

## Terms of Reference

### GENERAL INFORMATION

<b>Project</b>	: TANIT PROJECT
<b>Activity Title</b>	: Project Final External Evaluator
<b>ToR Number (Please refer to it when applying)</b>	: 02/TANIT/2026
<b>Location</b>	: Tunisia
<b>Date of Announcemen</b>	: April 30 <sup>th</sup> 2026

### LEADERS INTERNATIONAL

Leaders International is a forward-thinking economic development organisation that brings together governments, community groups and private sector partners to work on various projects across the Middle East and Africa.

With offices in Belgium, Jordan, Palestine, and Tunisia, we create partnerships that bridge the gap between east and west in order to create new opportunities, resources and accelerate the growth of underdeveloped and developing economies. Our focus areas include MSME Development, Entrepreneurship & Innovation, Digital Transformation, Livelihoods & Employability, Green Growth, and Alternative & Sustainable Tourism.

### 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.

### OBJECTIVES & KEY RESULTS

Leaders International is seeking a qualified **External Evaluator** to conduct a comprehensive final assessment of the TANIT project. The evaluation will provide an independent, evidence-based assessment of the project's performance against its results framework.

**Specifically, the evaluation aims to:**

- Measure the extent of progress toward achieving the project’s general and specific objectives.
- Evaluate the effectiveness of interventions regarding CSO capacity building in management, advocacy, and business development/ business planning.
- Assess the impact of the inter-associative network and the 12 financial sub-grants awarded for advocacy activities.
- Identify success stories, lessons learned, and good practices for future programming.
- Evaluate the sustainability and localization of project outcomes within the Tunisian tourism ecosystem.

## SPECIFIC OBJECTIVES & ADDITIONAL TASKS

- **Overall Performance:** Assess the overall performance of the project and the impact of activities implemented with the 32 CSOs.
- **Sub-grant Mechanism:** Specifically assess the effectiveness of the sub-grant mechanism for the 12 beneficiary CSOs.
- **Knowledge Management:** Document lessons learned, and best practices identified throughout the project.
- **Future Strategy:** Produce concrete recommendations for future programmes.

## SCOPE OF WORK

The selected external evaluator will assess all project activities and outputs from the inception phase to completion. The scope includes:

- **Desk Review:** Analysis of project documents, including the mapping of 32 CSOs, diagnostic reports, training manuals, and MEAL data.
- **Field Visits & Consultations:** Interviews with participating CSOs and indirect beneficiaries (MSMEs and local communities).
- **Methodological Framework:** Evaluation based on criteria of **Relevance, Effectiveness, Efficiency, Sustainability, and Impact**, with a specific focus on **Gender and Youth** mainstreaming (as per TANIT project requirements).
- **Validation:** Reviewing the Theory of Change and verifying key performance indicators (KPIs).

## DELIVERABLES

The selected external evaluator is expected to submit the following:

1. **Inception Report:** Detailed methodology, evaluation matrix, and work plan with timelines.
2. **Draft Evaluation Report:** Initial findings for review by the Leaders International management team.

- 3. Final Evaluation Report:** A comprehensive document including an Executive Summary, key findings, actionable recommendations, and annexes (data tools, list of stakeholders).

## QUALIFICATIONS REQUIRED

The selected external evaluator should possess:

- **Education:** Master's degree in Business Management, Economics, International Development, or a related field.
- **Experience:** A minimum of 5 years of professional experience in evaluating international development projects (experience with EU-funded projects is highly preferred).
- **Technical Skills:** Strong expertise in quantitative and qualitative research methods and participatory evaluation techniques.
- **Contextual Knowledge:** Deep understanding of the Tunisian civil society landscape and the alternative tourism/livelihood sectors.
- **Languages:** Excellent written and verbal communication skills in **English and French** (Arabic is a strong asset for field consultations).

## EVALUATION CRITERIA

- **Technical approach & methodology: 30%**
- **Relevant experience & qualifications: 30%**
- **Employer network & placement track record in target regions/sectors: 10%**
- **Workplan & feasibility: 10%**
- **Financial offer: 20%**

## DURATION OF WORK

The duration of work is expected to be **20 working days**, starting from **May 15<sup>th</sup> until June 15<sup>th</sup> 2026**. The final deliverable must be submitted by **June 15<sup>th</sup> 2026**.

The estimated distribution of working days is as follows:

- **3 days:** Desk review of project documents and submission of the inception report (including methodology and evaluation tools).
- **10 days:** Field visits, interviews with stakeholders (CSOs, local authorities), and data collection in the target regions (Northwest, Zaghouan, and Dahar).
- **5 days:** Data analysis and submission of the first draft of the evaluation report.
- **2 days:** Integration of comments from Leaders International and submission of the final evaluation report.



The selected external evaluator is expected to strictly adhere to this timeline to ensure the timely delivery of all evaluation findings by June 15<sup>th</sup> 2026.

## TAXES AND OTHER TERMS

- The offer should be in TND;
- Offers must include VAT;
- For individual consultants, Applicable tax laws apply;
- Please address the offer to: **Leaders International/TANIT**;
- Please mention the ToR number **02/TANIT/2026** in the email subject;
- The selected evaluator shall be responsible for their transportation and accommodation, if needed and it must be included in the financial offer.
- Please submit a technical offer including your company profile or CV (Individual Consultants), as well as a financial offer, to: [tunisiaprocurment@leadersinternational.org](mailto:tunisiaprocurment@leadersinternational.org) no later than Sunday, May 10<sup>th</sup> 2026 using **TND Currency**.

Please Note: Proposals not adhering to these requirements or received after the deadline will not be considered.

*Disclaimer: This ToR does not form part of your consultancy contract and can be amended from time to time as the needs of the organization require.*