

Terms of Reference (TOR)

Engagement of a Registered Service Provider to Support Youth- and Women-Led Climate-Smart Cooperatives and Promote Agricultural Labour Formalization

Program: Youth Innovation and Employment Program (YIEP)

1. Context and Background

The **Youth Innovation and Employment Program (YIEP)**, implemented by the Danish Refugee Council (DRC) under the Danish Arab Partnership Program (DAPP), aims to reduce youth unemployment in Tunisia by equipping young women and men with the skills, opportunities, and support needed to access decent and sustainable income. Within this framework, YIEP combines training, entrepreneurship, job placement, and cooperative strengthening to directly contribute to Tunisia's inclusive economic recovery and to DAPP's overarching employment and gender-equality objectives.

As part of YIEP's acceleration efforts, DAPP seeks to contract a **legally registered service provider in Tunisia** with proven technical expertise in:

- cooperative development and governance,
- agricultural labour formalization and Tunisian labour law,
- market systems development (MSD) and value-chain integration,
- youth and women's economic empowerment.

The selected provider will operationalize specific YIEP outputs by:

1. **Supporting the establishment and scaling of women- and youth-led climate-smart cooperatives**, including targeted equipment packages and governance/financial coaching.
2. **Delivering structured training and awareness on labour formalization**, combining MSD/veille stratégique for agricultural partners with practical sessions for cooperative members.
3. **Creating and animating Business Support Groups (BSGs)** to ensure peer-to-peer learning, resource-sharing, and sustainability.
4. **Providing legal aid and advisory services** to cooperatives and workers, facilitating concrete steps toward formal contracts, CNSS affiliation, and improved occupational health and safety.
5. **Applying robust monitoring, evaluation, and learning tools**, aligned with DRC's YIEP framework, to track pre/post knowledge gains, cooperative performance, and formalization actions.

2. Objectives of the Assignment

The assignment will contribute directly to **YIEP Output Streams 3–5** by ensuring that women- and youth-led climate-smart cooperatives are strengthened, labour formalization is advanced, and sustainable peer-support mechanisms are established. Specifically, the service provider will:

1. Strengthen and scale women- and youth-led climate-smart cooperatives (A2.1)

- Delivery tailored technical assistance (governance, financial management, market linkages).
- Provide two rounds of equipment packages (South-East and North-West regions).
- Accompany cooperatives with coaching and follow-up to ensure adoption of climate-smart practices.

2. Facilitate training and awareness on agricultural labour formalization (A2.2)

- Deliver **Strategic Veille and Market Systems Development (MSD) training** for agricultural partners to analyze market dynamics and policies.
- Conduct participatory **awareness sessions with youth and cooperatives**, using pre-/post-assessments to track knowledge gains on labour rights and formalization pathways.

3. Establish and animate Business Support Groups (A2.3)

- Facilitate peer-to-peer mentoring, collective problem-solving, and resource-sharing mechanisms.
- Organize knowledge exchange and networking sessions to reinforce sustainability beyond the project's duration.

4. Provide legal aid and advisory services (A2.5)

- Deliver legal literacy sessions on Tunisian labour law and CNSS registration procedures.
- Support and mediate 3–5 concrete legal cases to advance agricultural labour formalization and worker protection.

5. Apply robust monitoring, assessment, and follow-up

- Use DRC's monitoring tools to capture baseline and endline data.
- Produce progress reports on cooperative performance, training outcomes, BSG participation, and legal aid results.
- Ensure lessons learned and best practices are documented for YIEP capitalization.

3. Expected Outcomes and Impact

The assignment is expected to deliver the following measurable outcomes that contribute directly to **YIEP Output Streams 3–5** and **Outcome Indicators FO2/FO3**:

1. Improved knowledge of labour formalization

- At least **90% of 100 targeted youth and women** demonstrate increased understanding of labour rights, CNSS registration, and formalization procedures, verified through pre-/post-training assessments (Indicator 5.4 – Gender norms / enabling environment).

2. Legal support cases resolved

- **3–5 concrete legal cases** of agricultural labour formalization are successfully supported (advisory, mediation, or resolution), leading to improved worker protection and documented lessons learned (Indicator 5.3 – Workplaces improving occupational health and safety).

3. Operational and sustainable Business Support Groups (BSGs)

- At least **4 functional BSGs** established and maintained, with **70% average participation rate** across sessions, evidenced by meeting minutes, attendance records, and knowledge-sharing outputs (Indicator 3.1/3.3 – Entrepreneur support and business start-up).

4. Strengthened cooperative performance *(added for clearer logic)*

- Minimum **6 cooperatives** receiving equipment and coaching show documented improvements in governance, financial management, and market access within 2 months, measured through DRC’s monitoring tools (Indicator 3.2 – Entrepreneurship competencies).

4. Scope of Work / Key Tasks

A2.0 – Needs and Capacity Assessment (Preparatory Step)

- Conduct a **diagnostic assessment** of targeted cooperatives and groups to establish baseline information on:
 - ✓ Governance structures and leadership practices
 - ✓ Financial management systems and record-keeping
 - ✓ Technical/production capacities and resource gaps
 - ✓ Market linkages and value chain positioning
 - ✓ Training needs on labour formalization and business development

- Use **standardized tools** (questionnaires, KIIs, FGDs, observation checklists) aligned with DRC's monitoring framework.
- Produce a **Needs & Capacity Assessment Report** with recommendations and priority actions to guide equipment delivery, coaching, and follow-up support.
- Establish a **baseline dataset** for comparison with endline results to measure progress and impact.

A2.1 – Establishment and Scaling of Cooperatives/Businesses

- Deliver two rounds of equipment and technical assistance packages:
 - South-East region (first package)
 - North-West region (second package)
- Ensure direct delivery to beneficiaries with signed proof of delivery.
- Provide tailored coaching on governance, equipment use, financial management, market linkages, and sustainability.
- Conduct **pre- and post-assessments** to measure cooperative capacity improvements.
- Carry out structured follow-up visits to ensure effective application of skills and equipment.

A2.2 – Training and Awareness on Agricultural Labour Formalization

1. Strategic Veille and MSD Training (for agricultural partners)

- Deliver training on strategic monitoring (veille) and Market Systems Development (MSD).
- Equip participants to analyze policies, markets, and value chain dynamics.
- Assess knowledge gains through pre-/post-tests.
- Provide mentoring to ensure integration of tools into practice.

2. Awareness Sessions (for youth and cooperatives)

- Conduct participatory awareness sessions on labour formalization benefits and procedures (using case studies, infographics, role-play, and testimonials).
- Measure knowledge gains through pre-/post-assessments.
- Reinforce adoption of formalization practices through follow-up support.

A2.3 – Establishment of Business Support Groups (BSGs)

- Facilitate the creation of peer-to-peer support and mentorship groups among cooperatives.
- Organize knowledge-sharing sessions, exchange visits, and networking events.
- Monitor participation and follow up to strengthen sustainability of BSGs beyond project closure.

A2.5 – Legal Aid for Labour Formalization

- Deliver legal literacy sessions covering Tunisian labour law, CNSS registration, and workers' rights.
- Provide advisory and mediation services for **3–5 concrete cases**.
- Document cases, challenges, and lessons learned.
- Conduct follow-up to ensure application of legal advice and progress toward formalization.

Monitoring, Evaluation & Quality Assurance

- Apply DRC's monitoring and evaluation tools to all activities.
- Conduct systematic **pre-/post-assessments** across interventions.
- Produce deliverables subject to DAPP review for quality and alignment.
- Conduct a mid-term review (after month 1) to allow adaptive management.

Communication & Sustainability

- Document activities with photos, stories, and short reports according to YIEP/DRC branding requirements.
- Ensure cooperatives and BSGs are equipped with governance, finance, and operational systems enabling them to continue independently beyond the assignment.

5. Deliverables

The service provider will submit the following deliverables to DRC/DAPP, in line with the approved methodology and monitoring framework:

1. Inception Package

- Inception Report outlining methodology, stakeholder engagement plan, 2-month work plan, delivery schedule, and preliminary list of targeted beneficiaries.
- Needs & Capacity Assessment Report (A2.0), establishing baseline capacities of targeted cooperatives and identifying priority gaps to guide subsequent interventions.

2. Cooperative Strengthening Outputs

- Two equipment and technical assistance delivery packages (South-East and North-West regions), with proof of delivery signed by beneficiaries.
- Cooperative support reports covering governance, financial management, market linkages, sustainability coaching, and results of pre-/post-capacity assessments.

3. Training & Awareness Outputs

- Strategic Veille + MSD training module/manual, adapted to the agricultural sector and delivered to identified partners.
- Training and awareness session reports (attendance lists, feedback summaries, pre-/post-test results).

4. Business Support Group Outputs

- Reports on the establishment and functioning of Business Support Groups, including membership lists, meeting minutes, knowledge-sharing activities, and follow-up actions.

5. Legal Aid Outputs

- Legal aid reports documenting literacy sessions, advisory services, and mediation outcomes for 3–5 supported cases.
- Policy gap notes highlighting systemic challenges and recommendations related to agricultural labour formalization.

6. Monitoring, Evaluation & Quality Assurance

- Periodic monitoring and assessment reports using DRC monitoring tools (baseline, mid-term review, and endline).
- Documentation of lessons learned and best practices captured throughout implementation.

7. Final Deliverable

- Final Project Report consolidating results against targets, supported with evidence (photos, case studies, data tables), and including recommendations for scale-up and sustainability.

6. Duration of Assignment

2 months (November – December), covering preparation, two regional deliveries, trainings, awareness sessions, business group facilitation, legal aid, monitoring, and reporting.

7. Qualifications of the Service Provider

The selected service provider must demonstrate the following qualifications and capacities:

Organizational Requirements

- Legally registered entity in Tunisia with valid authorization to operate.
- **Proven experience** in implementing assignments of comparable scope and complexity.
- Demonstrated capacity to manage **multi-region logistics** for equipment procurement, delivery, and technical follow-up.
- Strong organizational systems for **financial management, compliance, and quality assurance**, in line with donor-funded project requirements.

Technical Expertise

- Track record in:
 - Cooperative development, governance support, and equipment delivery.
 - Youth and women's economic empowerment, particularly in rural/agricultural contexts.
 - Agricultural labour law, provision of legal aid, and formalization processes (CNSS registration, contracts, mediation).
 - Market Systems Development (MSD) and value chain strengthening.
- Experience in designing and delivering **trainings and awareness sessions** using participatory approaches (including pre-/post-assessments and follow-up monitoring).

Human Resources & Team Composition

- Availability of qualified experts with the following profiles:
- **Team Leader/Project Manager** – minimum 5 years of experience in cooperative development, MSD, or rural economic development; strong coordination and reporting skills.
- **Cooperative Development Specialist** – expertise in governance, financial management, and market linkages.
- **Legal Advisor** – specialized in Tunisian labour law and agricultural formalization; experience providing legal aid and mediation.
- **Trainer(s)/Facilitator(s)** – skilled in youth and women’s empowerment, participatory training, and business support group facilitation.
- All team members must be fluent in **Arabic**; at least one senior expert must have strong working proficiency in **French** for reporting and donor coordination.

Reporting & Documentation

- Strong capacity to produce timely and high-quality documentation, including inception reports, training manuals, monitoring tools, and final reports aligned with DRC/DAPP requirements.

8. Reporting and Coordination

- The service provider reports directly to the **DAPP Project Manager**.
- Coordinates with **local authorities, civil society organizations, and relevant institutions** active in agricultural formalization.
- Provides **regular reports, proof of delivery, assessment results, and final project report**.

9. Proposal Submission

Interested companies are invited to submit the following documents:

1. Company Profile: Overview of the company’s relevant experience and qualifications.
2. Technical Proposal: Detailed plan, including how the company will approach stakeholder engagement, event logistics, and follow-up.
3. Financial Proposal: A detailed budget outlining the costs, including all logistics, staffing, and material costs.
4. Previous Work Examples: Case studies or reports from similar events previously organized.
5. Team Composition: CVs of key personnel.

10. Indicative 2-Month Timeline

Month	Activities	Deliverables
November	Kick-off, pre-assessments, South-East package delivery, cooperative coaching, Strategic Veille + MSD training	Inception notes, proof of delivery (South-East), training module/manual, coaching reports
November	Awareness sessions, North-West package delivery, coaching, business group formation, legal literacy + advisory sessions	Proof of delivery (North-West), awareness reports, business support reports, legal aid reports
December	Post-assessments, follow-up visits, final awareness reinforcement, documentation, final report	Monitoring reports (DRC tools), final project report, closing meeting

11. Evaluation Criteria

Proposals will be evaluated based on the following criteria:

Evaluation Area	Weight (%)
Technical Proposal	40%
Experience & Track Record	30%
Financial Proposal	20%
Team Qualifications	10%

12. Contact Information and Deadline

Interested companies should submit their proposals by 31/10/2025 Midnight to RFQ.TUN@drc.ngo
For further inquiries, please contact rabie.elmajri@drc.ngo