

Terms of Reference

Feasibility Study for Modernization of the Amman Central Market for Fruits and Vegetables (CM)

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Context

The Reform Secretariat (RS) (Client) at the Ministry of Planning and International Cooperation (MoPIC) was established in November 2019 to coordinate, support, and drive the implementation of reforms under the Reform Matrix. Additionally, the Reform Secretariat provides necessary technical assistance and capacity building to government ministries and entities to support and expedite the implementation of reforms.

The Reform Secretariat oversees the implementation of the Reform Matrix; ensures reforms are designed in consultation with stakeholders; reports to the Government of Jordan (GoJ) and development partners on progress; and coordinates between GoJ entities and development partners to ensure implementation and alignment of donor programs with national priorities. Furthermore, the Reform Secretariat is mandated to support the development and implementation of effective stakeholder engagement and outreach, hence, together with government entities, the Reform Secretariat will continue to produce and disseminate information and communication materials to inform all target groups, including the private sector and the public, of the progress of implementation and impact of reforms.

The Reform Matrix consists of twelve pillars:

Pillar 1: Fiscal Policy

Pillar 2: Public Sector Efficiency and Governance

Pillar 3: Business Enabling Environment

Pillar 4: Investment and Trade Promotion

Pillar 5: Access to Finance and Capital Market

Pillar 6: Labor Markets and Skills Development

Pillar 7: Social Safety Nets

Pillar 8: Transportation Sector

Pillar 9: Energy Sector

Pillar 10: Water Sector

Pillar 11: Agriculture Sector

Pillar 12: Tourism Sector.

The Reform Support Fund is lodged at MoPIC and managed by the Reform Secretariat. Will finance just-in-time technical assistance in support of line agencies involved in designing, implementing, and monitoring the Reform Matrix.

Focusing on combating the increasing stresses on Jordan's Agricultural sector Pillar:11, tackles Jordan's food security, worsening water scarcity and drought as well as the loss of market share in export markets. In addition to confronting the exogenous shocks in tandem with Climate Change's impact on the sector. Several reform actions under this pillar anchor the efforts of the government around regulating the sector to provide easier and higher quality services supporting its partners while strengthening their extension services and raising the capacity on several aspects including water smart technologies. More importantly, the efforts to leverage Public-Private partnerships open the door for new investment opportunities and job creation.

Jordan's agri-food sector is an important source of employment, exports, and income for many.

Around 25 percent of Jordan's poor rely on agriculture for their income.¹ Although primary agriculture contributes only 5.6 percent of GDP, when related value chain activities are counted, the broader agri-food sector contributes about 20–25 percent of GDP. It was estimated that the agricultural sector could generate four times more value-added than Jordan's apparel or industrial exports.² Currently, primary agriculture and the wider agri-food sector represent 3 percent and 14 percent of formal employment, respectively, masking a significant contribution to livelihoods through large numbers of informal employment.

The potential of Jordan's agri-food sector has gone unrealized in recent years as a complex set of structural factors have driven declines in competitiveness for the local market and exports alike.

Uptake rates for advanced production technologies such as climate-smart agriculture (CSA) remain low due primarily to a lack of high-value marketing opportunities, as well as entrepreneurial capacity and technology know-how. Degrees of quality differentiation and aggregation remain low across value chains, as most of the produce is sold to wholesale markets without quality differentiation after very poor post-harvest practices. Traceability is also limited, and more sanitary services are required.

The Central Markets (CM) for fruits and vegetables in Amman and the broader CM system dominate fruit and vegetable value chains and food distribution in Jordan.

This is the second largest sub-sector of agricultural production after livestock. Amman Central Market for Fruits and Vegetables absorbs almost a significant share of the national gross production (also including losses) occupies a central position in these supply chains, supporting food availability, market access, and urban-rural linkages. The centrality is driven by mandatory requirement to channel all production through the Central Market system as well as its role in brokering lower tier exports to regional export markets (GCC, Iraq, Palestine, Syria) despite the inadequate level of infrastructure present. Trade is controlled by a small set of large traders limited in number by a finite quantity of licenses available, which are almost all taken. Getting a license now may be done on the side by buying an existing license at a relatively high cost that can exceed US\$500'000.

The Amman CM today acts as a key bottleneck for the development of Jordan's food system and its value chains.

While wholesale food markets continue to play an important role in modern food distribution systems, the current model in Jordan constrains agricultural development due to large inefficiencies driven i.e. by outdated infrastructure, lack of transparency, poor incentives to improve quality, low food safety standards enforcement, and market power. In addition, the lack of primary processing and first commercialization services and infrastructure in production areas (e.g. sorting, grading, packing under assembly markets or packing houses) impact the operations and the trade on Amman Central Market.

the World Bank is currently providing a first phase of technical assistance to GoJ to help inform the process of modernizing the Amman Central Market within a broader context of improvement of

¹ ILO 2020. https://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/publication/wcms_646170.pdf

² Jordan Economic Monitor - Fall 2017

food supply and security in the country. Extensive work has been conducted on the current situation of the CM, including over 40 interviews with almost all involved participants including the management of the market, traders, farmers, buyers, importers, exporters, and service providers. Qualitative research and data analysis have also been conducted to provide facts and figures on the size and positioning of the market. Two workshops were held; an internal one to share and validate findings with the leadership of the GAM (beneficiary) , and the CM, and an external one with stakeholders to share views of the CM and discuss models and options for a better market.

The analysis undertaken to date yielded substantial insights into the prevailing circumstances, challenges and opportunities related to the Central Market (CM) and basic elements for future scenarios for development of the CM - contextualized within the broader food distribution system and its value chains in Amman. Taking a systems perspective, the analysis reconfirmed the dominant position of the central market system within horticulture value chains in Jordan and for food distribution in the Greater Amman area. It also showed that international best practices point to a possible future where the Central Market can play a key trade facilitating role within a modern food distribution system. Modern food distribution systems rely on central market systems rather than individual markets and are currently being developed in other MENA countries. Assembly markets in production areas fulfil important post-harvest functions and terminal markets facilitate very efficient transactions. A transformation process along these lines is underway in Morocco.

The study found that in order to achieve the objective of developing competitive horticulture value chains, it is necessary to make the central market part of an integrated and competitive value chain system under an integrated approach. Horticulture value chains should aim to provide safe and nutritious food, competitive delivery of products, maximizing potential for job creation and value addition, provision of market-related services to both traders and producers. These depend not only on the central market itself but on factors beyond its borders such as the regulatory framework as well as the structuring of value chains and the inclusion of diversified sources of production and distribution. For instance, traceability requires farm to fork approaches including at retail level; achieving high quality premium export products begins with high quality produce and short distances to modern post-harvest handling facilities, such as staging markets.

To achieve national objectives from competitive horticulture value chains an integrated approach is therefore proposed that would consist of the sequenced development of:

- **A horticulture sector masterplan for Jordan**, which will convey an overall vision of how the sector would be structured including particularly the role of the network of central markets (possibly including assembly markets to be developed); identify needs for regulatory reform; opportunities for the public sector to incentivize private investment; provide a gap analysis as well as recommendations to better include cooperatives (particularly women and youth); mainstream opportunities for water savings incl. as a conditionality for public support; and specify actions to improve inclusion of refugees. The plan would be co-developed by several GoJ entities led by the Ministry of Agriculture but also including the Greater Amman Municipality, the Ministries of Planning and International Cooperation, Water, Investment, Transport, Trade and Industry as well as other governmental entities (e.g. JFDA, JSMO) as well

as from a coalition of development partners (incl. the World Bank, IFC, ILO, EBRD, the Netherlands; as well as other initiatives such as the *HollandHorti* and *Hortifuture* projects). The findings would then be implemented through GoJ initiatives with support from development partners.

- **A feasibility study for the modernization of the Amman Central Market for Fruits and Vegetables**, which is the subject of this Terms of Reference (ToR). The scope of the work would be divided into two phases: feasibility in terms of legal and regulatory, operational and technical, economic and financial, and environmental aspects (phase 1), and further involve the basic design of the market (phase 2).

Objectives & expected benefits

The modernization of the CM of Amman is key for the development of Jordan agriculture sector and food distribution. To date, the mandatory transit of agriculture produce through the Central Markets (with a majority flowing through the Amman Central Market in addition to the Irbid market and others) is an essential cornerstone of the agriculture sector (and food security) not only for Amman but for all of the Kingdom as well as the region (as exports go through its eco system). It is the focal infrastructure for the organization of fresh food aggregation, marketing and distribution systems in Jordan. It provides to producers access to the market (Ho.re.ca., open-air markets, traditional and modern retailers) but also the main operators of the sector (wholesalers, exporters, Hyper & supermarkets) to organize their activities through synergies and economy of scales.

Current infrastructure and services are demonstrated to be poorly efficient and competitive as noted above, impacting the whole distribution of agricultural products in the Kingdom. As main deficiencies it can be underlined the poor handling conditions and food safety, enforcement, the congestion on site, the lack of cold storage units and the poor transparency in trading activities as well as a lack of traceability of produces. These deficiencies result partially from a management and business models not adapted to the requirements of a modern agrifood platform.

The objective of the modernization initiative is to upgrade the CM on the current site around 160 Donums (16 ha) and an additional adjacent undeveloped expansion area 40 Donums (4 ha), for a total of 20 ha (see Annex 1) that are allocated to improve the urban food supply of Amman and the regions as well as the access to market for producers and food operators in an efficient, transparent and safe way. The enhancement of connections with the main axes of communication with the Near and Middle East Region to promote export and attract logistics activities.

The modernized CM will have, at minimum, the following functionalities:

- Organize and improve the supply in safe and standardized fresh food products for the Great Amman Municipality and other regions in Jordan;
- Provide access to market for domestic fresh foods; and

- Provide logistics and other services for agri-food sector, for both, domestic and international markets.

The main objectives of the modernized CM project are:

- Enhance a commercial dynamic at the agglomeration and regional levels;
- Support the socio-economic development of the region;
- Reduce environmental impacts generated by food distribution operations on urban area;
- Develop a modern logistics to improve the competitiveness of the value chains;
- Improve food safety and hygiene conditions;
- Fight against the informal market.

The modernized CM will tentatively include a value proposition including:

- A physical (wholesale) market to organize the supply of fresh food products of the extended urban area around Amman for producers and consumers;
- A logistics area offering dry or cold warehouse facilities for use by market participants;
- An administrative and commercial area providing office space for the Market management company and other operators, companies and service providers in the food sector, as well as technical and advisory service companies, logistics operators, administrative services, banks, insurance, accountants, restaurants, etc.; and
- A technical area dedicated to the reception of all technical support activities such as truck cleaning station, trucks and cold equipment repair station, auxiliary equipment for the platform as a waste sorting point where the wholesale companies as well as retailers can separately dispose of the waste from their commercial activity (organic matter, cardboard, plastic, wood, expanded polystyrene, etc.). The valorization of food losses and waste, in an urban food systems perspective could include the development of a biogas plant or other innovative solution to diversify resources for the Central Market and supply in clean energy market operators and the city of Amman.

Scope of work

The scope of work will conduct the feasibility study including concept development and Masterplan design of the modernized CM. The firm shall assess the worthiness and sustainability of the proposed financing to upgrade and expand the CM. The study shall cover the following aspects:

1. site location assessment,
2. market and value chain analysis including demand analysis,
3. review of regulatory framework,
4. economic and financial analysis, business management model, and governance including public-private arrangements,
5. Masterplan design of the CM facilities
6. risk assessment (including business and market risks),

7. and the workflow from the conceptual designs to functional facilities.
8. Preliminary Environmental and social Screening and assessment of alternatives

It is required that close consultations, discussions, and surveys of potential users/stakeholders be conducted to ensure the market designs are practical to the users' purposes, and the operation has a high likelihood of sustainability.

The public infrastructure project to be developed needs to be elaborated at the level of a conceptual design (masterplan of the Modernized Central Market). This conceptual design will be the basis for the elaboration of all the technical requirements and specifications after the studies of this Consultancy Contract.

The expected date of service commencement is September 2024 for a duration of 5 months.

Objective

This project is not a green field project but the upgrading of existing infrastructure and their expansion on the reserve land area of the Central Market for efficient commercialization of agricultural produce.

The objectives of the consulting services are:

- Identifying the scope of the market for the project
- Understanding the specific characteristics of the market
- Assessing regulatory framework and needed evolution for efficient management and business models.
- Dimensioning the size of the project
- Assessing the site for expansion of activities
- Proposing and designing a concept in accordance with the dimensioning and the market study
- Studying the financial feasibility of the project, projecting its costs and profitability
- Defining the updated management model of the Central Market
- Preparing the following phases of Central Market development and operation

The feasibility study would also include an evaluation of the proposed timeline for the entire transformation process. This includes assessing the time needed for training, construction, transitioning, and commissioning.

Key considerations across the feasibility study would include:

- **Coordination with Horticulture Masterplan development to ensure effective structuring of value chains for a competitive sector:** The current value chain structure does not lend itself to the development of the fruits and vegetables sector. Post-harvest facilities are either missing or too distant from production areas, resulting in large levels of absolute losses and relative losses in

quality. It also limits value creation by farmers and disincentivizes quality because of a single price irrespective of the quality of the produce. Possible actions include defining specifications for sorting and packaging, providing separate areas with fast-track actions for compliant crops, licensing private companies to perform bulk sorting, grading and packaging, and engaging stakeholders such as the MoA, Cooperatives, and Farmers Association in promoting aggregation centers in active agricultural regions, such as the Jordan Valley and highlands. To reflect these options and ensure the compatibility of the central market design developed under this ToR, it will be important to ensure coordination with the development of the horticulture master plan. The development of the latter will start well in advance of the feasibility study but may overlap in its final stages. Key stakeholders that will ensure coordination are the Reform Secretariat at MoPIC, MoA, GAM, and the World Bank.

- **Linkages to digital farmer registry and national traceability system:** The Ministry of Agriculture (MoA) is currently developing two critical building blocks for modern agricultural value chains: (i) a digital farmer registry and (ii) a national traceability system:
 - i. The registry was initiated under the EU funded MADAD project implemented by FAO, WFP and IFAD and is currently being scaled up. It links farmers to individual IDs (also linked to their national IDs) and records critical data regarding farms and production, including georeferenced locations linked to the cadaster system. The World Bank-funded ARDI program for results will support the continued scale-up.
 - ii. The development of a traceability system is a priority under the Jordan Economic Vision Agenda is also supported by the Reform Support Fund, an assessment to identify the most viable options is underway – and its findings will be scaled under the World Bank-funded ARDI program.
- **Digitalization of transactions at the CM:** A digital platform may be conceived that would guarantee transparent and regularized transactions is of paramount importance. Such a platform would have the capabilities to capture all transactional details on the spot: the type of crop, quantity, price, buyer, and seller. In addition, it would be able to handle the distribution of all fees as per instructions and share pricing information in real-time, mirroring the immediacy of stock tickers. Further functions could be identified and added incrementally (e.g., e-commerce).
- **Transformation of the markets operating model & broader regulatory context includes several important aspects:** This could involve revisiting the role of the Agent and enabling sellers to engage directly with buyers through digital platforms. Further, more private parties could be allowed to operate market operations, and a phase-out of taxation fees on weights could be initiated. A separate track for exports that bypasses the central market could be established, and the wholesale market could be liberalized to allow additional competition. A reform of the regulatory framework for the horticulture sector may result in the removal of the mandatory passage of produce through the central market system is being considered beyond this ToR,

creating a further opening for competition and requiring the central markets to evolve in order to stay competitive.

Activities

The different tasks will be to inform the Government on the potential, the key challenges and the strategy to be developed for the modernization of the Central Market., and the development of a masterplan, analysis of the socio-environmental impacts of the Modernized Central Market.

Note: Several activities shall be conducted at the same time to ensure efficient and effective activity completion.

Specific objective

1. the evaluation of the proposed site for the modernization of the Central Market of Amman for Fruits and Vegetables,
2. a market study and legal framework analysis ,
3. and proposal of a conceptual approach for the modernization process.

Specific Scope of work

Under this phase, the analysis of the site location will be completed, based on the locations, category of land, available infrastructure, etc. The site information is provided in Annex 1, with additional details to be provided.

Activity 1: Confirm site selection

The Consultant will organize local site visits in order to inspect the location provided by the Greater Amman Municipality (GAM) and will work closely with the local authorities in order to confirm if it represents the most suitable location for the expansion of the Central Market. If the current land presents too many restrictions for the market's modernization, a solution will have to be discussed with the management authorities of the Market.

The tasks to be delivered under this activity include, but are not limited to the following:

- Organize local site visits and inspection of the potential location;
- Discuss with the local authorities the suitability of the proposed site;
- Collect all relevant data regarding the proposed site from the competent authorities, including but not limited to cadastral data;
- Organize consultations with the neighboring residential areas and businesses in Amman Municipality;

Activity 2: Market study

Building on the previous analysis by the World Bank, the Consultant will prepare a market study and a value chain analysis to identify the main functions of the Modernized Central Market, the typology of food operators, the future beneficiary's needs, the flow of products to be traded and the sizing of the modernization project.

The tasks to be delivered under this activity include:

- Market study from the wholesale market user's perspective

In order to be able to proceed to an adequate sizing and construction program design for the Project, the Consultant will undertake a market study of the users of the wholesale market. This study will proceed with an analysis of the existing wholesale market and all the commercialization alternatives used at this time, a Demand-Supply Assessment and an analysis of the needed improvements both on quantitative and qualitative sides. Based on a quantitative approach, depending on the available data, and a qualitative approach, based on a sample of interviews of key users of the existing wholesale market and of other potential users, the study will provide, by user type, the activities, expected volumes and acceptable tariffs.

The study will define in particular the adequate activities related to different commodities within the fruit and vegetable category; as well as the relationships with and potential inclusion of other commodities such as meat, fish, flowers as well as the positioning and the economic comparative advantages of the Project compared to the existing. GAM is currently preparing feasibility studies for the Flower Market and Meat Slaughterhouse, which will provide material for evaluation.

- Market study from the wholesale market providers perspective

In respect of the needs of the users, as previously defined, the Consultant will ensure that the supply chains are, for each case, properly structured to adequately provide the wholesale market.

In this context, a Value Chain Appraisal will be conducted including evaluation of the agricultural commodities and food products flows and channels (both locally produced and imported) that are likely to supply the Modernized Central Market of Amman. This assessment will be performed in terms of effective organization and seasonal variability, quantity/volume and quality standards. Analysis of source-to-destination flows of targeted products for both domestic markets and export will be conducted. Feasibility of restructuring the value chains ensuring the new wholesales market supply will be evaluated.

This will involve:

1. Identification of production areas serving this market – locations and levels of production, growth trends, etc.
2. Using surveys of farmers (as needed) and interviews with market functionaries/users and other stakeholders to

- a) Analyze the current commodity flow pattern – inflows and outflows (where the commodity is coming from, when it is coming, including peak flow, and what the commodities are) and make a projection for the flow pattern for the next decade or so (projection is critical as it will help in the second phase for determining the capacity and space needs for present and future).
- b) Identify the major channels of agricultural produce marketing (illustratively, we want to understand if there are direct contract arrangements between the farmers and market participants, bypassing wholesale marketing points altogether) and distinguish linkages among them, estimate the relative importance of these different channels, and make an assessment of how these channels are evolving and what would be the impact of these changes in the future trading of the market.
- c) Evaluate the market user's needs and requirements, identify with the users the various planning and infrastructure alternatives available to solve the identified problems, and prioritize them based on budget availability.
- d) Characterization of the agents - the average size of the stalls/shops, main products traded, type of packaging used, food safety controls or inspections that commissioners carry out, main means of transport used by the sellers and buyers, method(s) of price discovery, services provided by the agents, etc

This assessment will inform the construction program design phase, the economic analysis and the financial model. The need for standardization (weight, size, packaging, etc.) for a better value of the exchanges will be raised and addressed. Operational, practical and short-term recommendations for each agricultural chain will be issued for this matter.

Activity 3: Review of legal and regulatory framework

Building on the previous analysis completed by the World Bank, the Consultant will provide a detailed examination of the regulatory and legal requirements related to the changes in market systems organization and the operating model of the market. This includes understanding the mandates of the various entities involved in food distribution, their roles, responsibilities, interests and jurisdictions. The Consultant will highlight key elements of the current regulation to be updated to improve Central Market performance and food distribution systems efficiency.

The tasks to be delivered under this activity include, but are not limited to the following:

- Review legal and regulatory framework governing agriculture produces trading and wholesale market governance;
- Review regulation of Central Market of Amman
- Highlight key impacts on management and business models of Amman market
- Identify best practices in terms of agriculture produce trading and wholesale market governance

- Propose evolution of legal and regulatory framework to improve efficiency of agriculture produces distribution

Activity 4: Development of a conceptual design and preliminary business plan

Based on the previous activities, the Consultant will introduce a conceptual scenario with draft project goals and strategy, concept, and draft masterplan design, with first estimation of costs, functionalities, and management based.

The tasks to be delivered under this activity include, but are not limited to the following:

- Proposing and designing a concept under several scenarios in accordance with the dimensioning and the market study for decision by GAM;
- First estimation of costs and profitability of each scenario;
- Identifying potential management model of the Central Market and evaluation of PPP options;
- Conduct risk assessment (including business and market risks),
- Develop a masterplan outlining the general layout
- Develop workflow from the conceptual designs to functional facilities.

Activity 5: Environmental and Social Screening and Evaluation of Alternatives

The consulting firm shall conduct an environmental and social screening of the proposed fruits and vegetables central market project, following the World Bank's Environmental and Social Framework (ESF). This screening will identify potential risks and impacts associated with the project's various aspects, including market operations.

- Environmental screening should take into consideration aspects including but not limited to waste generation, water usage, energy consumption), The supply chain impacts agricultural practices and transportation. Explore alternative operational practices that promote waste reduction, water conservation, and energy savings,
The Social screening shall identify Stakeholders, analyze the social implications of the project on surrounding communities, including potential impacts on livelihoods, access to resources and cultural heritage, gender-based inequalities, compliances with core labor standards, and constraints faced by the involved men and women.
- Recommendations for further investigation or mitigation strategies regarding the needed level of ESIA
- The environmental and social screening shall be undertaken in accordance with the provisions of the project Environmental and Social Management Framework (ESMF), and should be in compliance with the requirements of the relevant ESF ESSs, WB Environmental Health and Safety Guidelines (EHSGs), Good International Industrial Practices (GIIP), and the national Environmental Classification & Licensing Regulations and procedures.

- In this phase, the Consultant will organize a consultation meeting with the local stakeholders presenting the Masterplan design for the selected site as well as environmental considerations.

Deliverables

The Consultant shall submit the following reports:

(i) **Site selection report:** Project Brief shall be submitted after review of existing project information and completion of field visit. The purpose of the brief is to flag any issues or red flags based on an initial assessment of the project. It will also include information on the selection of the site for expansion. The brief shall be submitted to the beneficiary before the study is undertaken.

(ii) **Market study report:** presenting in particular the market analysis, value proposition, SWOT, regional and international benchmarking.

(iii) **Legal framework report:** assessment of legal framework governing agriculture produces commercialization in Jordan and wholesale food markets, and guidance for updating of regulation to improve management and business models of Central Market and food distribution systems.

(iv) **Intermediate report:** introducing conceptual scenario with draft project goals and strategy, concept, draft Masterplan design, with a first estimation of costs, functionalities, and management based.

(v) **Environmental and Social Screening and Evaluation of Alternatives report:** assessing the impacts and risks of the new modernized market as well as recommendations for mitigation strategies

(vi) **Final report:** comprising of all final reports and plans

The Consultant shall provide the deliverables in English language. The executive summaries shall be translated in Arabic. Each standalone part/study of the feasibility report can be provided separately.

The final report shall include all the parts/study in electronic version (standard softwares) and one hard copy for the national authorities.

All the Financial Models shall be provided in Excel version and clearly indicate all assumptions made, sensitivity analyses performed, and a typical profit return.

Timeline & Payment Schedule

The duration of this consultancy would be **5 months** and the delivery of the deliverables would be as described in the below table. Payment against deliverable shall be subject to acceptance of the deliverable by the client.

Phase 1 – Site Selection, Market study, and intermediate feasibility study				
D. No	Deliverables	Deadline submission	Revision & Approval by the beneficiary	Payment Schedule
D1	Site selection report	30 days after the signing of the contract	1 week after submission	20%
D2	Market study report	70 days after the signing of the contract	Two weeks after submission	30%
D3	Legal framework report	70 days after the signing of the contract	Two weeks after submission	
D4	Intermediates report	110 days after the signing of the contract	Two weeks after submission	30%
D5	Initial Environmental and Social Assessment Report (ESA) and outlines for the site-specific Environmental and Social Management Plan (ESMP).	110 days after the signing of the contract	Two weeks after submission	
D6	Final Report	140 days after signing the contract	Two weeks after submission	20%

Consultant qualification

The contract will be awarded following a **Quality-and Cost-Based Selection** (QCBS) procedure in accordance with the Procurement Regulations. The Consultant may associate with other Consultants in the form of a joint venture or of a sub-consultancy agreement to complement their

respective areas of expertise, strengthen their technical responsiveness of their proposals, make available bigger pool of experts, and provide better approaches and methodologies.

i. Firm Qualifications

The Consultant shall be a firm or group of firms with the following minimum qualifications:

- The Consultant should be a reputable consultancy firm with demonstrable knowledge and experience of at least 7 years with market study experience preferably related to agricultural supply chain and/or logistics sectors;
- Experience in working in the Near East/Middle East Region would be considered an asset;
- Preference is expressed for consortiums associating qualified Jordanian Consultancy firm that has a minimum of 5 years' experience in agriculture and Agribusiness development. The local consultancy firm selected should not have any commercial interests towards the Modernized Central Market.

The credibility of the mentioned experience shall be presented in a list of the required similar projects/contracts as required above, including a description of services provided (including information on contract value, contracting entity/client, project location/country, duration, assignment budget, percentage carried out by consultant in case of association of firms or subcontracting and main activities) and accompanied by certificates/confirmation of orderly fulfillment of the contracts verified by other parties from such contracts.

It is required to provide examples of assignments of similar nature.

ii. Key Experts

It is expected that the core Consultant's core team shall comprise of following key experts:

- **Team leader/Wholesale Food Market design specialist (international)**

The specialist must have at least a master's degree in agriculture economics, rural development, business administration and management, or a related field, with at least 10 years of continuous professional experience in designing and implementing Wholesale Food Market development projects, particularly physical holistic wholesale markets for perishable products in several countries. Knowledge of and experience in horticulture value chain development, horticulture export promotion, and public-private partnerships (PPPs) in market infrastructure financing/operation are highly preferred.

The specialist will be responsible for, but not limited to, the following:

- (i) lead and coordinate the project designing process in terms of project components and composition of the Central Market, conceptual/preliminary designs;

(ii) liaise frequently and work closely with government ministries, agencies, sector research institutes, and other relevant stakeholders including the private sector firms to ensure the proposed project design is practical and has a high likelihood of sustainability;

(iii) lead the preparation of the detailed sector assessment as a solid background for the proposed project design; and (iv) prepare the final feasibility report by providing his/her own inputs and consolidating relevant inputs provided by the team.

- **Deputy Team Leader/Market infrastructure specialist**

The specialist must have at least a bachelor's degree in engineering or any related field with 10 years of experience in designing and implementing similar market value chain infrastructure development projects. Knowledge of and experience in logistics facilities and in the area of cold storage development for horticulture is highly preferred.

The specialist will be responsible for, but not limited to, the following: (i) coordinate with and support the team leader in carrying out his tasks related to project design, liaising with the Government and stakeholders, report writing and compilation; (ii) under the instruction of the team leader, conduct the consultations with horticulture farmers, business firms, and other stakeholders; (iii) sketch out preferred composition/components of the Central Market of Amman; (iv) together with the Horticulture Trade Specialist and the Urban planner, assess and design the layout of the Modernized Central Market of Amman and (iv) undertake other tasks related to the Feasibility study as determined by the team leader.

- **Horticulture Value Chain experts**

The international specialist shall have at least a master's degree in economics, commerce/trade, finance, business administration, or a related field, with 10 years working experience in agriculture/horticulture trade in several countries, particularly in Near East/Middle East region. The national specialist shall have at least a bachelor's degree in economics, finance, or commerce, with 10 years working experience with agriculture development/trade projects in Jordan and Near East/Middle East region. Familiarity with current agricultural trade situation and horticulture value chain of Jordan is highly preferred for both specialists.

The specialists are responsible for, but not limited to, the following: (i) assist the team leader in preparing the detailed sector assessment as a solid background for the proposed project design; (ii) analyze the current source-to-destination flows of horticultural products for both domestic consumptions and export, and actual/potential business and market risks to help determine/suggest the optimal locations, and site development options (greenfield or brownfield), estimated development/investment costs, and expansion plan for the Modernized Central Market of Amman.

- **Urban Planner**

The expert shall have at least a bachelor's degree in civil engineering or architecture, Certified Urban Planner (Authorization), with at least 10 years of proven working experience in urban planning. Will provide evidence of at least four (4) assignments for preparing urban planning documentation.

The specialist is responsible for, but not limited to, the following: (i) to conduct procedure for the transformation of the agricultural land into construction; (ii) undertake all necessary activities on behalf of the Ministry (local authorities) in the collection of all relevant documents related to urban planning procedure; (iii) to complete the Masterplan Design procedure for the selected site.

- **Wholesale Food Market Management Specialist**

The specialist shall have at least a master's degree in economics, commerce/trade, finance, business administration, or a related field, with 10 years working experience in management or management consulting for wholesale market establishment/operation. Experience in PPP arrangements for market infrastructure operations is preferred.

The specialist is responsible for, but not limited to, the following: (i) consult with various stakeholders including potential market management companies and lessees of the Modernized Central Market of Amman floor space to inform the market design features, and technical and operational aspects; (ii) prepare a detailed management document for the Modernized Central Market of Amman elaborating, among other things, the proposed organizational/ institutional structure for the Modernized Central Market of Amman, practical business models including concession arrangement or any other model proposed, detailed guidelines for market management based on the concession contractual model, roles and responsibilities of each stakeholder involved, and cost recovery mechanisms; and (iii) recommend to the Government and GAM any legal and regulatory aspects that need to be adjusted/improved to sustain the market facilities.

- **Economist and Financial Specialist**

The specialist shall have at least a master's degree in economics, or project finance, with 10 years working experience in preparing economic and financial analyses and/or designing of agriculture value chain projects in several countries. Familiarity with cost estimation software programs such as Costab is preferred.

He/she will be responsible for, but not limited to, the following: (i) assist the team leader in preparing the detailed sector assessment as a solid background for the proposed project design; (ii) prepare the project cost estimates and financing plan; (iii) and prepare the

economic and financial analyses for the Modernized Central Market of Amman.

- **Environmental Specialist (international /or national)**

The specialist shall have at least a bachelor's degree in environmental management or environmental engineering, with 10 years of working experience in environmental assessment in developing countries and experience in the Near/Middle East region. The specialist shall have at least a bachelor's degree in environmental management or environmental engineering, with 10 years of working experience as an environmental specialist, preferably in donor-financed projects. Familiarity with the WB safeguard policies and Environmental and Social Framework (ESF) is an advantage.

The specialist is responsible for the following: (i) undertake the environmental screening (ii) examine the locations for the wholesale market and assess whether the project will have any direct physical outputs that may relate to climate change, and (iii) provide data and information to update environmental risk rating and climate change screening.

- **Social Development Specialist (National)**

The specialist shall have at least a bachelor's degree in social sciences, sociology, anthropology, or other relevant disciplines for the assignment. (S)he shall have at least 10 years of experience in social development including gender mainstreaming. Familiarity with WB policies on social safeguards, and core labor standards is preferable. Working experience in the agriculture and natural resource sector in the MENA region is highly preferred.

The specialist is responsible for the following: conducting a social and gender screening, highlighting social risks and impacts, gender-based inequalities, compliances with core labor standards, and constraints faced by the involved men and women, and providing recommendations to address these issues through the project's outputs or interventions

In addition to the required key experts, the proposing entities should also include in their technical proposal, in the personnel work plan and financial proposal all other "non-key experts "required in accordance with their proposed approach and methodology.

- **Backstopping/Home Office Support**

The Consultant should have additional resources available as needed with experience working on similar projects to support the key experts as required throughout the assignment.

Expected methodology

The Consultant shall propose a methodology to conduct the assignment in respect of the TOR. The methodology shall include various phase activities (desktop review, field visit, meetings, workshop), and the related milestones and associated outcomes and deliverables. The methodology will be summarized in a chronogram and provided in the Consultant proposal.

Partners

This transformation process is complex and involves a large number of actors with vested interests. Authorities playing a role in food system governance and market administration include municipalities, most importantly Greater Amman Municipality (GAM), the Ministry of Agriculture, the Ministry of Trade and Industry, the Jordan Food and Drug Administration and the Jordan Standards and Metrology Organization. In addition, a large number of farmers, private sector actors as well as consumers have important stakes. Furthermore, the RS at MoPIC in collaboration with the World Bank is providing technical assistance to GAM as well as other Government agencies. The consultancy's procurement and follow-up process will be Led by the RS at MoPIC, and contract management and deliverables will be managed by GAM and RS at MoPIC .

Finally, a number of additional international partners are currently supporting related work, such as FAO & EBRD on food security and value chain efficiency, the Netherlands focused on exports and skilling, the REGEP project funded by IFAD and the Netherlands supporting SMEs in the agri-food sector and AFD projects focused on smaller producers and refugee inclusion in the North, to name but a few.

Type of contract Lump Sum

Facilities to be provided by the beneficiary.

Annex 1: Location of Current Market and Expansion Area

