

Terms of Reference (TOR)

Consulting Firm to Mobilize, Train, and Place Youth in Jobs, Engage Private Sector, Organize Job Fair Program: Youth Innovation and Employment Program (YIEP)

1. Who is the Danish Refugee Council?

Established in 1956, the Danish Refugee Council (DRC) is an international non-governmental organization with expertise in forced displacement. DRC operates in 40 countries with a workforce of 9,000 employees and 7,500 volunteers. The organization delivers protection, advocacy, and sustainable solutions for refugees and communities affected by displacement. DRC provides comprehensive support across all phases of displacement, including emergency response, ongoing assistance, integration, and repatriation. Services include protection activities, humanitarian aid, livelihood support, and collaboration with civil society and government stakeholders to assist refugees and the displaced, protect their rights, and empower them to build a better future and a dignified life.

Economic Recovery is one of DRC's five core sectors, aiming to move beyond emergency assistance by enabling conflict- and displacement-affected populations to regain self-reliance and reduce vulnerability. Programming is organized around three interlinked areas: (i) promoting decent and sustainable livelihoods, (ii) expanding access to affordable financial services, and (iii) improving food security for the most vulnerable.

Context and Background

Youth unemployment in Tunisia remains critically high. Recent labour market data in 2022 indicate a youth unemployment rate of around 38,5%, including roughly 30 % among university graduates, reflecting a significant and persistent difficulty for young people to access decent work even when they have completed higher education [Source: World Bank, ILO]. This situation is particularly acute in certain regions and among young women, who face higher unemployment rates and additional barriers to labour market participation. These high unemployment levels are driven by a combination of structural and behavioral factors. On the supply side, many young job seekers lack the specific technical, behavioral, and job-search skills demanded by employers, and struggle to present their profiles effectively. On the demand side, economic growth has been modest, private investment remains uneven across regions, and many firms report difficulties in identifying and recruiting suitable candidates despite the large pool of unemployed youth. Weak intermediation between job seekers and companies, limited exposure to professional networks, and fragmented public and private employment services further constrain effective matching.

Within this context, the **Youth Innovation and Employment Programme (YIEP)**, implemented by the Danish Refugee Council (DRC) under the Danish Arab Partnership Programme, seeks to reduce youth unemployment in Tunisia by improving employability, strengthening linkages with the private sector, and opening concrete pathways into work for young women and men. YIEP combines targeted skills development and training with interventions that bring unemployed youth and employers closer together, recognizing that placement into jobs, internships, and other work-based opportunities is essential if training is to translate into real labour-market outcomes.

This Terms of Reference focuses on a dedicated consultancy to support YIEP in one critical area: facilitating job placement for **unemployed youth**. The consultancy will identify unemployed youth who are actively seeking work, strengthen their job-readiness, engage employers in key sectors, and support the matching and follow-up process so that a meaningful number of unemployed young people can transition into employment opportunities over the life of the assignment.

2. Objectives of the consultancy

The overall objective of this consultancy is to support the labour market insertion of unemployed youth in Tunisia by identifying and preparing eligible youth for employment, engaging private sector employers, facilitating job and internship placements, and documenting implementation results through quality reporting and media products.

The consultancy shall combine youth outreach and selection, employability preparation, employer engagement, job matching, post-placement follow-up, and documentation of results in close coordination with DRC and in alignment with DRC tools, guidelines, programme priorities and standards.

3. Specific objectives

The consultancy shall pursue the following specific objectives:

1. Identify, mobilize, assess and prepare 70 **unemployed** youth on technical skills across Tunisia to strengthen employability and improve alignment with labour market demand.
2. Facilitate the placement of trained youth into internships, apprenticeships and jobs opportunities, and conduct follow-up using DAPP monitoring and evaluation tools over a minimum period of three months.
3. Conduct outreach and engagement activities with private sector actors in priority sectors, including ICT, agriculture, manufacturing, green jobs, and tourism, to establish partnerships that support youth employment initiatives.
4. Organize **five** sectoral roundtable discussions with private sector representatives to assess labour market needs, identify current and emerging skills demands, and explore recruitment opportunities for young job seekers.
5. Produce regular and final reporting that provides clear documentation and analysis of activities, results, challenges, lessons learned, and recommendations for future programming.
6. Organize a Job fair for **different 200 unemployed youth** after training (CV, Job search, LinkedIn...) them to match them with private sector opportunities, facilitating job and internship placements.

4. Scope of Work

The selected consulting firm shall design and implement a comprehensive job placement approach for unemployed youth, encompassing mapping, mobilization, training, private sector engagement, matching, placement, follow-up, visibility, and reporting. The assignment is not limited to event organization; rather, it is a structured employability and labour intermediation consultancy aimed at generating measurable placement outcomes for unemployed youth.

All activities shall be implemented in close coordination with DRC and aligned with DRC's programme tools, guidelines, and strategic priorities.

4.1 Youth Mapping, Mobilization, and Training

- **Youth Mapping:**

Identify and select youth across Tunisia based on DRC's selection criteria, with attention to on inclusivity, motivation and alignment with market demand.

- **Training Delivery:**

Design and implement tailored training programs aimed at improving youth employability, using DAPP's existing training modules and/or proposing new ones based on sectoral needs.

Training topics should include:

- Soft skills (e.g., communication, teamwork, professionalism)
- Employability skills (e.g., CV writing, interview techniques, job search strategies)
- **Monitoring Learning Outcomes:** Pre- and post-assessments must be administered to track the effectiveness of the training program.

4.2 Private Sector Engagement and Partnership Development

- **Employer Mapping:** Identify and engage private sector actors across key growth sectors such as ICT, green jobs, tourism, manufacturing, and agriculture. Conduct employer mapping and outreach to understand recruitment needs, job profiles, skills requirements, and hiring conditions.
- **Strategic Partnerships:** Establish collaboration agreements with companies to facilitate internships, job placements, and mentorship opportunities.
- **Skills Matching:** Work with employers to define job requirements and ensure youth training aligns with real-world labor market needs.

4.3. Youth Job Placement and Follow-Up

- **Placement Facilitation:** Coordinate internship or employment opportunities for trained youth by linking them with employers engaged during fairs and outreach.
- **Monitoring and Evaluation:**
Use DAPP's monitoring and evaluation tools to track job placements and internship outcomes over a 3-month period. Collect and document data on youth employment status, employer feedback, and barriers to placement.
- **Continuous Support:** Provide post-placement support where needed, including mentoring or follow-up coaching to ensure retention and success in the workplace.

4.4 Organize Job Fair

- **Key Responsibilities:**
Mobilize youth beneficiaries and private sector companies to participate in the event.
Secure and manage a suitable venue and all required logistical arrangements.
Facilitate networking and matching sessions between job seekers and employers.
Support employers in presenting available job, internship, and apprenticeship opportunities.
Collect attendance records and document the event through photos and a brief activity report.
- **Deliverables:**
One successfully organized job fair.
Attendance lists of participating youth and employers.
Event documentation, including photos and a brief summary report outlining participation and matching outcomes.

4.5. Private Sector Engagement and round tables

- Organize and facilitate five sectoral roundtables with employers from priority sectors, including ICT, agriculture, manufacturing, green jobs, and tourism.
- Assess labour market demand by identifying recruitment needs, skills gaps, and employment opportunities for youth.
- Document key findings and recommendations to inform training, job placement, and employer engagement strategies.

4.6 Reporting and Documentation

- **Progress Reports:** Submit regular narrative and quantitative progress updates (monthly as agreed), detailing activity status, achievements, challenges, and next steps.
- **Final Report:** Deliver a comprehensive final report covering:
 - Youth and employer participation metrics
 - Training effectiveness and employment outcomes
 - Success stories and case studies
 - Lessons learned and strategic recommendations for scaling or replication

5. Expected Deliverables

The selected company will be expected to deliver the following outputs in alignment with the scope of work and agreed timeline:

Phase	Expected deliverables	Indicative description (outputs)	Estimated number of working days*
Phase 1 – Inception and Planning	Inception Report and Detailed Project Plan	Inception document presenting refined methodology, youth and employer targeting approach, coordination arrangements with DRC, detailed work plan (Gantt), stakeholder engagement strategy, and risk mitigation measures for implementation.	5
Phase 2 – Youth & Employer Engagement	Youth and Companies Engagement Report	Report documenting youth outreach, screening and number of youths confirmed (disaggregated by region, gender, and sector interest) , plus, employer mapping and engagement results (sectors, locations, type of opportunities, agreed next steps (round tables outputs).	25
Phase 3 – Job-Readiness Preparation	Job-Readiness and Workshops Package	List of confirmed workshops, topics, facilitators, and session formats Finalized agenda and training program; training tools and materials; attendance lists; pre- and post-assessment results; Training materials and logistics for workshop delivery	50
Phase 4– Matching and Placement	Placement Progress Note	Interim report summarizing referrals to employers, interviews conducted, initial offers and placements, main bottlenecks in matching, and agreed corrective measures with DRC.	15
Phase 5 – Follow-up and Learning	Post-Placement and Final Report	Comprehensive final report covering youth and employer participation metrics (quantitative and qualitative analysis of participant data, Feedback from youth and employers, Summary of job offers or internship placements, three-month follow-up results Lessons learned, success stories and actionable recommendations for DRC	10

6. Timeline

The implementation will span from August to December 2026, with the job fair and placement activities taking place between October and November, followed by a post-event monitoring and reporting period.

Phase	Timeline	Activities
Phase 1: Planning & Mobilization	Month 1	Kick-off meeting with DRC; develop detailed work plan and communication strategy; begin youth mapping and employer outreach
Phase 2: Preparation	Month 2	Finalize training content and delivery; confirm company participation; initiate media and visibility campaign; secure logistics and workshop plans
Phase 3 & 4: Implementation	Month 3 to 4	Implement: facilitate workshops, interviews, and networking; initiate first round of job and internship placements
Phase 5: Post-Event Follow-Up	Month 4 to 5	Conduct followup with placed youth and employers; document success stories and challenges; collect feedback and outcome data; submit final report

7. Qualification and Experience Requirements

Interested companies must meet the following minimum requirements:

- **Proven Event Management Experience:** At least 3 years' experience organizing large-scale public events, preferably job fairs or employment-related forums involving youth and the private sector.
- **Youth and Employment Focus:** Demonstrated understanding of youth employment challenges and familiarity with training and soft skills development programs.
- **Private Sector Engagement:** Track record of collaboration with companies in relevant sectors (ICT, agriculture, tourism, manufacturing, green economy).
- **Effective Communication:** Capacity to design and implement communication and outreach strategies, including digital marketing, media liaison, and stakeholder alignment.
- **Monitoring & Evaluation: Ability to conduct qualitative and quantitative assessment of the event's success, including tracking employment outcomes and stakeholder satisfaction.**

8. Submission Guidelines

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 and timeline, including how the company will approach stakeholder engagement, will identify unemployed youth and select them, how it will engage with employers, facilitate the training and matching, event logistics, and follow-up.
3. Financial Proposal: A detailed budget outlining the costs of the training organizing the job fair, including all logistics, staffing, and material costs, **The roundtables should be presented as a separate activity.**
4. Previous Work Examples: Case studies or reports from similar events previously organized.
5. Team Composition: CVs of key personnel who will be managing the event.