



## Terms of Reference (ToR)

For Business Development, Marketing, and Cooperative Management Expert

<b>Assignment:</b>	Terms of references for Business Development, Marketing, and Cooperative Management Trainer and Marketing Expert
<b>Location:</b>	Lebanon – North Akkar and East Baalbeck
<b>Duration:</b>	12 to 18 months.
<b>Starting date:</b>	2 to 4 weeks after the selection of the Business Development, Marketing, and Cooperative Management Expert
<b>Expected period of implementation:</b>	12 to 18 months



## 1. Background of Assignment

In light of Lebanon's persistent economic and financial crisis, which has significantly impacted the majority of its population since 2019, the humanitarian situation in the country continues to deteriorate, leading to heightened levels of poverty and escalating needs. This crisis, ranked among the most severe globally, has resulted in soaring inflation, widespread unemployment, and an inability for many to afford basic necessities, thus exacerbating acute humanitarian challenges. The depreciation of the currency and inflationary pressures have led to increased prices for essential goods, further deepening the reliance of over half of Lebanon's 5.8 million inhabitants on humanitarian aid for sustenance and basic requirements. Additionally, more than 1.2 million individuals are facing significant barriers in accessing safe water and sanitation services.

Given these challenges, implementing livelihood projects with farmers in Lebanon is paramount for adapting to climate change and reducing disaster risk in a climate-smart manner. The country faces various climate-related challenges, including rising temperatures and more frequent extreme events like heatwaves, cold waves, droughts, wildfires, and floods. These conditions directly impact the agricultural sector, which serves as a livelihood for many farmers, resulting in decreased productivity, shifts in production zones, and loss of pasture lands and water resources. The objective is to introduce climate-smart livelihood projects to enhance farmers' resilience against climate change impacts. These projects integrate innovative and sustainable agricultural practices, equipping farmers with the necessary tools and knowledge to adapt to changing climate conditions while minimizing risks. Moreover, by promoting climate-resilient livelihoods, there's a contribution to community resilience, sustainable development, and the well-being of vulnerable populations in the face of an increasingly unpredictable climate.

In response to this multifaceted context, the Lebanese Red Cross (LRC) is dedicated to enhancing community resilience, particularly targeting processors and farmers in two vulnerable Lebanese communities. Through the "Lebanon Country Program," the aim is to support micro-entrepreneurs and farmers in their recovery efforts amidst the crisis. This initiative currently concentrates on communities in NORTH Akkar - Qobayat, Owainat, Mashta Hassan, Alnahriya, Indkit, Shadra, Menjiz, Mashta Hamoud, Rmah, Aidamoun- and EAST Baalbek Nabi Chit, Khraybe, Khoder, Maaraboun, Ham, Sariin Tahta, Sariin Fawka, Jenta where targeted interventions aim to address the pressing needs and challenges faced by the local populations.

As part of a broader initiative to enhance the resilience and market integration of small-scale producers, beekeepers, and cooperatives, the project seeks to provide structured capacity building on business management, agroecological practices, marketing, and cooperative governance. The initiative targets 100 producers, 20 beekeepers, and 40 cooperative members (at least 30 of them women), with the overarching goal of improving the sustainability and profitability of local productive activities.

### Objective:

Within the framework of the livelihoods program implemented by the Lebanese Red Cross (LRC) and supported by the Spanish Red Cross (SPRC), the project aims to strengthen the economic resilience and market integration of small producers and cooperatives in North Akkar and East Baalbek. To this end, targeted capacity-building and technical support will be delivered under three main interventions: marketing training, commercialization support, and Business Development Cooperative Management

The consultant will provide specialized training and technical assistance to improve the marketing capacities, business performance, and internal governance of rights holders with a particular focus on cooperatives and micro-



producers engaged in agricultural and food production value chains. This will allow rights-holders to enhance their market access by strengthening their product value chains.

This can be achieved through a comprehensive strategy focused on association building, technological advancement, and innovation.

In this regard, the expert trainer will need to be delivering tailored training and technical support to 20 beekeepers and 4 cooperatives in critical their business and management practices, improve marketing techniques, and strengthening group management.

Additionally, the initiative supports the formation of collaboration networks as well as the establishment of productive savings and credit groups, empowering producers with the skills and structures needed for sustainable value chain integration and economic resilience.

Based on the above, The Lebanese Red Cross is seeking a proposal from a qualified Business Development, Marketing, and Cooperative Management Trainer Consultant needed to design and deliver training programs and provide technical guidance to support the development of business plans, enhance marketing strategies, and strengthen cooperative structures.

The assignment duration will be approximately for a total of 18 months following the timeline of the project.



## **2. Scope of Work**

### **1. Requirements for the selection of Business Development and Marketing Expert Trainer:**

This assignment aims to recruit a highly skilled expert to design and deliver comprehensive training modules and tailored technical support.

- 20-hour training sessions for a total of six groups: five groups of 20 small-scale farmers and one group of 20 beekeepers, distributed between North Akkar and East Baalbek in Business Management.
- 20-hour training sessions for a total of six groups: five groups of 20 small-scale farmers and one group of 20 beekeepers, distributed between North Akkar and East Baalbek in Marketing.
- Ongoing coaching sessions and follow-up field visits after training.
- The expert trainer is also expected to deliver a 20 hour training to 4 cooperatives (Minimum 40 members in total, including at least 30 women), divided in two groups, one in each area, in Cooperative Governance, Business Management and Organization.
- The expert trainer is also expected to deliver a 20 hour training to 4 cooperatives (Minimum 40 members in total, including at least 30 women), divided in two groups, one in each area, in Marketing.

Please, note that in addition to the targeted beneficiaries, LRC staff and volunteers will be present during the workshop days to build their capacities, and support the participants.

In addition, the field visits will be conducted in coordination with the project team who will accompany the expert during these visits.

### **2. Training on Business and Financial Management for producers, beekeepers and cooperatives.**

Prepare and deliver a 20-hour training for 100 producers, 20 beekeepers and 4 cooperatives (Minimum 40 members in total, including at least 30 women) including the below key topics:

- 2.1 Prepare and deliver a 20-hour training program for 100 producers, 20 beekeepers, and 4 cooperatives focused on business management fundamentals. The training will cover key topics including financial management, budget planning, and cost analysis; a basic understanding of core financial concepts; and strategic planning for brand development. Participants will also gain practical skills in sales management and market analysis, including customer segmentation, market research, and distribution channels. A special focus will be placed on pricing strategies tailored for cooperatives, as well as the use of analytical tools such as SWOT.
- 2.2 Conduct session with cooperatives on governance and financial sustainability, emphasizing strategic decision-making, human resource management, leadership development, effective internal communication, and pricing strategies tailored specifically for cooperatives.
- 2.3 Facilitate the development of 120 individual Business Plans that include marketing and sales strategies. These business plans have to be adaptive and customized according to the nature of each business/beneficiary.
- 2.4 The Business Plan have to take into consideration the inputs provided by the Agro ecological expert.

### **3 Training on Marketing strategies for all producers:**

- 3.1 Develop and implement a 20-hour specialized training program on marketing and commercialization for producers, focusing on sales channels and logistics, participation in fairs and promotional events,

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Marketing, and Cooperative Management Expert

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digital marketing strategies and home delivery systems, as well as building commercial agreements with distributors.

Please, note that in addition to the targeted beneficiaries, LRC staff and volunteers will be present during the workshops days to build their capacities, and support the participants.



#### **4. Deliverables**

The 20-hour training for each group that will be conducted for the small-scale farmers, beekeepers and cooperatives will be implemented in close coordination and collaboration with the Project Team.

##### ***General Deliverables:***

- 4.1 Needs Assessment: A comprehensive needs assessment tool to assess the specific needs and requirements of the business owners/entrepreneurs and farmers allowing the expert and the project team to gain a clear understanding of their current business situations, challenges, and aspirations.
- 4.2 To ensure the effectiveness of the Needs Assessment tool, it must be approved by the Project Team; this includes Baseline Data for all 100 farmers, 20 Beekeepers and 4 Cooperatives (Baseline data includes baseline data on their sales revenues, Products list, Production Quantity).
- 4.3 Detailed training outlines and materials for all four module: This includes but not limited to; Training Agenda, Training Materials, Attendance Sheets, Pre/Post Test, Training Attendees Survey.
- 4.4 Training Schedule for all four Training Modules.
- 4.5 Delivery of training sessions for all four modules.
- 4.6 Visual Gallery: Compile a visual documentation gallery with photos and/or videos of the training sessions and field visits.
- 4.7 Success stories: Expert has to document case studies or success stories from participants applying the training and sharing it on a regular basis.

##### ***Specific Technical Deliverables:***

- 4.8 Business Development and Planning: Development of Individual Business Plans for 100 farmers, 20 Beekeepers and 4 Cooperatives. These business plans has to include, but not limited to: SWOT analysis, key performance indicators (KPIs), risk management frameworks, and any other business management related tools.
- 4.9 Baseline and Endline Annual Budget, in addition to Monthly Income Statement.
- 4.10 Baseline and Endline Survey on Production Yield/Levels.
- 4.11 Baseline and Endline Survey on Food Product List (for Cooperatives and beekeepers).
- 4.12 Product Marketing and Financial Management tools and templates: This includes and not limited to: Financial Strategy, Financial Tools, and Marketing Strategy for all 100 farmers, 20 Beekeepers and 4 Cooperatives. This also includes a comprehensive booklet template on financial management and marketing strategies for participants to refer to during and after the training;
- 4.13 Cooperative Governance & Business Management: Cooperative Organizational Chart, Coop Member engagement strategy, Communication skills, board of directors' charters, member voting protocols, and conflict resolution processes. Provide any other relevant tool and/or format for the purpose of Cooperative Management.
- 4.14 Legal and Regulatory Compliance: Guidance on cooperative registration, bylaws drafting, fiduciary responsibilities, and compliance with cooperative statutes.
- 4.15 Membership Development: Strategies for member engagement, equity contribution models, profit-sharing mechanisms.
- 4.16 Sustainable Employability Rates: Expert will follow up with farmers and beekeepers to track employment in sustainable livelihood, Service Cash Receipt, etc.
- 4.17 Ongoing coaching and mentoring to participants during the assignment period.
- 4.18 Final Report: Submit a report detailing the training findings, achievements, including photos and assessment results, Key recommendations for follow-up support.



## **Business Development and Cooperative Management Expert Profile**

### ***Academic Qualifications, Education and Relevant Experience:***

- Advanced degree in Business Administration, Marketing, Agricultural Economics, Rural Development, or related field
- Minimum 5 years of experience in delivering training on business development, cooperative governance.
- Minimum 3 years' experience working with Cooperatives, especially Food Processing Coops.
- An understanding of the Lebanese Cooperative Law.
- Proven track record in supporting smallholder agriculture producers or cooperatives.
- Experience working with gender-sensitive and participatory methodologies
- Excellent facilitation, communication, and reporting skills.
- Fluency in English and Arabic
- At least implementing three similar projects as a previous experience and in conducting one on one coaching sessions to address individual challenges and build business plan for entrepreneurship.
- Previous experience with LRC is a plus.
- Excellent computer skills (MS Office applications) and ability to use information technologies as a tool and resource.
- Able to provide necessary support for participants with primary educational levels to ensure effective learning.

### **3. Application Procedures**

The application should include:

- Motivation letter summarizing relevant training experience, his/her expertise, and success stories.
- Detailed CV/ resume with clear starting and ending dates, including 3 references
- Samples of previous projects and works similar to the above-mentioned Scope of Work.
- Detailed technical proposal, including training methodology (with tools and resources), and the suggested workshop topics and Agenda.
- Financial/ budget proposal (daily rate and total expected cost)

***\*Please, note that only completed proposals will be evaluated.***

***\*please, note that the selected expert should be flexible in scheduling the workshop days based on the project team suggestions and plan.***



#### 4. Technical Evaluation Criteria:

**Technical Criteria weight-70% & Financial Criteria weight- 30%**

**(Only bidders scoring at least 55 out of 70 points in the technical evaluation will proceed to the financial evaluation.)**

Criteria:	100 Points
<b>Relevant Education</b> <ul style="list-style-type: none"> <li>Advanced degree in Business Administration, Marketing, Agricultural Economics, Rural Development, or related field (5 Points).</li> <li>Excellent computer skills (5 points).</li> <li>An understanding of the Lebanese Cooperative Law (5 Points).</li> </ul>	15%
<b>Relevant Previous Experience</b> <ul style="list-style-type: none"> <li>Minimum 5 years of experience in delivering training on business development, cooperative governance (5 Points).</li> <li>At least implementing three similar projects as a previous experience and in conducting one on one coaching sessions to address individual challenges and build business plan for entrepreneurs (3 points).</li> <li>Minimum 3 years' experience working with Cooperatives, especially Food Processing Coops (3 points).</li> <li>Samples of previous projects and works similar to the above mentioned Scope of Work (2 points).</li> <li>Proven track record in supporting smallholder agriculture producers or cooperatives (2 points).</li> </ul>	15%
<b>Submitted methodology</b> <ul style="list-style-type: none"> <li>Detailed Methodology for the Assignment (5 points)</li> <li>Detailed Assignment Scope of Work (5 points)</li> <li>Detailed Timeframe (5 points)</li> <li>Detailed curriculum and training topics (2 points)</li> <li>Detailed one-to-one coaching methodology (including tools and resources) (2 points)</li> <li>Previous successful experience with LRC is a plus based on the feedback from LRC (1 point)</li> </ul>	20%
<b>Interview:</b> <ul style="list-style-type: none"> <li>Clarity in expressing ideas (5 points)</li> <li>Accuracy in responses (5 points)</li> <li>Hability to interact and engage with the interviewers (5 points)</li> <li>Capacity to develop solution – oriented strategies (5 points)</li> </ul>	20%

#### Payment Schedule:

- We are kindly requesting that The payment schedule will de divided to minimum of four payments related to the successfull completion of deliverables.



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