



Consultancy Services: Qualitative Market System Analysis (MSA) for Traditional Crafts in Jordan

Jordan country office

Organisational Background

Turquoise Mountain supports artisans and communities to protect and revitalise their heritage. Our work is rooted in the belief that cultural heritage has the power to transform lives. Founded in 2006 by His Majesty King Charles III, we work directly with artisan communities in Afghanistan, Jordan, Myanmar, Palestine, Saudi Arabia, and Syria. To date, we have trained and employed over 11,500 artisans, restored more than 180 historic buildings, provided primary healthcare to over 280,000 patients, and education and cultural heritage programmes to over 4,500 children.

The Turquoise Mountain Institute of Design, Crafts and Economic Development proudly leads the way in embracing and reviving traditional crafts and sustaining economic growth. Committed to championing the exceptional cultural heritage of the Levant, the Institute's ambition is to strengthen the unique cultural and creative industries. Through a comprehensive array of educational programs, members of the Institute acquire the practical knowledge and aptitude necessary to tap into their potential and enliven the flourishing crafts sector. This facilitates artisans to attain financial autonomy by launching their enterprises and actively contributing to the economy.

In Jordan, the Turquoise Mountain Institute leads a project that implements a comprehensive approach to revitalising the Levant's traditional crafts sector. The project provides technical and design skills training, empowers emerging artisans through entrepreneurship and employment support, and facilitates market linkages. By working in partnership with



government agencies, NGOs, artisan workshops, and local communities, the project aims to enable emerging artisans and craft entrepreneurs to achieve financial autonomy and preserve the region's unique cultural identity.

1. Background & Context

Jordan possesses a rich and diverse ecosystem of traditional heritage crafts. Despite their cultural significance and economic potential, these sub-sectors operate primarily as fragmented, informal cottage industries. Most artisans lack direct, structured access to sustainable commercial sales channels, such as souvenir shops, heritage retail stores, luxury gift boutiques, online marketplaces, e-commerce platforms, and corporate buyers, leaving them heavily reliant on seasonal tourist foot traffic or temporary donor subsidies.

Historically, craft development interventions in Jordan have often focused on direct support, providing tools to individual workshops or subsidizing artisans' participation in exhibitions. These measures have played an important role in meeting immediate needs and reducing barriers for artisans at critical moments. However, such approaches, while valuable in their time, did not always create lasting commercial linkages between artisans and sales channels, highlighting the need for more systemic strategies that enable sustainable market integration.

To overcome these limitations, the Project Implementation Unit is commissioning a Qualitative Market System Analysis (MSA) using a Market Systems Development (MSD) approach. This diagnostic will investigate root-cause market failures across representative traditional craft value chains and retail sales networks to generate the ground-level empirical data required for future evidence-based program design, donor proposals, and targeted policy advocacy.

2. Objective of the Consultancy

The primary objective of this assignment is to conduct a qualitative diagnostic of Jordan's traditional crafts ecosystem to:

1. **Map Core Value Chains & Sales Channels:** Trace the physical and financial flow of craft items from raw input sourcing to final retail checkout (including brick-and-mortar shops, luxury boutiques, online platforms, and B2B/corporate buyers).



2. **Diagnose Systemic Bottlenecks:** Identify root causes preventing artisans from accessing consistent raw materials, shared tools, design adaptation, e-commerce gateways, and formal business registration.
3. **Analyze Sales & Retail Dynamics:** Understand standard retail markups, commission structures, and payment terms, while investigating why commercial buyers frequently choose imported craft items over local production.
4. **Produce Actionable Operational Assets:** Deliver empirical, field-verified assets, including in-depth qualitative case studies, a post-project sustainability roadmap, and a mapped artisan capacity/retail channel index.

3. Scope of Work & Key Tasks

The consultant will execute the following five core tasks:

Task 1: Inception, Sector Selection & Field Protocol Finalization

- Review existing baseline literature to establish known facts, avoiding redundant historical desk research.
- Define the selection rationale and criteria for target representative traditional craft sub-sectors.
- Finalize qualitative research instruments, including Key Informant Interview (KII) scripts (tailored for artisans, suppliers, and retail buyers), Focus Group Discussion (FGD) protocols, and an approved field travel schedule across production clusters and commercial retail hubs.

Task 2: Mandatory Primary Fieldwork & Value Chain Mapping

- Conduct primary, in-person qualitative field research across artisan workshops, raw material markets, and active retail hubs (souqs, gift shops, boutiques, e-commerce operators).
- Map the physical and financial flow of craft items, documenting cost structures, lead times, production capacities, and margin distributions across actors.



- Analyze retail mechanics, including pricing markups, consignment payment structures, and buyer quality/volume requirements.

Task 3: Ecosystem & Bottleneck Diagnosis (The Market Donut)

- **Diagnose broken Supporting Functions:** Evaluate access to raw inputs, specialized tools, design-artisan collaboration models, technical training, and digital sales gateways.
- **Diagnose Rules & Norms:** Examine formal regulatory barriers (business registration hurdles, tax complexities, formalization pathways) and informal socio-cultural norms impacting artisan enterprise growth.
- **Assess the role of non-market actors** (NGOs, CBOs, cultural institutions) to identify where current activities support sustainability versus where they inadvertently create market dependency.

Task 4: In-Depth Qualitative Case Studies

Develop 2 to 3 deep-dive qualitative case studies embedded directly within the analysis to illustrate real-world commercial and operational barriers. Topics should cover dynamics such as:

- **The Consignment & Financial Access:** Profiling informal artisan micro-enterprises navigating payment terms, legal registration obstacles, and banking access.
- **The Retail/Designer Disconnect:** Analyzing real-world cases of collaboration between modern designers/retail buyers and traditional master craftspeople.
- **Supply Chain Disruptions:** Documenting how raw material import tariffs and input inconsistencies squeeze artisan margins and compromise product quality.

Task 5: Validation Workshop & Strategic Intervention Roadmap

- Synthesize diagnostic findings into a practical Strategic Intervention Roadmap outlining a post-project "Sustainability Vision".



- Facilitate a 1-day validation and co-design workshop with the project team, artisans, and key retail/sales stakeholders to stress-test findings and co-design systemic intervention strategies.

4. Mandatory Fieldwork Requirement & Methodology

- This assignment strictly mandates a primary qualitative field research methodology. Desk research is restricted purely to baseline context during the inception phase.
- Technical Offer Requirements: Applicants are strictly required to outline their proposed field methodology within their Technical Offer, including:
 - Proposed field travel locations, sector selection rationale, and sampling strategy across representative craft sub-sectors.
 - Target quantities for Key Informant Interviews (KIIs) with master artisans, raw material suppliers, retail shop owners, souvenir buyers, boutique managers, e-commerce operators, and corporate procurement officers.
 - Target quantities for Focus Group Discussions (FGDs) with informal makers, women artisans, and CBO marketing representatives.

5. Deliverables & Schedule

The total duration of the contract is estimated at 80 working days over an elapsed period of 4 calendar months.

Deliverable	Description & Mandatory Verification	Timeline
D1: Inception Report & Field Protocols	Finalized qualitative sampling strategy, craft sub-sector selection criteria, KII/FGD interview guides (including retail guides), and approved field travel schedule.	Within 14 working days



D2: Primary Fieldwork Execution & Draft MSA Report	Mandatory Fieldwork Milestone: Completion of primary qualitative fieldwork (incorporating verified field notes/transcripts from artisans and retail stakeholders). Submission of Draft MSA Report featuring retail margin analysis, value chain maps, bottleneck diagnostics, and 2–3 commercial case studies.	Within 55 Working Days
D3: Stakeholder Validation Workshop	Facilitation of a 1-day validation and co-design workshop with project team, artisans, and key retail/sales stakeholders.	Within 65 Working Days
D4: Final MSA Package & Retail Mapping Index	Finalized MSA Report incorporating stakeholder feedback, accompanied by a verified Field-Mapped Artisan Capacity & Retail/Sales Channel Index.	Within 80 Working Days

6. Budget & Contract Ceiling

The consultancy budget is capped at 9000 JOD (all inclusive), covering consultancy fees, field logistics, and workshop costs. The final contracted amount will be subject to evaluation by the selection committee, based on a review of **value for money and justification of proposed costs**. Submission of a budget at the ceiling **does not guarantee** acceptance at that amount. The committee reserves the right to negotiate costs or request budget adjustments prior to contract award.

7. Required Qualifications

Applications are welcome from both individual consultants and consultancy teams. If applying as a team, please clearly indicate the composition and responsibilities of each member.

- Minimum of 8 years' relevant experience in market research, value chain analysis, or MSME/craft sector studies (preferably in creative industries)



- Demonstrated strong track record in strategic advisory or consulting roles
- Advanced degree in economics, business, development, cultural heritage, or a related field
- Excellent facilitation and report-writing skills (proficiency in English required; Arabic preferred)
- Experience with qualitative and quantitative research methodologies
- In-depth knowledge of Jordan's craft, creative, or MSME sectors
- Fluency in Arabic required; strong proficiency in English essential
- Proven skills in data analysis and processing
- For teams: evidence of team leadership, management structure, and clear delineation of roles is required

Application Process

Interested **individual consultant or consultant teams** should submit:

1. **Technical Proposal** (maximum 15 pages), including:
 - Understanding of the assignment
 - Proposed methodology, approach, and workplan
 - Relevant experience conducting similar assignments
 - **If applying as a team:** full team composition, roles/responsibilities of each member, and individual CVs
2. **Financial Proposal:** Detailed budget and level of effort for each team member (if applicable), inclusive of all consultancy fees, travel, translation, logistics, and fieldwork expenses.
3. **References:** Contact details for at least two recent clients for similar work

Submission Instructions: Proposals must be submitted via this **link**. All queries regarding this TOR must be submitted by email to: **Hr.jo@turquoisemountain.org**. Only shortlisted



applicants will be contacted.

Deadline: 5th of September 2026

8. Evaluation Criteria

Criteria	Weight
Technical expertise	35%
Quality and clarity of proposed methodology	30%
Relevant sector and contextual experience	20%
Value for money / cost-effectiveness	15%

9. Ethics, Data Protection & IP

- All consultant activities must fully comply with international and national policies for research integrity, data privacy, and ethical standards.
- All sensitive or personal data collected shall be anonymized and securely managed.
- Deliverables, data, and analytical materials will remain the sole property of Turquoise Mountain and its partners; any use outside the consultancy scope requires written permission.

