The American Chamber of Commerce in Jordan

The American Chamber of Commerce in Jordan
(AmCham – Jordan)
REQUEST FOR PROPOSALS (RFP)
Within the scope of
Informal Livelihood Advancement Activity (Iqlaa)

RFP #	01/2025
Name:	Request for Proposal for Consultancy to Deliver a Business Development Plan and Go-to-Market Roadmap for 10 pre-selected Aggregators.
RFP Date of Issuance:	Monday - October 20th, 2025
Deadline for submitting questions	Sunday - October 26th, 2025 *Questions with respect to this RFP should be sent by email to amcham@amcham.jo.*
Date for submitting answers	Tuesday - October 28th, 2025
Closing Date/Time for Submitting the Proposals:	Thursday - November 6th, 2025 *Technical and Financial offers with respect to this RFP should be sent in separate attachments by email to amcham@amcham.jo.*
Proposals Submission Method:	Interested candidates are encouraged to submit their technical and financial proposals as per the details provided in this RFP with the requested attachments. Interested candidates shall provide: 1. A technical proposal that reflects an understanding of the requirements of the contract and a clear outline of the methodology to be used. Maximum number of pages for the Technical proposal is 15 pages/ font size 12 and in PDF format. (see section X) 2. Proposals are to be submitted in English. 3. A financial proposal in JOD to be submitted in a separate document. 4. Mandatory Annexes must provide the supporting documents requested in the RFP. These include the consultant's CV, list of past work, a signed conflict of interest letter, a bio-data sheet, and a copy of the National ID. These documents should be organized for easy reference. To be sent by email to: amcham@amcham.jo with the subject line: RFP - Business Development Plan & Roadmap.
Date for Opening Proposals Session:	Monday - November 10th, 2025 AmCham-Jordan will conduct an online tender opening session to ensure the transparency of the selection process.

Anticipated Date for final selection:	Monday - November 17th, 2025
Contract duration	**4 months**

Important Note: *Proposals received through this RFP under Iqlaa Program, does not constitute an award commitment on the part of AmCham-Jordan, nor does it commit AmCham-Jordan to pay for any costs incurred in preparing and submitting the Proposal. Further, AmCham-Jordan reserves the right to reject any or all applications received without disclosing the reason for such rejection. Proposal are submitted at the risk of the Applicant, and all preparation and submission costs are at the Applicant's own expense.*

I. INTRODUCTION:

The **American Chamber of Commerce in Jordan (AmCham-Jordan)** is a voluntary not-for-profit member-based organization established in 1999. With over 250 member 90% of which are SMEs. For more than 26 years, AmCham-Jordan has been contributing to Jordan's sustainable economic development through support to business growth and enhancement of Jordanian – American business relations. AmCham-Jordan is directly affiliated with the United States Chamber of Commerce in Washington D.C. and is member of the AmCham MENA Regional Council.

AmCham-Jordan hosts the Jordan-U.S. Free Trade Agreement **(JUSFTA Unit),** a specialized unit that provides technical assistance and information to enterprises to help them understand and better utilize opportunities made available under the JUSFTA and the Jordan-U.S. Bilateral Investment Treaty. The **JUSFTA Unit** also serves as Secretariat to the **National Tijara Coalition (NTC)**, Jordan's oldest public-private dialogue and action platform. The NTC brings together 37 entities Chaired by the Ministry of Industry, Trade and Supply (MITS) and includes government bodies and chambers of commerce and industry, as well as sectoral business associations to develop holistic and sustainable approaches and solutions to modernize the business enabling environment and enhance the Jordan-U.S. economic partnership.

AmCham-Jordan is one of the implementation partners in **the Informal Livelihood Advancement Activity (Iqlaa)**, which is led by Mercy Corps. **Iqlaa Program** is a five-year program that started in May 2022 and aims to support Jordan's HBBs and MSEs to grow, transform, and become resilient to future challenges. Iqlaa's approach explores new ways of doing business and improving access to finance, markets, and services. It focuses on four sectors: agriculture, tourism and hospitality, manufacturing, and services, with a special focus on technology development and implementation. The program encourages and supports the participation of all MSE-owner segments.

In this context, **AmCham-Jordan** will have specific interventions to empower MSEs and support them to grow locally and internationally. One of these interventions is **"Developing an**

Aggregator Accelerator Program" that aims to support and develop commercially driven and managed enterprises.

II. CONTEXT OF CONSULTANCY:

In Jordan, many individuals are economically active in the informal sector, operating micro or home-based businesses, working as independent service providers, or practicing specific professions. While these enterprises can produce goods and services, they often lack the capacity to access larger local, regional, or export markets. This limited market reach constrains their growth. Aggregation offers a pathway to overcome these barriers and drive broader economic development.

The aggregator business model has been growing globally, driven by technological advancements and changes in employee-employer relationships, such as in the gig economy and the rise of working from home and flexible work arrangements.

In response, AmCham-Jordan is implementing a technical assistance program for 10 pre-selected aggregators. The program will help these enterprises translate their concepts into actionable, sustainable business models that can compete in both local and export markets. Many early-stage aggregators in Jordan face fragmented strategies, limited market insights, and unclear value propositions, all of which hinder their growth and scalability.

Building on the organizational assessments previously conducted for each of the ten aggregators, AmCham-Jordan through this RFP seeks consultants to work closely with each aggregator to co-develop tailored two-year business plans and go-to-market roadmaps. These plans will cover core elements such as aggregation, branding, marketing, sales, financial viability, packaging, pricing strategies, and operational structures, with technical support from AmCham-Jordan and specialized consultants.

As consultant develops plan, it is important to take into consideration that at the heart of this work remain the micro and small enterprises (MSEs). The success or failure of developing and implementing the business development plans and go-to-market roadmaps will be determined by a set of measurable factors that must be embedded within the design of the plans. Thus, measuring growth and advancement of aggregators must be done against the Baseline Assessment conducted as part of the Organizational Assessment phase which is currently in progress and conclude October 2025.

While the program aims to help aggregators grow and succeed, its ultimate goal is to ensure that aggregators systematically benefit and support the MSEs they aggregate from. To achieve this, the development and execution of each plan will integrate measurable factors that reflect both aggregator performance and MSE empowerment. These include the extent to which MSEs reach new or expanded markets, the number of new MSEs engaged and supported, the strength of business linkages created, improvements in management practices and technologies, and the satisfaction and sustained engagement of participants. In this way, success will not be defined solely by the growth of aggregators, but by their ability to act as engines of participatory growth that expand opportunities for MSEs and strengthen Jordan's wider market system.

Thus, AmCham-Jordan is looking to contract consultants to **develop** a Two-Year *Business Plans and Go-To-Market Roadmaps. Each consultant will be assigned to 1-2 aggregators. The duration of the consultancy is 4 months.*

III. Scope of Work

Objective: To strengthen the capacity of selected aggregators to design and implement actionable, sustainable business models capable of competing in both local and export markets. This activity will equip aggregators with tailored two-year business development plans and go-to-market roadmaps.

The consultant will be assigned 1-2 aggregators and undertake the following tasks in close collaboration with AmCham-Jordan's technical team and the assigned aggregator(s):

Task 1: Work Plan Development: Prepare a detailed work plan outlining the methodology, approach, and timeline for delivering task.

Deliverables:

- Detailed work plan (5 pages max) including timeframe, methodology for co-developing business plans and roadmaps, engagement and coordination strategy with AmCham-Jordan and aggregators.
- Submission week 1.

Task 2: Organizational Review and Baseline Validation: Review and validate the findings of the organizational assessments and baseline previously conducted to ensure that the business plans and roadmaps are based on accurate, up-to-date information with the objective of eliminating duplication of effort and ensure alignment across all deliverables.

Deliverables:

- Brief validation report summarizing strengths, gaps, and priority needs of each aggregator (3 pages max) to be conducted with assigned aggregator.
- Submission week 3.

Task 3: Development of Business Plans & Go-to-Market Roadmaps: Co-develop tailored two-year business development plans and go-to-market roadmaps for assigned aggregators. Plans must be **participatory**, practical, and designed for both domestic and international competitiveness (depending on aggregator's model)

Each business plan and roadmap must include but will not be limited to:

1. Executive Summary: Clear articulation of the aggregator's vision, mission, and value proposition: creating market access, strengthening competitiveness, and generating shared value for both MSEs and buyers.
2. Market Analysis
    - Industry Overview: Trends, growth drivers, and risks.
    - Target Segments: MSE suppliers, retailers, and end-customers.
    - Competition: Landscape of direct competitors and substitutes, with differentiation based on trust, transparency, and added services.
    - Market validation tools and competitor benchmarking.
3. Business Model
    - Revenue Streams**:** Commissions, margins, subscriptions, or B2B contracts.
    - Cost Structure**:** Procurement, logistics, technology, and marketing.
    - Partnerships**:** Buyers, distributors, logistics providers, and financial institutions.
4. Products & Services
    - Aggregated offering (bundled goods, marketplace, logistics, branding support).
    - Added value (quality control, compliance, financing options).
    - Expansion plan for new product/service categories over two years.
5. Operations & Technology
    - Supply chain setup: collection, storage, and delivery.
    - Digital platform/CRM for order management and payment systems.
    - Quality control systems and compliance with domestic/export standards.
6. Capacity Building & MSE Relationships
    - Capacity Building: Training in compliance, production quality, packaging/branding, digital literacy, and financial management.
    - Business Development Support: Tools for improved marketing, and access to finance.
    - Feedback**:** Complaint mechanisms.
7. Marketing & Sales Strategy
    - Marketing Channels.
    - Messaging.
    - Pricing: Competitive but sustainable to maintain trust with both buyers and MSEs.
8. Organizational Structure
    - Team with core roles (management, operations, sales, IT).
    - External advisors and donor/investor engagement.
9. Financial Projections
    - Two-year revenue growth projections.
    - Break-even analysis.
    - Funding strategy: equity, loans, or grants.
    - Sustainability mechanisms.
10. Key Success Metrics (KPIs) for the implementation of the plan. For Example:
    - Number of MSEs engaged and retained.
    - Number of new/expanded markets accessed.
    - Revenue growth, profitability.
    - % of MSEs reporting improved practices and revenue.

For each KPI, the consultant <u>must propose</u> a monitoring framework specifying:

- Data sources
- Data collection methods
- Reporting frequency and format

11. Timeline and Milestones
12. (1) Year Action Plan
13. Risk Assessment and mitigation plan

Deliverables:

- Two Year Business Development Plan and Go-to-Market Roadmap (one per aggregator). (50 pages max)
- Submission - week 11

<u>Task 4: Technical Assistance Mapping:</u> Identify the technical assistance required for each aggregator to effectively implement their business plans and roadmaps.

Deliverables:

- Individualized technical assistance needs profiles. (10 pages max)
- Consolidated list of technical assistance areas
- Submission – week 13

<u>Task 5: Final Report & Presentation</u>

Deliverables:

- Final Report capturing process, methodology, and results (20 pages max).
- Presentation of business development plan and go to market roadmap (10 slides max).
- Submission – week 16

<u>Task 6: Capacity Handover Note</u>

Objective: Ensure knowledge transfer from consultants to AmCham-Jordan staff and aggregators for sustainability beyond the consultancy.

Deliverable: A short internal document (2–3 pages) summarizing:

- Methodology applied during the consultancy
- Key tools and templates developed
- Main lessons learned with each aggregator
- Recommendations for AmCham staff on continued support or for aggregators to use independently after the project
- Submission – week 16, alongside the final report

Learning Questions

- How efficiently do aggregators identify and target their customer segments (domestic and export)?
- What barriers limit aggregators' ability to access new buyers or maintain long-term contracts?

- How do buyers perceive the value proposition offered by Jordanian aggregators compared to regional competitors?
- To what extent do aggregators help MSEs reach new or expanded markets?
- Are MSEs reporting improved income, practices, or product quality as a result of aggregator engagement?
- What incentives encourage MSEs to remain loyal to aggregators, and what risks cause them to disengage?
- What operational or technical gaps most limit aggregator growth (finance, compliance, digital tools, logistics)?
- Which capacity-building activities produce the most measurable improvements for MSEs?
- How do aggregators manage quality control and compliance with export standards?
- What role do partnerships (with chambers, financial institutions, logistics providers) play in scaling aggregators?
- Are there missed opportunities for collaboration that could strengthen aggregator competitiveness?
- How do aggregators integrate participation enablement measures into partnership building (e.g., women-led suppliers)?
- Are the revenue models (commissions, markups, subscriptions) sustainable for both aggregators and MSEs?
- What are the key financial risks, and how are aggregators mitigating them?
- How soon do aggregators expect to reach break-even, and what factors accelerate or delay this?
- Are aggregators contributing to systemic change in Jordan's MSE ecosystem (e.g., formalization, digitalization)?
- What spillover effects (employment, innovation, women's participation) are observable beyond direct beneficiaries?

Participation Enablement:

1. Do any of the aggregators target vulnerable women, youth, PLWDs, menas MSEs/HBBs? If yes who? And why?
2. What are the challenges, if any that inhibit the participation of vulnerable women, youth, PLWDs, men as aggregatees?
3. How can aggregators promote participation of vulnerable women, youth, PLWDs, men as aggregatees? And how can these measures be included within the cost structure, and would the model still be feasible? (Participation enablement measures may include transportation, childcare, elderly care, family support, reasonable accommodations, accessible formats, etc.)

***Kindly go through the <u>participation enablement guiding framework</u> attached to ensure the sample includes MSEs/HBBs owned by vulnerable women, youth and PLWDs, men and that you as a consultant adapt your measures of data collection and analysis accordingly.**

IV. QUALIFICATIONS:

The Individual Consultant should possess the following minimum qualifications:

- Graduate Degree in (economic development, business development or any relevant field.)
- Relevant experience of a minimum 12 years in (MSEs and SMEs development and growth, economic development, business development)
- Experience in carrying out similar tasks.

Competencies:

- Understand relevant local market potentials and needs.
- Knowledge of Aggregation Business Models.
- Proficiency in research, data collection and analysis.
- Capability to provide strategic recommendations based on assessment findings.
- Experience in converting data into information and actionable analysis.
- Demonstrated communication skills including proficiency in Arabic and English.
- Relevant experience and good understanding for the MSE sector in Jordan.
- Experience in working with donor funded projects is an advantage.

V. TIMING & LEVEL OF EFFORT:

This consultancy entails a duration of (**30**) days working days for each aggregator, to be fulfilled within a period of (**4**) months commencing from the date of contract signing.

VI. COMMUNICATIONS, BRANDING AND MARKING:

Awarded Consultant(s) will need to comply with Mercy Corps Branding and Marking requirements and guidelines that will be provided upon awarding the applicant.

VII. MANAGEMENT & REPORTING:

- The Consultant(s) will report to AmCham-Jordan's CEO and Business Development / Head of Jordan-U.S. Free Trade.
- All activities and delivery schedule (work plan) will be developed and implemented in coordination with AmCham-Jordan relevant technical team and aggregator.
- All documents are to be provided in word format in soft copies delivered by email in English language.

VIII. TENDER EVALUATION METHOD:

The selection process must obtain the below criteria:

Criteria	Weight	Minimum Score per Sub-Section
Technical Weight	**80%**	**60% or above to pass technical evaluation**
Goals, Objectives, Understanding of Task	25%	20%
Methodology	30%	25%
Consultant's CV/Past Experience and Capabilities	25%	15%
Financial Weight	**20%**	**-**

IX. GENERAL TERMS AND CONDITIONS:

Interested candidates should take into consideration the following general and financial terms and conditions when preparing and submitting their proposals:

- AmCham-Jordan will arrange for a meeting whereby shortlisted bidders (scored 60% and above) present their technical offers and engage in a discussion with AmCham-Jordan team.
- All prices should be quoted in Jordanian Dinars inclusive of all expenses with clear breakdown (table format) of the daily rates and number of days for each deliverable. (per aggregator)
- The proposal must include all the above requirements in addition to the signed conflict of interest letter provided with this RFP.
- Vendors who fail to submit all the requested documents are automatically disqualified from the evaluation process.

X. Suggested Sections for Technical Offer

1. Cover Page: This section should include the title of the proposal, the RFP reference number, the consultant's full name, and the date of submission.
2. Cover Letter: The cover letter should briefly introduce the consultant and confirm interest in the assignment. It should also state eligibility, including a declaration of no conflict of interest, and demonstrate relevant experience in business development and aggregator support. Contact details must be clearly provided.
3. Executive Summary: The executive summary should present a concise overview of the proposal, summarizing the consultant's understanding of the assignment, the proposed approach, and the unique value the consultant brings. It should be no more than 1 page.
4. Understanding of the Assignment and Proposed Methodology & Approach: Here, the consultant should outline the step-by-step methodology to be applied in carrying out the assignment. The description should cover each phase of the scope of work, including the development of the work plan, validation of organizational assessments, co-development

of business plans and go-to-market roadmaps, technical assistance mapping, and preparation of the final report.

5. Implementation Timeline & Milestones: This section should provide a clear schedule of implementation, ideally using a Gantt chart or table. It should describe how the consultant will complete activities and deliverables within the provided timeframe, while managing 1–2 aggregator assignments effectively. Milestones and deadlines should be clearly marked.
6. Relevant Experience & Past Performance: This section should highlight past work and provide examples of similar assignments, particularly those related to business planning, export readiness, MSE/SME development, or aggregator models. Case studies may be included to illustrate relevant expertise. At least two references with contact information should also be listed here.
7. Expected Results: This section should describe the expected results and measurable indicators of success.

Mandatory Annexes

Annexes must provide the supporting documents requested in the RFP. These include:

1. Consultant's CV.
2. List of past work.
3. Signed conflict of interest letter
4. Bio-data sheet.
5. Copy of the National ID.

These documents should be organized for easy reference.