

Terms of Reference (TOR)

Consultancy to Establish Incubation and Acceleration Structures in Southern Tunisia

Danish-Arab Partnership Program (DAPP)

Program: Youth Innovation and Employment Program (YIEP)

Program: Danish-Arab Partnership Program (DAPP) – *Youth Innovation and Employment Program (YIEP)*

Location: Zarzis, Tunisia (Southern Region)

Duration: 15 months (December 2025 – February 2027)

Implementing Partners: Danish Refugee Council (DRC) / DAPP in partnership with the *Pôle d'Appui à l'Entrepreneuriat de Zarzis (PAEZ)*

1. Background and Rationale

Over the past decade, Tunisia has witnessed a surge in entrepreneurial initiatives driven by young innovators and a growing network of incubators, accelerators, and co-working spaces. Despite this national momentum, the growth of the entrepreneurial ecosystem has remained heavily concentrated in the coastal and urban regions (Tunis, Sousse, Sfax), while Southern Tunisia continues to face persistent structural barriers that limit local innovation dynamics.

These barriers include:

- fragmented and under-resourced support structures;
- limited access to seed and early-stage capital;
- weak linkages between training institutions, incubators, and private investors;
- insufficient exposure to market networks, mentors, and diaspora investors;
- and low participation of women and marginalized youth in entrepreneurship programs.

In addition to these long-standing constraints, Southern Tunisia lacks a consistent deal-flow pipeline capable of identifying and nurturing early-stage talent across governorates. Many young innovators remain disconnected from existing local institutions, and the absence of structured outreach, ideation activities, and pre-incubation pathways has contributed to an underdeveloped pipeline of high-potential startup teams.

Within this context, **the Danish-Arab Partnership Program (DAPP)** – through the Youth Innovation and Employment Program (YIEP) implemented by the **Danish Refugee Council (DRC)** – seeks to stimulate inclusive economic growth, innovation, and youth employability by strengthening the entrepreneurial ecosystem in underserved regions.

To operationalize this vision in the South, DAPP and DRC will partner with the Zarzis Smart Center / PAEZ to design and establish a fully functional incubation and acceleration mechanism known as the Z-

Combinator, complemented by a structured regional Startup Deal-Flow Pipeline, the establishment of a Southern Angel Investors Club, and the creation of an Investment Facilitation Desk within PAEZ. The Z-Combinator will serve as a regional innovation hub for emerging entrepreneurs, startups, and social enterprises, offering structured support across the entrepreneurial journey – from awareness and ideation to incubation, acceleration, investment readiness, and access to finance. A major annual Regional Innovation Forum will further position the Z-Combinator as a visible and influential platform in Southern Tunisia.

The Southern Angel Investors Club will act as a bridge between entrepreneurs and capital, engaging local and diaspora investors in supporting innovation and, over time, enabling the emergence of a venture capital (VC) pipeline adapted to the region's early-stage market. The establishment of a permanent Investment Facilitation Desk will ensure long-term support for entrepreneurs seeking funding, while enabling PAEZ to maintain ongoing relationships with investors, coordinate roadshows, and provide sustained investment-readiness coaching.

2. Overall Objective

The overall objective of this consultancy is to establish a comprehensive, integrated, and sustainable incubation, acceleration, and investment ecosystem in Southern Tunisia. This ecosystem will empower youth and women entrepreneurs, strengthen the institutional capacity of PAEZ, generate a consistent pipeline of innovative early-stage projects, elevate the region's visibility through flagship innovation events, and mobilize private and diaspora investment toward high-potential enterprises. Ultimately, the consultancy seeks to transform Southern Tunisia into a vibrant and self-sustaining innovation hub capable of nurturing startups from ideation to investment readiness.

3. Specific Objectives

1. **Institutional Capacity Building:** Strengthen the technical and managerial capacities of PAEZ and the local implementation team to design, manage, and scale incubation, acceleration, and investment facilitation services, ensuring their operational autonomy and long-term performance.
2. **Program and Curriculum Design:** Develop comprehensive incubation, acceleration, and investment-readiness curricula, toolkits, and resource materials tailored to the realities of Southern Tunisia, ensuring relevance across diverse sectors and startup maturity levels.
3. **Governance and Operational Frameworks:** Establish clear, transparent, and sustainable governance systems, operational workflows, and decision-making processes for the Z-Combinator, including guidelines for startup selection, mentorship management, and investor engagement.
4. **Startup Deal-Flow Pipeline Development:** Design and implement a structured deal-flow generation mechanism—including outreach missions, Startup Awareness Weeks, and pre-incubation bootcamps—to identify, engage, and prepare at least 100 young innovators across Southern Tunisia for future incubation and acceleration cohorts.
5. **Ecosystem Integration and Partnerships:** Strengthen cooperation with national and regional accelerators, universities, research institutes, private-sector actors, and international partners

through knowledge exchange, mentorship bridges, exposure visits, and collaborative programming.

6. **Regional Innovation Forum and Ecosystem Visibility:** Organize a high-profile Regional Innovation Forum in Zarzis to bring together policymakers, private-sector actors, investors, diaspora networks, ecosystem practitioners, and emerging entrepreneurs, thereby increasing regional visibility and positioning Southern Tunisia as an innovation destination.
7. **Investment Mobilization:** Design and operationalize an Angel Investors Club, engage local and diaspora investors, develop investment governance procedures, and lay the groundwork for blended finance and future venture capital pathways adapted to early-stage enterprises in the South.
8. **Investment Facilitation Desk:** Establish a permanent Investment Facilitation Desk within PAEZ responsible for deal screening, investment-readiness coaching, investor CRM management, due diligence support, and organization of national investment roadshows (Tunis, Sfax, Sousse).
9. **Monitoring, Evaluation, and Learning (MEL):** Develop a robust MEL system that defines performance indicators for startups, mentors, trainers, institutional actors, and investor engagement, enabling continuous learning and evidence-based program refinement.
10. **Sustainability and Ownership:** Produce a comprehensive sustainability roadmap and business model to ensure the long-term viability of the Z-Combinator, Angel Investors Club, and Investment Facilitation Desk under PAEZ's stewardship beyond the consultancy period.

4. Methodological Approach

The consultancy will adopt a phased, participatory, and evidence-based methodology anchored in a strengthened Theory of Change (ToC) that links institutional capacity building, structured deal-flow generation, program design, investor activation, and long-term ecosystem sustainability. The approach emphasizes co-creation with local actors, iterative learning, and integration of both technical and investment facilitation dimensions.

Theory of Change

If PAEZ and local actors gain the technical and managerial capacities to run incubation, acceleration, and investment facilitation services; **if** governance systems and investment mechanisms are well designed and operationalized; **if** a strong startup deal-flow pipeline feeds high-potential entrepreneurs into these programs; **and if** the region hosts visible, collaborative platforms that connect entrepreneurs with investors, private sector actors, and policymakers,

then Southern Tunisia will develop a sustainable, credible, and investable startup ecosystem capable of generating successful enterprises, mobilizing local and diaspora financing, and contributing to job creation and inclusive regional growth.

Phase 1 – Diagnostic and Co-Design (Dec 2025 – Feb 2026)

Objective: Establish a robust analytical and participatory foundation for the intervention.

This first phase lays the groundwork for institutional design, deal-flow development, and program implementation. It combines an in-depth diagnostic with participatory co-creation.

Key Activities:

- Conduct a comprehensive ecosystem diagnostic mapping incubators, business associations, financing mechanisms, regulatory constraints, and existing support infrastructure.
- Analyze youth demographics, sectoral opportunities (agro-tech, green economy, tourism, digital services, etc.), and baseline startup pipeline quality.
- Facilitate co-creation workshops involving DAPP, PAEZ, universities, local authorities, investors, and private-sector partners to define the Z-Combinator’s mission, governance vision, service offer, and investment facilitation pathways.
- Develop a baseline assessment, MEL plan, and multi-actor engagement strategy.
- Launch the Startup Deal-Flow Pipeline by preparing outreach calendars, communication materials, and partnerships with universities, youth spaces, and local networks.
- Produce the Inception Report, including methodology, Theory of Change, results framework, and stakeholder engagement plan.

Phase 2 – Institutional Design and Capacity Building (Mar – Jun 2026)

Objective: Build the human and institutional architecture of the Z-Combinator and operationalize the startup deal-flow pipeline.

This phase establishes the governance backbone, develops curricula, and strengthens staff capacity while bringing the deal-flow pipeline fully to life.

Key Activities:

- Develop the complete governance and operational framework for the Z-Combinator, including organizational structure, roles and responsibilities, SOPs, decision-making mechanisms, and HR/financial policies.
- Deliver a Training-of-Trainers (ToT) program for PAEZ and affiliated staff, covering incubation management, startup coaching, mentoring, investor engagement, and investment readiness fundamentals.
- Design incubation and acceleration curricula integrating practical, hands-on modules such as:
 - business model innovation and value proposition design;
 - financial literacy, costing, and access to finance;
 - market linkages and export readiness;
 - digital transformation and green entrepreneurship;
 - gender-responsive entrepreneurship and inclusive innovation.
- Develop operational toolkits, templates, and digital learning resources.
- Operationalize the Startup Deal-Flow Pipeline, including:

- Outreach missions across Southern Tunisia;
- “Startup Awareness Weeks” in Gabes, Medenine, Tataouine, and Zarzis;
- Delivery of pre-incubation bootcamps, focusing on ideation, validation, prototyping, and entrepreneurial mindset;
- Diagnostic assessments to generate a ranked Deal-Flow Portfolio of high-potential teams.
- Pilot selected curriculum modules with a test group of entrepreneurs to validate content quality and usability.

Phase 3 – Ecosystem Strengthening and Investment Mobilization (Jul – Oct 2026)

Objective: Connect the Z-Combinator with the broader ecosystem, mobilize investors, and position Southern Tunisia as a regional innovation hub.

This phase expands networks, builds partnerships, increases visibility, and initiates investment mechanisms.

Key Activities:

- Organize knowledge-exchange visits and mentorship engagements with leading Tunisian and regional accelerators (e.g., Flat6Labs, Impact Partner, The Dot).
- Facilitate public–private dialogue to identify co-investment opportunities with banks, MFIs, large companies, chambers of commerce, and international organizations.
- Conduct a comprehensive diaspora investor mapping exercise and initiate targeted outreach with diaspora networks and business associations.
- Establish the Southern Angel Investors Club, defining governance structure, membership categories, investment committees, due-diligence processes, and investment decision protocols.
- Design match-funding and co-investment mechanisms blending angel capital, public support, and development finance.
- Organize the first Regional Innovation Forum in Zarzis, a high-profile annual event bringing together policymakers, private-sector actors, investors, donors, and emerging entrepreneurs. The Forum will include:
 - sectoral masterclasses,
 - thematic panels,
 - investor roundtables,
 - startup pitch competitions,
 - and an exhibition showcasing startups identified through the deal-flow pipeline.
- Initiate the Investment Facilitation Desk (IFD) setup, establishing procedures, tools, and digital infrastructure for investor relations and deal tracking.

Phase 4 – Pilot Implementation and Learning (Sep – Dec 2026)

Objective: Test the operational and investment systems through a pilot cohort and structured learning cycle.

This phase validates the entire architecture through the real-time implementation of a startup cohort.

Key Activities:

- Launch a pilot cohort of 8–10 early-stage startups, selected from the Deal-Flow Portfolio or ecosystem nominations.
- Deliver incubation and acceleration modules and apply the toolkits, mentoring structures, and coaching methodologies designed in Phase 2.
- Implement the MEL system, collecting real-time data on startup performance, mentor contributions, investment interest, and institutional improvements.
- Conduct investment-readiness coaching for startups and begin formal screening through the Investment Facilitation Desk.
- Support startups in preparing pitch decks, financial documents, prototypes, and investor communication packages.
- Organize investor engagement sessions and pre-roadshow preparations.
- Hold a Learning Review Workshop involving DAPP, PAEZ, investors, and ecosystem actors to refine governance, curriculum, and investment processes.
- Document lessons learned and prepare scale-up recommendations.

Phase 5 – Consolidation, Sustainability, and Handover (Jan – Feb 2027)

Objective: Institutionalize, localize, and ensure the long-term sustainability of the system.

This final phase focuses on embedding the systems into PAEZ, solidifying governance, and planning long-term continuity.

Key Activities:

- Finalize the governance model, operational systems, and financial sustainability framework of the Z-Combinator.
- Consolidate the Angel Investors Club, formalizing its operating model, onboarding processes, investment charter, and long-term strategy.
- Fully operationalize the Investment Facilitation Desk, including:
 - CRM system delivery,
 - investment screening guidelines,
 - roadshow planning tools,
 - due diligence templates,
 - and internal procedures for investor relations.
- Develop a three-year sustainability and business plan covering revenue generation, cost recovery, membership models, sponsorship opportunities, and funding diversification.
- Conduct intensive handover and capacity-transfer workshops ensuring PAEZ can autonomously manage incubation, acceleration, investor relations, and deal-flow operations beyond the consultancy period.
- Produce the Final Consolidated Report, summarizing outputs, impact, lessons learned, and recommendations for future replication and scaling.

5. Expected Deliverables

#	Deliverable	Content and Expected Output	Timing
1	Inception Report	Comprehensive diagnostic findings; ecosystem and stakeholder mapping; refined Theory of Change; detailed methodological approach; work plan; engagement and communication plan; startup deal-flow launch strategy.	Feb 2026
2	Governance & Operational Framework	Full governance architecture for the Z-Combinator (organizational structure, decision-making processes, governance charter); operational manuals and SOPs; management systems; HR and financial procedures; integration pathways for the Investment Facilitation Desk.	Apr 2026
3	Curricula & Toolkits	Complete set of incubation, acceleration, and investment-readiness curricula; facilitator guides; training modules; templates and digital tools; pre-incubation bootcamp materials and diagnostic instruments for deal-flow screening.	Jun 2026
4	Capacity-Building Report	Documentation of ToT sessions; participant attendance and performance; competency assessments; coaching frameworks; certification materials; institutional readiness analysis.	Jun 2026
5	Deal-Flow Pipeline Report	Documentation of outreach missions, Startup Awareness Weeks, and pre-incubation bootcamps; detailed diagnostic assessments of participating teams; ranked portfolio of incubation-ready and acceleration-ready startups; gender and inclusion metrics.	Jul 2026
6	Knowledge-Transfer Report	Summary of mentorship exchanges, exposure visits, technical assistance interventions, and ecosystem partnerships; institutional learning notes; partnership agreements and forward engagement plan.	Oct 2026
7	Angel Investors Club Roadmap	Governance manual, membership strategy, investment committee procedures, due-diligence guidelines, investment charter, and match-funding/co-investment schemes; diaspora outreach plan.	Nov 2026
8	Regional Innovation Forum Package	Full documentation of the Forum: agenda, speaker list, session summaries, investor roundtable notes, pitch event results, exhibition catalog, media and visibility package, participation metrics, and recommendations for future editions.	Nov 2026

9	Monitoring, Evaluation, and Learning (MEL) Framework	KPIs; baseline and follow-up measurement tools; data-collection templates; dashboards; reporting formats; performance-tracking system for startups, mentors, investors, and institutional actors.	Dec 2026
10	Investment Facilitation Desk Package	Operational manual for the IFD; investor CRM system; due-diligence tools; investment-readiness templates; startup screening guidelines; investor roadshow strategy (Tunis, Sfax, Sousse); training report for Investment Officers.	Jan 2027
11	Final Consolidated Report & Sustainability Plan	Full summary of results, impact evidence, institutional performance, and lessons learned; three-year sustainability and business plan; revenue and cost-recovery model; governance consolidation plan; risk analysis; and full handover roadmap to PAEZ.	Feb 2027

6. Indicative Implementation Calendar

Period	Core Outputs / Milestones
Dec 2025 – Feb 2026	Launch of the Startup Deal-Flow Pipeline, ecosystem baseline analysis, outreach missions to universities and youth centers, Startup Awareness Weeks preparation, mapping of local actors, co-design workshops with PAEZ and stakeholders → Inception Report
Mar – Jun 2026	Governance framework design, Training-of-Trainers delivery, incubation & acceleration curriculum development, rollout of Startup Awareness Weeks, delivery of pre-incubation bootcamps, diagnostic assessments leading to a structured Deal-Flow Portfolio → Governance Framework, Curricula & Deal-Flow Pipeline Report
Jul – Oct 2026	Mentorship and knowledge-exchange visits, diaspora and local investor mapping, establishment of the Angel Investors Club, ecosystem partnership development, preparation and delivery of the Regional Innovation Forum in Zarzis → Knowledge-Transfer Report & Angel Club Roadmap + Regional Innovation Forum Package
Sep – Dec 2026	Pilot cohort implementation (8–10 startups), continuous coaching and investment-readiness support, launch and operational testing of the Investment Facilitation Desk, investor engagement sessions and pre-roadshow preparations, MEL data collection → MEL Framework & Investment Desk Package (initial version)

Jan – Feb 2027	Consolidation of governance and sustainability models, finalization of the Investment Facilitation Desk, development of the 3-year business and sustainability plan, institutional handover to PAEZ, final validation workshop → Final Consolidated Report & Sustainability Plan
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7. Required Expertise and Composition of the Consulting Team

The consultancy firm must demonstrate a multidisciplinary team capable of covering the full spectrum of incubation, acceleration, investment facilitation, and ecosystem-building tasks described above. Additional specialized positions may be proposed where relevant.

1. Team Leader / Lead Consultant (Ecosystem Development Expert)

- Minimum 10 years of experience in designing, launching, and managing incubators, accelerators, or innovation hubs.
- Strong understanding of regional entrepreneurial ecosystem development, governance models, and ecosystem-building methodologies.
- Demonstrated leadership in coordinating complex, multi-stakeholder initiatives with public, private, and donor partners.
- Proven ability to integrate capacity-building, institutional strengthening, and policy dialogue processes.

2. Investment and Access-to-Finance Expert

- Experience in early-stage financing, angel investing, venture capital, blended finance, and investment-readiness processes.
- Ability to design investment governance frameworks, investor charters, due-diligence protocols, and match-funding schemes.
- Experience working with diaspora networks, angel clubs, and early-stage investment platforms.
- Familiarity with setting up and operating investment facilitation units or investment desks.

3. Entrepreneurship Education & Curriculum Expert

- Expertise in adult-learning methodologies, competency-based curriculum design, and Training-of-Trainers programs.
- Proven experience developing incubation, acceleration, and pre-incubation bootcamp curricula.
- Experience with global entrepreneurship training models (ILO SIYB, EMPRETEC, Lean Startup, MIT D-Lab, etc.).
- Ability to design digital learning materials, toolkits, and templates adapted to low-resource environments.

4. Governance & Institutional Design Expert

- Experience developing governance charters, decision-making systems, operational manuals, and sustainability models for innovation hubs or enterprise-support organizations.

- Ability to design institutional processes, SOPs, HR structures, and performance-monitoring mechanisms.
- Understanding of regional/local administrative environments and public–private collaboration.

5. Monitoring, Evaluation, and Learning (MEL) Expert

- Strong expertise in MEL system design, indicator development, dashboard creation, and data analysis for entrepreneurship/enterprise development programs.
- Experience developing MEL tools for early-stage enterprises, coaching cycles, capacity-building programs, and investment readiness.
- Ability to integrate learning loops and adaptive management practices into program delivery.

6. Local Coordinator / Liaison Officer

- Based in Southern Tunisia, with strong local networks across Gabes, Medenine, Tataouine, and Zarzis.
- Experience in field coordination, stakeholder engagement, and logistical organization of events, workshops, awareness weeks, and roadshows.
- Ability to support communication between the consultancy team, PAEZ, DAPP/DRC, and local institutions.

8. Indicative Results Framework

Level	Expected Result	Key Indicators
Impact	A strengthened, inclusive, and investment-ready entrepreneurship ecosystem in Southern Tunisia	• ≥ 25 startups supported by the Z-Combinator within two years • ≥ 20% increase in early-stage investment volume in the region • ≥ 30% participation of women-led enterprises across pipeline, bootcamps, and cohorts • Evidence of increased visibility, partnerships, and ecosystem positioning resulting from the Regional Innovation Forum
Outcomes	1. A fully operational Z-Combinator 2. A functional Angel Investors Club 3. An active Investment Facilitation Desk 4. A skilled and autonomous PAEZ team 5. A structured, recurring deal-flow pipeline	• Governance model officially adopted and implemented • ≥ 15 active angel investors engaged locally and from the diaspora • ≥ 100 youth engaged through Startup Awareness Weeks and outreach missions • ≥ 5 PAEZ staff certified through ToT programs • ≥ 10 startups participating in the pilot cohort

Outputs	Curricula, frameworks, institutional systems, deal-flow mechanisms, partnerships, and events established	• Number of training modules delivered and validated • Number of deal-flow outreach missions conducted • Number of bootcamps delivered and startups assessed • Angel Investors Club charter validated and governance structures activated • Investment Facilitation Desk tools, CRM, and SOPs operational • Regional Innovation Forum conducted and documented • Number of mentorship exchanges, partnerships, and MoUs established
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9. Sustainability and Handover Strategy

Sustainability is embedded throughout the consultancy through a comprehensive three-pillar strategy that ensures financial autonomy, institutional continuity, and long-term knowledge retention.

1. Financial Sustainability

The consultancy will design a diversified financial model enabling the Z-Combinator to progressively recover operational costs and generate independent revenue, including:

- Training fees for incubation, acceleration, and investment-readiness programs;
- Service packages for startups (coaching, prototyping support, digital services, market access facilitation);
- Sponsorship agreements with private-sector companies and local partners;
- Membership fees and investment participation fees via the Angel Investors Club;
- Public-private co-funding opportunities leveraging regional economic development programs.

2. Institutional Sustainability

To ensure local ownership, the consultancy will:

- Integrate all governance structures, operating procedures, and decision-making systems into PAEZ's institutional framework;
- Train and mentor PAEZ staff extensively, including investment officers, program managers, and administrative personnel;
- Establish permanent structures such as the Angel Investors Club, the Investment Facilitation Desk, and a Z-Combinator Steering Committee;
- Build a durable ecosystem anchored in recurring activities such as the Regional Innovation Forum, which becomes an annual regional asset beyond the project.

3. Knowledge and Learning Sustainability

The consultancy will ensure the long-term continuity of knowledge through:

- A digital repository containing all curricula, toolkits, SOPs, templates, case studies, and investment facilitation tools;
- A structured mentorship network with local and diaspora experts;
- An alumni network connecting past cohort participants for peer learning and collaboration;
- Standardized MEL tools enabling continuous monitoring and iterative learning.

Handover Strategy

A progressive handover plan will be implemented throughout the consultancy period. By the end of the assignment, PAEZ and its staff will be capable of independently managing:

- Deal-flow generation and pre-incubation activities;
- Incubation and acceleration programs;
- Angel Club operations;
- Investment Facilitation Desk services;
- Program monitoring and reporting;
- Annual organization of the Regional Innovation Forum.

The final months of the consultancy will include coaching, shadowing, joint facilitation, and final validation workshops to ensure full ownership and operational autonomy.

10. Coordination, Reporting, and Quality Assurance

- The consultancy will operate under the strategic guidance of DRC / DAPP Program Management and in close collaboration with PAEZ leadership.
- Regular coordination meetings will be convened to ensure alignment, troubleshoot challenges, and validate key decisions related to governance, curriculum, deal-flow activities, investor engagement, and event planning.
- Three formal validation milestones will be organized: a **kick-off workshop**, a **mid-term review and learning workshop** (Oct 2026), and a **final validation workshop** (Feb 2027).
- Quarterly progress reports will summarize achievements, deliverables, risks, adaptive measures, and upcoming milestones.
- All deliverables must be submitted in English and French, with executive summaries in Arabic to ensure inclusive accessibility.
- All tools, systems, curricula, CRM databases, and intellectual property developed under this consultancy will be fully transferred to PAEZ and DAPP.
- Quality assurance will be ensured through a structured internal review process, including feedback loops with PAEZ, DAPP, ecosystem partners, and selected investors.

11. Proposal Submission Requirements

Interested firms are invited to submit:

1. **Technical Proposal**, including:
 - Understanding of the assignment and context;

- Detailed methodology and work plan (Gantt chart);
 - Proposed team composition and responsibilities;
 - Risk analysis and mitigation plan.
2. **Financial Proposal**, including:
 - Itemized budget (professional fees, travel, logistics, VAT if applicable);
 - Proposed payment schedule linked to deliverables.
 3. **Organizational Profile and References**, highlighting comparable assignments.
 4. **CVs** of key experts with relevant experience and references.

12. Evaluation Criteria

Evaluation Area	Weight
Technical Proposal (methodology, ToC, Team, Track record and clarity) (see Technical criteria, invitation letter for more details)	70 %
Financial Proposal (value for money)	30 %

Proposals scoring below 70 % on the technical evaluation will not proceed to financial review.

13. Administrative Information

- **Contract Type:** Service contract based on deliverables.
- **Implementation Period:** 15 months (Dec 2025 – Feb 2027).
- **Estimated Level of Effort:** 180–200 consultancy days.
- **Submission Email:** RFQ.TUN@drc.ngo
- **Information & Queerise :** rabie.elmajri@drc.ngo