



## Terms of Reference

### General Information

<b>Project</b>	:	TANIT PROJECT
<b>Activity Title</b>	:	CSO Business Model Plan Development Expert
<b>ToR Number (Please refer to it when applying)</b>	:	02/TANIT/2025
<b>Location</b>	:	Tunisia (Zaghouan, Dahar, Djerba, Kef, Jendouba)
<b>Date of Announcement</b>	:	January 30, 2025

### Leaders International

Leaders International is an international network of local organizations that plans, manages, and monitors innovation and economic development interventions in the region. Through its offices in Brussels, Tunisia, Amman, and Ramallah, Leaders International offers complete project-management services, focusing on private-sector development, enterprise development, job creation, entrepreneurship, D4D (Digital for Development), economic policy dialogue, and tourism value chain development.

### Project Background

The **TANIT project** is born out of the need to strengthen the capacity of Civil Society Organizations (CSOs) in Tunisia, particularly within the **alternative tourism** sector. CSOs play a crucial role in advocating for sustainable, inclusive development, with a specific focus on **gender equality** and **human rights**. TANIT builds on the successes of past projects, such as the 4T project, expanding its scope to cover regions like the Northwest, Zaghouan, and Dahar. By providing CSOs with targeted training, coaching, and collaborative opportunities, the project aims to foster **positive change** and a more **equitable and resilient** alternative tourism sector in Tunisia.

### Objective

The **Capacity-Building Business Plan Expert** will work closely with the selected CSOs to refine their business models, strengthen their operational capacities, and establish robust partnerships. This role involves delivering targeted technical assistance, formulating strategic plans, and facilitating connections with key partners to foster sustainable growth and long-term success.

The primary objective of this assignment is to design and implement a comprehensive capacity-building program aimed at enhancing the business models of the selected CSOs. The program will focus on improving sustainability, boosting profitability, and enhancing market positioning through tailored workshops, strategic planning sessions, and hands-on technical support.

## Scope of Work

The core work of this mission is to equip the CSOs involved in the TANIT project in Tunisia with advanced knowledge and practical skills to effectively rebuild their business models, starting with a training session followed by continued support to ensure the sustainability of their models.

The expert will undertake the following tasks to achieve the project's objectives:

### **Utilizing Existing SWOT Analysis Documents:**

- Review the SWOT analysis of each CSO to understand their strengths, weaknesses, opportunities, and threats.
- Leverage the findings from the SWOT analyses to develop tailored business plans and strategies for each organization.

### **Business Model Reinforcement:**

- Design and implement a detailed program to enhance the business models and products of CSOs, focusing on sustainability, profitability, and market differentiation.
- Pilot a customized program for beneficiaries to refine their business models and develop long-term strategic goals.

### **Capacity-Building Workshops:**

- Conduct targeted workshops on strategic business planning, financial management, and operational efficiency.
- Equip CSOs with tools and frameworks to improve their decision-making and long-term sustainability.

### **Technical and Financial Support:**

- Develop individualized technical and financial support plans for each selected CSO.
- Provide hands-on guidance for implementing these plans, including resource optimization and financial management.

### **Stakeholder Engagement:**

- Facilitate connections between CSOs and key stakeholders, including public and private partners.
- Provide support to CSOs in building and maintaining strategic partnerships.

### **Monitoring and Reporting:**

- Track the implementation of business plans and support activities.
- Provide regular progress reports and recommendations to ensure alignment with project goals.

## Duration of Work

The implementation is set to begin during the week of February 17, 2025, with the initial training sessions. The timing of subsequent coaching sessions will be outlined by the expert and confirmed during the kick-off meeting. This support will run through April 30, 2025, with each CSO receiving an average of three additional sessions.

The average number of working days in the context of this mission are as follows:

Description	Working days
Assisting in the kick-off meeting	0.5
Assuring the training session : first coaching session	01
Support each CSO in their business models : 3 coaching sessions for each of the 32 CSOs	06
Follow up meetings with Leaders International	02

## Qualifications Required

- Previous experience working with CSOs, donor-funded projects, or international development organizations is preferred.
- Proven expertise in conducting SWOT analysis, market research, developing business models, and providing technical support.
- Strong knowledge of market dynamics and business partnership development.
- Demonstrated ability to build the capacity of stakeholders through training and mentorship.
- Academic qualifications in Business Administration, Economics, or a related field.
- Experience with development projects, particularly those involving CSOs, is an asset.
- Strong knowledge of financial planning and business sustainability practices.
- Proficiency in Arabic and French; fluency in English is a strong asset.

## Deliverables:

- A Business Development Program for CSOs, outlining key steps for improving their business models and products.
- Tailored Business Plans for each CSO, based on insights from the SWOT analyses and subsequent capacity-building efforts.
- Technical and Financial Support Plans, along with progress reports detailing their implementation.

- Training Materials and Capacity-Building Reports, summarizing workshop outcomes and the results of mentoring sessions.
- Activities to engage CSOs, including icebreakers and participatory sessions, to maintain their interest and active involvement.
- A final Monitoring and Evaluation Report, detailing the progress, challenges, and recommendations for future business development initiatives.
- Final Report: A comprehensive final report that evaluates the overall success of the business development interventions, including lessons learned, challenges encountered, and recommendations for future business development initiatives.

## Taxes and Other Terms

- The offer should be including VAT
- For individual consultants, Applicable tax laws apply
- The selected expert shall be responsible for their transportation and accommodation.
- Please address the offer to: **Leaders International/TANIT**
- Please mention the ToR number: **02/TANIT/2025** in the email subject
- Please submit your application, in addition to your company profile or CV (Individual Consultants) to: [procurement@leadersinternational.org](mailto:procurement@leadersinternational.org), no later than **February 11, 2025** using **TND Currency**.