**DESCRIPTION OF APPROACH & METHODOLOGY FOR PERFORMING THE ASSIGNMENT**

1. **Technical Approach:**
2. Responding to Mercy Corps invitation proposals to provide the following consulting services: “Development of the national entertainment sector for focusing on MSEs job creation and tourism activity support– USAID Iqlaa”ع, Kings' Road association aims to apply for the above mention bid, to offer consultation services as experts in the Tourism sector, researching and training expertise that match the TOR of the consultant's service and ability to executive the program activities and achieve the mentioned deliverables in TOR.
3. Supporting the development of a new proactive and creative tourism sub-sector (entertainment) which supports existing content providers such as telcos, Tv stations, Radio stations, etc. and tourism by:
   1. Methodically identifying, supporting, and promoting Jordanian entertainers and artists to become an essential part of the Jordanian tourism sector.
   2. In addition to supporting formal and informal micro and small enterprises along the entertainment value chain, this will also support Jordan's tourism sector in a non-traditional way to increase the length of stay of foreign tourists and to increase local tourism activity.
   3. Analyze the existing entertainment value chain and identify what components are missing to make this creative sector economically sustainable and attractive, taking into consideration the new media channels.
   4. Develop criteria to evaluate and select a list of entertainers and artists based on their location, art, and attractiveness/marketability, as well as a detailed plan and methodology for reaching them, developing them, and promoting them. This will eventually culminate in a database of these artists.
4. **Technical Approach:** 
   1. The Analysis & Recommendations for a sustainable entertainment value chain (market system) methodology including data collection and research, value chain mapping, analysis of opportunities and constraints, and vetting of findings with stakeholders and recommendations for future actions as follow:
      1. Identifying the Entertainment Market System in Jordan.
      2. Defining the Actors in the Value Chain/System and Determining the Demand Trend for this Sector.
      3. Identifying System-level Constraints and Root Causes.
      4. Prioritizing Components/Functions/Constraints.
      5. Identifying the type of interventions.
   2. Capacity Building for the Entertainers:
      1. Develop specific, detailed eligibility criteria for identifying and selecting artists and entertainers.
      2. Create and carry out an outreach plan targeting these entertainers that includes awareness sessions to reach out to specific participants and evaluate them using the approved criteria, taking into consideration the different types of disabilities such as physical, visual, and hearing disabilities.
      3. List the needs for Jordanian entertainers and artists to be able to be part of the entertainment and tourism sector.
      4. Carry out a gap analysis of the participating artists and entertainers’ needed skills and capacities, areas for consideration include entrepreneurial business skills, product development, planning, and marketing (including digital marketing), among others.
      5. Develop an implementation plan that will identify ways of leveraging artists and entertainers to enhance the Jordanian tourism product as well as using creative tools to promote abroad, and detailed capacity-building recommendations based on the identified gap analysis. The implementation plan should also include guidance for developing post-program sustainability guidelines for tourism companies, artists, entertainers, and agents.
      6. share the following:
         1. all relevant research and references that the firm used to create these materials.
         2. Plan for monitoring and evaluating progress during and after implementation
      7. Provide a final technical report for each phase, in addition to the other deliverables listed below.

**Methodology:**

* + - 1. **Planning Methodology:**
         1. Conduct a Steering Committee of Experts, KRA and MC for designing action plan for the research and capacity building.
         2. Identify stakeholders in the sector, as resources of information
         3. Review resources, expertise and background to improve networking between stakeholders.
         4. Finalize the preparation of the activities in collaborate with MC and MOTA

**Deliverables:**

* Inception Report: This will include:
  + Timetable for the entire program, inclusive of all phases, locations, workshops, outreach plan, and other related activities that will take place.
  + All (primary) data collection tools to be used.
  + Selection criteria to be used under phases A and B per the defined scope above under the Main Activities section.
  + The monitoring and evaluating plan during and after implementation
  + A detailed annotated Table of Contents for the Final Reports to be submitted.
    - 1. **Research Methodology:** 
         1. Plan to conduct a specialized qualitative study involving a team of specialized experts in all the various fields that support the conclusion of a detailed study (office and field) aimed at developing a new proactive and creative tourism sub-sector (entertainment) that supports existing content providers such as telecommunications companies, television stations and radio stations. And others, tourism.
         2. Create and design entertainment value chain (market system) as assumption of the analysis process.
         3. Conduct desk research through aavailable studies and references on the entertainment sector, searching references to communicate with them and conducting interviews to obtain information that enriches the research, especially with local researchers with expertise in Jordan, then analyze the information and reinforce the significance of the analysis, this research will identify the:

Essential functions and services needed in a sustainable entertainment value chain (Input-Operations- Outputs of the sector activities).

Identify which components are either missing or require support in Jordan (across the governorates and taking into consideration gender/ youth/ people living within disabilities considerations).

Determine the most wanted entertainment sectors based on research or assessment of international trends and Jordanian tourism needs.

* + - * 1. Identify Data collection methods to assure reaching all needed information related to the sector: using input-out put methodology to compare between entries in the sectors and deliverables value.
        2. Prepare Opinion poll form to identify sector needs and priorities to entertainment tourism sub sector: visitors, consumers, service providers and producers.
        3. Defining the Actors in the Value Chain/System and Determining the Demand Trend for this Sector.
        4. Carry out stakeholder mapping within the current entertainment sector in Jordan (from both the supply and demand side), taking into consideration the required value chain functions defined above (who plays what role), defining the commercial and non- commercial interactions between the actors, and which of these stakeholders are formalized vs. informal.

Identify the essential functions and services needed in a sustainable entertainment value chain through VCA considers the entire value chain of economic activities, by understanding what is happening at different stages of the value chain as well as how the value chain operates as part of a system, adopting a value-chain approach helps to identify strategic intervention points and shape corresponding actions that improve natural resource management and achieve multiple sustainability objectives simultaneously.

Identify which components are either missing or require support in Jordan (across the governorates and taking into consideration gender/youth/people living within disabilities considerations) through VCA analysis.

Determine the most wanted entertainment sectors based on research or assessment of international trends and Jordanian tourism needs through opinion polls for estimated visitors.

* + - * 1. Search for most effected entertainers and artists in Jordan, to select group of diverse talents and skills to be involved in the program, through analysis the most following entertainments and most effectives,
        2. System-level Constraints and Root Causes: related to missing or underperforming components/functions; mismatched roles among the actors in the system or lack of capacity (technical/financial or otherwise); regulatory or social/behavioral norms and attitudes among various stakeholders; among others.
        3. Conduct focus groups with Jordanian Art & Entertainment Associations, tourism associations, Jordan Tourism Board, Individual Jordanian Artists & Entertainers, local tourists, expat residents, King Hussein Foundation, inbound tourists, Jordanian municipalities, hotels, tour guides, inbound travel agencies.
        4. Assess based on the stakeholder consultations and desktop research whether there is an unmet demand for this sector, whether is the trend for this demand (growing/decreasing), and where the opportunity lies.
        5. Specify a list of governorates and locations that the identified stakeholders would use to employ the artists. Through disk research.

The stakeholder mapping will include contacting potential stakeholders that are willing to adopt the concept of hiring or contracting Jordanian entertainers and identifying the areas of collaboration with each one of them, defining the needed requirements (regulatory or otherwise) for them to engage these entertainers. Stakeholders to be considered in the mapping exercise include (among others): Jordanian Art & Entertainment Associations, tourism associations, Jordan Tourism Board, Individual Jordanian Artists & Entertainers, local tourists, expat residents, King Hussein Foundation, inbound tourists, Jordanian municipalities, hotels, tour guides, inbound travel agencies. The consultant firm will assess based on the stakeholder consultations and desktop research whether there is an unmet demand for this sector, whether is the trend for this demand (growing/decreasing), and where the opportunity lies.

* + - * 1. In-depth interviews: conducting (6-8) in-depth personal interviews actors in the Value Chain
        2. Priorities’ meeting with Stakeholders and MC to define Prioritizing Components/Functions/Constraints: Based on agreed-to criteria with Iqlaaع, prioritize the components/functions within the value chain that need to be supported first (and determine any required sequencing, if any). Factors to consider include: which constraints/ functions/ components offer opportunities for change, feasibility to facilitate change (this is not confined to financial feasibility), and which have the greatest effect on MSEs within the entertainment sector (with strong gender/youth/people living within disabilities considerations).
        3. Finally Identifying the type of interventions. Upon agreement with Iqlaaع on top priorities, identify/design the required interventions to provide support on the value chain level.

**The sample**

The intended sample will be used through conducting interviews and focus groups for scientific research purposes, and includes members of civil society, men and women, opinion leaders and heads of official and unofficial bodies and municipalities.

**Method of collecting and analyzing data**

The dialogue in the focus groups will be managed through themes through discussion guides for each group and individual according to a pre-prepared specialization based on the main questions, as the questions give way to expand the ideas that emerged from the participants. The same applies to the interview that will take place through a specific schedule for the interview, and the dialogue will be audio-recorded after the permission of the participants, in addition to taking some notes by the observer, who is a member of the work team.

An initial summarizing session was then held immediately upon completion of the focus group, during which observations of team members (interviewer and observer) were recorded and transcripts of recordings were recorded.

**Three methods will be used in analyzing the information:**

* Coding: Analyzing the texts by classifying them according to the main axes, putting codes for each group of answers, and linking them to the study questions.
* Arrays: Sort the texts after sorting them into special matrices that express the agreement or difference of answers and show them through specific variables.
* Gradient: Give the answers relative weights based on the degree of repetition, compatibility and disagreement.

**Ethical considerations:**

* In order to obtain the greatest cooperation and results, the interviewees must communicate with them, maintain trusting relationships, and maintain relationships with the interviewees. More precisely, the exploitation of the trust of the people, with whom they work, in order to ensure the quality, credibility and trustworthiness of the data.
* Participation and observation in the field, by informing the work team of the research questions and then obtaining the participants’ consent to record the discussion, while informing them that this information will remain confidential and will not be disclosed except for purely scientific purposes.
* Triangulation, which is intended to collect information with more than one tool (focus group and interview) and more than one researcher (a team of researchers) and the use of several sources of information (literature review, qualitative analysis tools).
* Resorting to peer review so that another person gives his opinion on the study, the dense and rich description of the focus groups and the interaction of individuals during the dialogue or interview, and the description of the place and the general atmosphere, if possible, in addition to recording and documenting the sessions.

**Deliverables:**

* Interim Report for Phase A. This will include desktop research and identification of existing and missing system functions; mapping of system actors (inclusive of references used).
* Phase A Diagnosis Presentation: presented to Iqlaaع team, covering
  + Identifying evidence of an unmet demand (or not) and the potential business case for it; (ii) the System level Constraints and Root Causes; and
  + Prioritized Components/ Functions/ Constraints; and
  + the suggested recommendations and interventions. The presentation will also be submitted electronically.
* Phase A Final Report: inclusive of diagnosis and recommended interventions and needed changes to sustain the proposed interventions.
  + - 1. **Capacity Building Methodology:**

**Eligibility criteria for identifying and selecting artists and entertainers:**

Jordanian.

Possess marketable talents based on sectors, existing and predicted market trends, (# of followers, etc.).

Different type of art (music, performing arts, dance, painting, etc.).

Sex: Male/female 50%- 50%

Age: 18-60

Disability: type of disability, facilitation needed

Implementation area: Tourism sites in Jordan.

**Outreach plan targeting these entertainers includes:**

Awareness sessions to reach out to specific participants through social media, invitations, through networking, and the Ministry of Cultural affairs.

Evaluate them using the approved criteria, taking into consideration the different types of disabilities such as physical, visual, and hearing disabilities.

List the needs for Jordanian entertainers and artists to be able to be part of the entertainment and tourism sector. Through distribute a questionnaire including list of needs and priorities to be part of the sub sector.

Gap analysis of the participating artists and entertainers’ needed skills and capacities, areas for consideration include:

Entrepreneurial business skills.

Product development, planning,

Marketing (including digital marketing), among others.

Using SWAT analysis and focus group tools.

1. **Develop an implementation plan that will:**

Identify ways of leveraging artists and entertainers to enhance the Jordanian tourism product

Using creative tools to promote abroad,

Detailed capacity-building recommendations based on the identified gap analysis.

Guidance for developing post-program sustainability guidelines for tourism companies, artists, entertainers, and agents.

* 1. All relevant research and references that the firm used to create these materials.
  2. Plan for monitoring and evaluating progress during and after implementation.

1. Provide a final technical report for each phase, in addition to the other deliverables.

**Deliverables:**

* Outreach plan targeting the entertainers
* Phase B Interim Report inclusive of:
  + Documentation and results of the implemented outreach plan.
  + The need for Jordanian entertainers and artists to be able to be part of the entertainment and tourism sector;
  + Findings of the participating artists and entertainers’ needed skills and capacities/gap analysis;
* Implementation plan that will identify ways of leveraging artists and entertainers to enhance the Jordanian tourism product as well as using creative tools to promote abroad; and detailed capacity-building recommendations based on the identified gap analysis.
* The implementation plan should also include guidance for developing post-program sustainability guidelines for tourism companies, artists, entertainers, and agents.
* Contact list of Institutions/Individuals who can provide artistic support to different types of entertainers (singing, performances, dancers, light, and sound, etc.)
* Phase B Final Report based on the agreed-to template

**Inclusion**

The Bid is designed to facilitate inclusion women, youth, and people with disabilities.

The research will be easy to use for all type of education people, the language that will be use will be our local language so all people can use it and understand it.

Youth: focus on youth in the 18 till 29 and will allow for those who are 16 and 17 years old to participate if the MSE can prove adhering to the labor law.

PLWDs: A person with a disability is every person who has a long-term deficiency in physical, sensory, mental, psychological, or neurological functions, which, as a result of its interference with physical obstacles and behavioral barriers, prevents the person from carrying out one or more main life activities,

Both equality and Equity are important because we want to ensure that all have equal opportunities to access, and equitable opportunities tailored for the needs to ensure sustained access of all.

During Data Collection:

* Ensure that all data collection tools are inclusive of the GYSI theme and prepared/reviewed in collaboration with the Iqlaaع Inclusion Advisor to ensure gender, youth, disabilities, and other excluded groups are reflected adequately.
* Ensure reasonable accommodations are present such as sign language interpreters, and assistants to improve the experience of data collection and improve participation of persons with various disabilities such as deaf, and blind, and low vision.
* Ensure that the location of data collection is accessible and easy to reach by all participants.
* Ensure timing of data collection is conducive to the participation of various groups, particularly women who are coping with multiple roles as business owner and caregiver.
* Ensure to offer women with needed support and accommodations to be able to attend the sessions such as over the phone KIIs, or offering childcare, or transportation solutions.
* Ensure accessible formats if any tools are used where participants fill out their own data such as high contrast, bold, and magnified print as needed.
* Consult with MC regarding all data collection tools before administering and using the tools.

During Data Analysis:

* Ensure Mercy Corps local and regional GYSI specialist is engaged in reviewing findings.

During Training Sessions

* Written products must be available in different media and formats such as video, voice over/recording, sign language, magnified, high contrast print as applicable and based on the needs of the participants.
* Ensure that all deliverable materials are inclusive of the GYSI theme and prepared/reviewed in collaboration with the Iqlaaع Inclusion Advisor to ensure gender, youth, disabilities and other excluded groups are reflected adequately.
* Ensure reasonable accommodations are present such as sign language interpreters, and assistants to improve the training experience and improve participation of persons with various disabilities such as deaf, and blind, and low vision.
* Ensure that the location of the meetings and Focus groups are accessible and easy to reach by all participants.
* Ensure timing of training is conducive to the participation of various groups, particularly women who are coping with multiple roles as business owner and caregiver.
* Ensure to offer women with needed support and accommodations to be able to attend the sessions such as over the phone KIIs, or offering childcare, or transportation solutions.
* Ensure accessible formats if any tools are used where target audiences fill them out such as high contrast, bold, and magnified print as needed and consult with MC.

**Project Participants (beneficiaries):**

The target participants (beneficiaries) for this program will be formal and informal micro and small enterprises (MSEs) within the entertainment sub-sector as related to the tourism sector.

**Timeframe**

The assignment timeframe will begin upon signing the contract for a period of up to 50 working days distributed over 2.5 calendar months (taking into consideration feedback time by Iqlaaع .

KRA shall adhere to this timeline while developing the work plan in the technical proposal. Contract time extension can be granted upon written email request and with proper justification.

**Ethical Considerations:**

KRA will adopt MC commitment in ensuring that all individuals we come into contact with through our work, whether team members, community members, program participants, or others, are treated with respect and dignity. We are committed to the core principles regarding the prevention of sexual exploitation and abuse laid out by the UN Secretary-General and IASC.

We will not tolerate child abuse, sexual exploitation, abuse, or harassment by or of our team members. As part of MC’s commitments to the Core Humanitarian Standards for Quality and Accountability and to provide services with respect and protection for human rights, MC applies multiple policies to prevent and mitigate improper incidents.

These applied policies must be obligated by all MC stakeholders, including the contractors/consultants. The selected candidate shall sign and adhere to the MC’s policies, such as safeguarding, antifraud, conflict of interest, and anti-corruption.

**Ownership**

KRA agree that all efforts our team including connections, Monitoring & Evaluation (M&E) data, secondary resources, tools, presentations, and templates that were developed during any assignment shall remain the property of MC only and shall be treated in confidentiality and not to be shared with any third parties. That also applies to all documents shared from the MC side with the consultant/contractor such as global guidelines, proposals, and any other project documentation.