to scale up their operations, improve productivity, and adapt to changing market conditions.

Both versions should include experiential training sessions, peer-to-peer sessions, self-directed learning tasks, field trips, networking activities, thematic discussions, etc.

Iqlaa intends to consider this program as foundational and practical business training that can leave business owners independent in developing and growing, tackling variables, and defining problems that might happen in the future.

The firm shall propose a clear and detailed methodology to achieve the program’s objectives indicated in the Purpose and Description section above as well as indicate how to measure the outcomes of the proposed technical scope. The proposed methodology must be experience-based, comprehensive, inclusive, and structured. Iqlaa highly encourages including creative and tailored methods of learning to be proposed and considered by the firm.

Applicant firm should refer to “HBBs and MSEs Capacity Building Matrix” that is attached as an annex to this TOR, to be used as guidance for main topics divided into 9 modules that must be included in the training component and other capacity building activities. The applicant firm has the flexibility to add more sub-topics and to restructure grouping topics under modules as subject matter experts in capacity building for HBBs and MSEs.

***The Business Fundamental Capacity Building Program must cover the following main modules:***

- Entrepreneurship and Innovation.
- Business interpersonal skills.
- Business management.
- Marketing and Sales
- Packaging and Packing
- E-commerce
- Financial management and Access to finance
- Sustainable and responsible business practices.
- ICT Business Skills

For the training component in this program, the applicant firm is expected to propose two different training pathways for two different levels of knowledge (beginners and intermediates) with differentiated sub-topics based on the level of the program (Beginners and Intermediates).

Moreover, the firm should identify and develop a creative and supportive facilitation approach within the capacity-building program, and prioritize the learners’ needs and mindset capacities which foster an environment where creativity thrives and facilitates learning by focusing on innovative facilitation techniques.

### **Main Activities**

The applicant is responsible for ensuring the successful submission of the below activities:

1. With a consultation with Iqlaa Technical Team, develop detailed criteria for selecting individuals and business owners based on Iqlaa sectors, scale and maturity level, technical and behavioral diagnosis, business problems definitions, innovation, sex, age, disability, and implementation area, taking into

consideration the level of entry of HBBs and MSEs to be enrolled in the program after being assessed and being eligible.

2. With a consultation with Iqlaa Technical Team, develop detailed recruitment/selection criteria for trainers/facilitators who demonstrate technical and interpersonal competencies in relevant programs, considering relevant experiences in Similar locations and similar targeted groups.
3. Develop a graduation pathway for the program's beneficiaries based on a learning journey, with accreditation (If applicable) and certification for the learning journey delivered to beneficiaries to sustain the program.
4. Develop an outreach plan that includes social media campaigns to reach out to specific beneficiaries including women, youth, and persons with disabilities, and evaluate them based on the approved criteria. The final selected list must be approved by Iqlaa MSE support team.
5. In close coordination with the Iqlaa team, contact various stakeholders (government institutes, non-governmental organizations, CBOs, private sectors, etc.) to assist in reaching out to the most vulnerable MSEs, including those owned by women, youth, and persons with disabilities.
6. Develop a comprehensive coaching plan with performance areas of the development plan for training beneficiaries during the training timeline and create an action plan that can create and develop business capabilities to reach business independently.
7. Create a detailed work plan for the entire program approach, methodology, and suggested locations (All governorates of Jordan), including all stages, exercises, workshops, and training that will take place, while ensuring accessibility and inclusion are taken into consideration for women, youth, and persons living with disabilities to be able to participate.
8. Design a Capacity Building Program with full experiential learning experience, and clear starting and ending points, including main learning milestones throughout the journey.

The design must include but not be limited to training sessions, peer-to-peer sessions, self-directed learning tasks, field trips, networking activities, thematic discussions, Industry-leaders mentorship sessions, etc.

9. Create capacity-building materials for beginners and intermediates, including but not limited to training manuals, experiential exercises, Self-directed learning guidelines and assignments, field/outdoor assignments, and peer-to-peer learning guidelines.
10. All materials must be consulted by Delberg (Iqlaa partners), focusing on utilizing the Human centric approach
11. All materials must be branded based on Mercy Corps and USAID Iqlaa branding guidelines included within the communication plan proposed.
12. Emphasizing the behaviors of women, youth, and persons with disabilities, by ensuring that the training curriculum, sessions, materials, and associated expectations and goals are both relevant and

accessible to women, youth, and persons with disabilities – given the unique barriers they face.

13. Provide and ensure accessible physical and digital infrastructure for activities and selection criteria, ensuring that all digital and physical facilities accommodate groups, e.g., Women, PLWD illiterates, and digital literate beneficiaries.
14. Submit the capacity-building material in both languages (English and Arabic) with all required manuals and guidelines.
15. Share relevant research and references that the firm used to create the materials.
16. Assise in developing a post-program sustainability plan for MSEs that they can use as guidance to achieve their business goals. Ex. Linking the program beneficiaries with other Business Development Services (BDS), financial institutes, Investors, etc. These plans can be co-developed with each of the MSEs as a practical assignment to reflect the gained knowledge on concrete outcomes.
17. Develop a monitoring and evaluation plan in collaboration with the Iqlaa MEL team.
18. Provide a final technical report for the entire program.

Other considerations throughout the project timeframe:

19. The firm shall work closely with Mercy Corps, share regular updates, and reply to emails within one working day.
20. The firm shall expect to conduct regular progress meetings when needed and upon the request of the MC team.
21. The firm and his/her team shall attend the CARM sensitization session as arranged by Mercy Corps.
22. Consent should be taken from all beneficiaries following the data protection and sharing policy (GDPR).

**Potential Linkages with Iqlaa Activities**

The firms must build and link their scope to Iqlaa current activities.

- As part of its efforts to provide improved mentorship support for micro and small enterprises (MSEs), USAID-funded Iqlaa launched its own MicroMentor landing page ([www.micromentor.org/usa-id-iqlaa](http://www.micromentor.org/usa-id-iqlaa)) in English and Arabic, which will be connecting MSE owners in Jordan to qualified mentors locally and globally.

As a global leader in online business mentoring with a proven impact on business survival and job creation, Mercy Corps' MicroMentor expanded to Jordan in 2020 and has become the largest support platform for Jordanian entrepreneurs. Mentored operational businesses were 13% more likely to





survive the year and new businesses were 19% more likely to survive their first year. Through its own developed MicroMentor landing page, Iqlaa can now scale up the platform and aims to form 2,500 new mentorship connections. The platform will help improve business linkages, networks, and access to new markets, which is at the heart of Iqlaa’s objectives and its vision to achieve impact sustainability through market actors.

- Migrate is part of the Iqlaa consortium partners, and is a Jordanian-based, business knowledge and networking company that provides innovative business support to its clients in the MENA region and other international markets.

Under Iqlaa, Migrate will continue to provide a wide range of services that are critical to the long-term growth of MSMEs and facilitate HBB and MSE linkages to medium and large business supply chains through the existing Business Hubs network (North of Jordan) which is being expanded in the Central and Southern governorates and East Amman). These Business Hubs provide bundled Business Development Service (BDS) support to MSEs, including financial services, Workspace, Procurement, Registration/Formalization support, Networking, and finally training and best practices to foster an inclusive hiring culture and safe, dignified work environments.

**Required Deliverables**

The firm must deliver the following deliverables for each training Module and for each training cycle in line with the above-described methodologies.

<b>Deliverables</b>	
1.	<p>Inception Report: This will include.</p> <ul style="list-style-type: none"> <li>● Timetable for the entire program, inclusive of all phases, geographic locations, workshops, outreach plan, and other related activities that will take place.</li> <li>● All (primary) data collection tools to be used.</li> <li>● Selection criteria per the defined scope above under the main activities section.</li> <li>● The monitoring and evaluating plan during and after implementation.</li> <li>● A detailed annotated Table of Contents for the Final Reports to be submitted.</li> </ul>
2.	<p>Outreach plan targeting the MSEs including those owned by women, youth, and persons with a disability based on the criteria and the outreach plan and will participate in each training. The interested firms should select a specific region to serve and reflect this selection on their outreach plan, considering that the annual target for this program is 450 MSEs per year in all regions (150 per applicant). At least 10% of the total selected beneficiaries should include persons with disabilities, youth, and women.</p>
3.	<p>Interim Report inclusive of:</p> <ul style="list-style-type: none"> <li>● Documentation and results of the implemented outreach plan.</li> <li>● Share any relevant research and references that the company used to create these materials.</li> <li>● MSEs' needs and challenges that make them eligible to be part of this incentive Capacity Building program.</li> <li>● comprehensive plan for training material to be delivered to the selected beneficiaries.</li> </ul>



4. Capacity Building Program Design & Materials that must be branded based on Mercy Corps and USAID Iqlaa branding guidelines, along with emphasizing the behaviors women, youth, and persons with disabilities must exhibit given the unique barriers they face for the following

- Program design must indicate the venue(s) virtually and physically of program delivery, special considerations for the venue and delivery to accommodate PLWDs, minimum hours of attendance and participation requirements to qualify for program completion certification, and any other details relevant to the proposed activities.
- Materials and/or exercises that emphasize the behavioral competencies, fundamental knowledge, and skills of a successful entrepreneur and business owner including assignments, coaching, and counseling based on beneficiaries' business needs.
- Material with manuals and guidelines for unique experiential activities and creative facilitation methodologies that take a new approach to equip entrepreneurs and business owners with the essential skills, knowledge, and behaviors for establishing and growing their enterprises. Ex. peer-to-peer learning sessions, self-directed learning activities, field trips, networking activities, thematic group discussions, Role plays, simulations, feedback, and reflection, etc.
- Ensuring that the prepared materials are culturally relevant, for example, vocabulary, visuals, etc. should feel familiar to Jordanian businesses, possibly in a diverse set of locations and beneficiaries' backgrounds, maturity, and learning capacities.
- Providing a graded certificate of successful competition (Ex: A+, A, B, etc. based on evaluation criteria for the program beneficiaries) preferably with an international accreditation.

All material and guidelines must be delivered in English for review by Iqlaa and translated into Arabic for the actual implementation of the MSEs.

5. Program report covering proof of implementation of all the capacity building activities for the 50 selected beneficiaries on the approved materials and inclusive at minimum of (i) a pre & post assessment of the participating MSEs, (ii) assessment of the training by the participating MSEs, (iii) attendance sheets for the MSEs (per the required disaggregation) (iv) Satisfaction survey for the rest of the capacity building activities (v) or any other MEL tools that could be identified based on the final proposed activities.

6. Submit the below plans:

- Action plan.
- Business plans (Done with the program beneficiaries)
- Monitoring and evaluating progress during and after implementation.
- Program sustainability.

7. Final Report based on the agreed-to template.

**Project Participants (beneficiaries)**

The Capacity Building Program targets HBBS and MSEs business owners or team members who are seeking development opportunities to scale up and grow their businesses, it's essential to consider various categories that include but are not limited to maturity level, company size, Iqlaa focused sectors and technical diagnosis needs that can be tailored to meet specific needs and challenges to achieve independence and resilience.

Moreover, the program targets entrepreneurs with beginner or intermediate levels of business and interpersonal skills who are aiming to equip themselves with a structured set of skills, behaviors and knowledge that enable them to take their businesses to the next stage.

The CBP beneficiaries are expected to co-lead their learning experience by identifying their next step and they are going to utilize the gained knowledge, skills, and behaviors.

Therefore, a participant must be capable of making some decisions (at least related to his role in the business), capable of passing the gained experience to other team members, and able to build on and direct this experience through drafting and action plan based on his\her professional role.

Here are some general types of beneficiaries, HBBs and MSEs tailored to Iqlaa objectives and principles:

- Businesses seek support to improve their operations, expand their customer base and increase sales and revenue.
- Businesses require assistance in areas of market expansion and accessing finance to grow.
- Businesses who are in early stages with innovation ideas and high growth potential need to securing funds, and scaling their operations rapidly
- HBBs who face challenges in accessing resources and markets and have great potential to grow.
- Businesses who can leverage ICT, technologies, and digital platforms to innovate traditional industries, require support in technology adoption, digital marketing and scaling their online presence.
- Businesses who have potentials to be export-oriented business
- Businesses require support in professionalizing management, succession planning, governance affecting growth and sustainability.
- Youth, Women and PLWD owned business included with above mentioned types.
- Other HBBs and MSEs relevant to Iqlaa's target audience

### **Timeframe**

Iqlaa will sign a Master Service Agreement (MSA) with multiple service providers because of this tender to provide the training services for different modules. The MSA will be valid for one year with a fixed price over the life of the agreement. This agreement is extendable for another year based on mutual agreement by both parties for the same price and based on the satisfactory performance of the service provider. Based on the signed master agreement, several separate purchase orders will be issued to conduct training in certain topics in certain governorates whenever needed.

The timeframe for each training cycle for each module will be specified in the issued POs.

### **Ethical Considerations**

MC is committed to ensuring that all individuals we meet through our work, whether team members, community members, program beneficiaries, or others, are treated with respect and dignity. We are committed to the core principles regarding the prevention of sexual exploitation and abuse laid out by the UN

Secretary-General and IASC. We will not tolerate child abuse, sexual exploitation, abuse, or harassment by or of our team members.

As part of MC's commitments to the Core Humanitarian Standards for Quality and Accountability and to provide services with respect and protection to human rights, MC applies multiple policies to prevent and mitigate improper incidents. These applied policies must be obligated by all MC stakeholders including the contractors.

The selected candidate shall sign and adhere to the MC's policies, such as safeguarding, antifraud, conflict of interest, and anti-corruption.

### **Ownership**

MC requires that all efforts from contractors, including connections, Monitoring & Evaluation (M&E) data, secondary resources, tools, presentations, and templates that were developed during any assignment shall remain the property of MC only and shall be treated in confidentiality and not to be shared with any third parties. That also applies to all documents shared from the MC side with the contractor such as global guidelines, proposals, and any other project documentation.

### **Qualifications**

- At least 6-10 years of experience in conducting such programs in this field (Non-formal Education \developing and delivering experiential and practitioner capacity building interventions and creative facilitation skills applying throughout beneficiaries' journey.
- Previous projects that focus on supporting micro & small enterprises (MSEs).
- Previous similar projects with international organizations (especially USAID projects) are preferred.
- Strong familiarity with the Jordanian economic development context is required as the program will be implemented across all of Jordan.
- Experience in working in the governorate with vulnerable communities is preferred.
- Proficient English language skills are essential.

### **Selection**

Only shortlisted candidates/entities will be contacted after an in-depth evaluation process of their submitted proposals. MC will evaluate the technical proposals and will choose candidates who demonstrate thorough knowledge and understanding of the TOR with an innovative methodology based on the criteria mentioned below. Also, financial proposals will be assessed based on the cost-effectiveness measures. Mercy Corps will reserve the right to interview all shortlisted firms as part of the technical evaluation and selection criteria.

For shortlisted firms, MC will screen the potential candidates/entities to check for compliance with donor regulations that restrict funding organizations or individuals who are debarred, suspended, or otherwise excluded from or ineligible for funding. MC achieves this compliance check using the RPS On-Demand software program. Ineligible candidates/entities will be disqualified from further consideration if they are found to be on any of the restricted lists. In addition, selected candidates will go through a screening process against the clearance of any child and youth incidents or any other related MC ethical considerations.