



## TERMS OF REFERENCE

“Promotion of the Economic Status of Women in South Lebanon”

Program Funded By:

**UN Women/ Fund for Gender Equality**

April, 2018

## **DESCRIPTION:**

The Lebanon Family Planning Association for Development & Family Empowerment (LFPAGE) is looking to recruit an experienced Marketing Consultant to devise and implement a *marketing strategy and business plan* of action to link women's cooperatives working within Southern Lebanon to existing and new markets. LFPAGE has been implementing a project entitled "Promotion of the Economic Status of Women in South Lebanon". The project has been aiming to enhance the economic stability of 300 women who are working from their homes and to build the capacity of the cooperatives so they can become profit-making establishments and sustainable institutions. This project is executed in Tyre Region- South Lebanon in partnership with Cooperatives of Food manufacturing in Abbasieh and Dier Qanoun Naher.

It was well documented before the project started that some of Lebanese women who want to contribute to the wellbeing of their families have been becoming more active in the work market. Many of them with no trained skills or sufficient education have been turning to do work that they can do along with their home chores, in a way that doesn't offend the cultural and social traditions of their communities; Therefore, these women are continuously resorting to preparing preserves, jams, syrups, dried traditional supplies such as cracked wheat "Borghol"; dried beans, dried thyme "zaatar" and other foods depending on crops produced in their region. However, this endeavor is not bringing them sufficient income as they do not have the know-how of marketing, packaging, and buying the raw material from reliable markets among others.

As such, the project implemented a series of trainings to empower and build the capacity of a sample of those women, to become successful entrepreneurs and created networks with other women and cooperatives working in the area to support the women. Currently, LFPAGE is aiming to "increase the income of targeted beneficiaries through the implementation of an effective marketing strategy". Efforts to increase product's marketability are executed as part of LFPAGE's up-scaling initiative. It will allow greater number of women to sell their products and to generate more income which will reflect positively on the livelihood of their families and communities. The project has identified several outputs related to marketing such as signing MOUs with outlets in Beirut and other areas in Lebanon, establishing an e-commerce website and advertising campaign to announce the launching of website, as well as participation of women in seasonal exhibitions. The only output that was realized so far is the participation of the beneficiaries in exhibitions at the National and local level. This is an important output as it helped introduced the products to a wider audience and markets, yet in order to achieve the desired impact of the project; the marketing component should be expanded.

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The consultant will develop a marketing strategy and business plan in collaboration with LFPAGE. The consultant will help link rural women in cooperative structures to various markets and will build their technical capacity as part of the implementation process (this includes branding, markets, exhibitions, e-commerce, etc...).

## DELIVERABLES

The Marketing Expert is expected to deliver the following:

- Determine the existing cost structure, sales, and production capacity of the LFPADE's women's cooperatives. Develop recommendations for how to reduce costs and increase production cost-effectively.
- Conduct a sector analysis for the sector(s) relevant to the products of LFPADE's women's cooperatives (processed food and food products). This analysis will include:
  - The ultimate consumers in Lebanon for these or similar products
  - Current sources of production of competing products, *i.e. the competition*
  - Potential competition from other women's cooperatives that are or may be producing similar products
  - Distribution systems for such products, especially retail outlets
- Assess what are the minimum production volumes to be viable and viable price points that they could be sold out that would be both profitable and compete effectively in the market.
- Assess and identify the potential comparative advantage of products of the women's cooperatives, *e.g. taste, price, origins, social motivation*. Develop recommendations for which existing products are commercially viable and suggest new products drawing on both market research and what other products women produce for their own consumption.
- Propose how to translate this into a brand identity that is relevant to the target audience and market needs. The consultant is expected to support LFPADE in connecting and recruiting branding experts and agencies. .
- Identify a target market or markets for the products of LFPADE women's cooperatives and why those markets would be viable given potential comparative advantage (*could also target diaspora Lebanese communities*)
- Link LFPADE's women to seasonal farmer's markets (such as Souk El Tayeb) and to a minimum of 3 main retail outlets in Beirut and Tyr.
- Assess the ability of the women's cooperatives' products to compete effectively in such markets against existing competition
- Propose one or more sales and distribution strategies to reach the target markets. This analysis/proposal should explicitly consider: (i) how markups and margins through the distribution chain will affect the ability to compete in the market; (ii) how to leverage existing paths to customers, such as existing stores for locally produced artisanal products, supermarkets and e-commerce sites; and (iii) what new sales and distribution strategies, such as their own e-commerce site, might be viable.
- Identify what systems the cooperatives would need to put in place to fill orders or meet regular supply commitments.
- Translate the recommendations regarding products, target customer and markets, pricing, branding, and distribution into a comprehensive marketing strategy. The marketing strategy should include the methods, means and costs of customer acquisition and any (external) costs for implementing the strategy beyond the in-kind contribution (time) of cooperative members. The marketing strategy developed should be relevant, adoptable and feasible to implement by the members of the women's cooperatives, with assistance from the consultant.
- Develop a simple business plan for a three-year period in close consultation with the cooperatives. The consultant is expected to provide coaching and mentoring necessary to develop strategic plan for the cooperatives. This plan will include projections for sales, production costs, gross and net revenues, costs of marketing and customer acquisition, necessary investment in equipment, infrastructure and training. It should aim to increase the cooperative sales and profits and targeted women

- Translate the business plan and marketing strategy into an implementation plan in the form of a set of activities, timeline (e.g. Gantt chart), and roles and responsibilities. Recommend additional external resources as needed.
- Provide coaching and technical assistance to implement the plan.

#### Requirements

- University degree (B.A.) or higher, MA or MBA preferred, in business, economics or a relevant field.
- A minimum of 10 years of appropriate business experience including at least two years of experience in a leadership or senior management position. Preference for experience in a start-up, small or medium-sized business, or social enterprise working in the social impact space (NGO, activism, social and economic justice, women's economic empowerment).
- At least 5 years working as a consultant or in an advisory capacity with small and medium sized business and social enterprises, including previous experience in product development and branding, conducting market analyses, and developing marketing strategies and business plans.
- Ability to gather market data and other commercial information and conduct basic quantitative analyses to inform data-driven business decisions.
- Innovative thinker and problem solver with an entrepreneurial attitude.
- Understanding of E-commerce, social media and other relevant web technology.
- Strong written and oral communication skills
- Able to perform under tight deadlines
- High emotional intelligence and strong people skills; ability to communicate business and economic concepts and ideas to diverse audiences with respect.
- Sensitivity to the needs of rural Lebanese women.
- Ability to work effectively with multiple and diverse internal and external constituencies, including government officials, private sector actors, municipal authorities, and cooperative members and their families.

#### Application Process

All candidates are required to submit the below document to the address: [cchami@lfpa.org.lb](mailto:cchami@lfpa.org.lb)

- An up-to-date CV
- A sample of similar projects conducted
- A proposal including a draft methodology and detailed timeline
- Detailed Budget - with breakdown of cost per unit inclusive
- Only relevant applications will be contacted