

TERMES OF REFERENCE

Sélection of an external expert in program evaluation

LeadMENA Project – ERASMUS-EDU-2025-CBHE – Grant Agreement No. 101237424



As part of improving quality management within the LeadMENA project, the University of Kairouan, as a project partner, wishes to complement the internal monitoring system with an independent evaluation. The project will accordingly appoint an external expert responsible for analyzing the monitoring of the implementation of the programs developed or strengthened, as well as their achievements, in accordance with the accreditation criteria and the objectives set within the framework of the project.

This document constitutes the terms of reference for the selection of this external expert in program evaluation.

INFORMATIONS SUR LE PROJET

PROJECT	
Project Name	Lead-MENA
Acronym	Launch of an Advanced Educational and Development Access Hub in MENA Region
Action	Renforcement des capacités dans l'enseignement supérieur — ERASMUS-EDU-2025-CBHE
Grant Agreement No.	101237424
CoordinatOr	Chtourou Sourour (University of Kairouan, UNIVK, Tunisia)
Start Date	Décembre 2025 (36 mois)

Liste des partenaires

Code	Name	Country	Acronym
P1	Université de Kairouan (Institut Supérieur des Arts et Métiers de Kairouan)	Tunisie	UNIVK
P2	École Supérieure des Sciences et Technologies du Design	Tunisie	UMA
P3	Académie Arabe Des Sciences, Technologies Et Transport Maritime	Égypte	AASMT
P4	Université Badr du Caire	Égypte	BUC
P5	Università di Firenze	Italie	UNIFI
P6	International Hellenic University	Grèce	IHU
P7	Centre de Calcul Khwarezmi	Tunisie	CCK

1. Background of the Action

The LeadMENA project (Sustainable Educational Hub for Innovation), co-funded by the European Union under the Erasmus+ programme (ERASMUS-EDU-2025-CBHE, Grant Agreement No. 101237424), aims to create an interactive educational environment fostering innovation and employability in the MENA region. The project focuses on enhancing the practical skills and employability of students and graduates through experiential learning, collaborative academia-industry projects, and simulation activities. Within this framework, the University of Kairouan, as project coordinator, is seeking to recruit an external expert in program evaluation. This expert will be responsible for ensuring that the programs developed or strengthened comply with accreditation criteria, improving their performance, and maintaining educational excellence through independent evaluation and continuous improvement. The LeadMENA project focuses in particular on finalizing comprehensive curricula and courses in packaging design, materials science, and sustainability technologies across four higher education institutions, with completion scheduled for October 2026.

2. Objectives of the Assignment

a. General Objective

The general objective of this assignment is to provide technical and methodological support in training engineering to the individuals responsible for the training programs of the Tunisian and Egyptian partners of the LeadMENA project. The expert will ensure the quality, relevance, and compliance of the programs with accreditation requirements and labor market needs, particularly in the field of sustainable packaging.

b. Specific Objectives

The specific objectives of the assignment are as follows:

- Develop a collaborative framework with industrial partners in order to enrich the curriculum with practical and relevant training modules.
- Integrate industrial expertise and real-world scenarios into the curriculum, in order to bridge the gap between academic learning and industry requirements.
- Ensure the alignment of the curriculum with labor market needs, equipping students with skills directly applicable to their future careers.
- Design learning activities that foster problem-solving, innovation, and critical thinking among students.
- Support partners in the design and structuring of their training programs, as well as in defining the targeted competencies, taking into account dimensions related to employability and market needs.
- Contribute to program planning, whether for strengthening existing master's programs or creating new master's programs in the field of sustainable packaging, in accordance with the guidelines of the Erasmus+ call for proposals.

3. Content of the Assignment

The selected expert will be responsible for the following tasks:

- Providing technical and methodological support to the pedagogical teams of the Tunisian and Egyptian partner institutions for the development and improvement of training programs.
- Participating in the definition of competency frameworks and the structuring of training pathways, incorporating competency-based approaches.
- Advising on the integration of employability dimensions and socio-economic market needs into the curricula, particularly for programs related to sustainable packaging/logistics.
- Participating in the planning of training activities, including the strengthening of existing master's programs and the creation of new master's programs.

Evaluating the quality of the project's activities and deliverables, and formulating independent recommendations for their improvement.

Collaborating with the Italian partners of the project to ensure the coherence and quality of the programs.

The workload is distributed over the period from August 2026 to July 2027.

4. Beneficiaries

The main beneficiaries of this assignment are:

- The pedagogical teams and those responsible for the training programs of the Tunisian and Egyptian partner universities of the LeadMENA project: the Higher Institute of Arts and Crafts of Kairouan (ISAM Kairouan), the Higher School of Design Sciences and Technology (ESSTED), the Arab Academy for Science, Technology and Maritime Transport (AASTMT), and Badr University in Cairo (BUC).
- Students and graduates, who will benefit from improved training programs adapted to market needs.
- Industrial partners involved in the development of the curricula.

5. Responsibilities and Deliverables

The expert will have the following responsibilities:

- Meet the deadlines and quality requirements set by the project.
- Ensure regular and transparent communication with the project coordination team.
- Maintain the confidentiality of the information and documents to which they have access.

The expected deliverables from the expert are:

- A detailed support plan for the activities planned for the assignment.
- The materials and documents used during the support and training sessions.
- Evaluation sheets for the assignment and the programs supported at the level of the four Tunisian (ISAM Kairouan, ESSTED) and Egyptian (AASTMT, BUC) partners.
- An external expert's report ("External Expert's 1st Report") submitted in July 2027, presenting factual findings, an independent evaluation of the quality of the activities and deliverables, as well as improvement recommendations addressed to the consortium.

6. Expression of Interest and Required Documents

The profile of the candidate wishing to take part in this call may be an individual or a legal entity (consulting firm or engineering/study office).

a. Conditions of Participation

The candidate must have:

- A university degree at Master's level or higher;
- Proven experience in training engineering, in the competency-based approach (CBA), and/or in the accreditation of higher education programs;
- Knowledge of the higher education management system and higher education institutions (HEIs) in Tunisia and/or Egypt;
- Solid experience in the field of higher education and quality assurance, as well as experience in the evaluation of or support to European projects, particularly Erasmus+;
- An excellent command of French and English, given the international nature of the project.

To ensure the independence of the assignment, the candidate must have no professional, institutional, contractual, or financial ties with the partner institutions of the LeadMENA project (University of Kairouan, University of Manouba, Arab Academy for Science, Technology and Maritime Transport, Badr University in Cairo) mentioned above, which could constitute a real, potential, or perceived conflict of interest.

The application file must include the following documents:

- A copy of the national identity card of the candidate (individual) or of the person designated by the legal entity for the assignment.
- A recent curriculum vitae, written in French or English, in accordance with the template provided in Annex 1;
- Copies of diplomas and certificates;
- A list of reference projects;
- Any supporting documents for the diplomas, reference certificates, and experience attestations of the candidate (individual) or of the person designated by the legal entity as expert;
- A declaration of availability;

- A sworn statement regarding the absence of conflict of interest;
- For legal entities, a recent copy of the National Business Register (RNE).
- A one-page concept note, written in French/English, presenting an approximate indication of the methodology envisaged for the assignment;
- A financial offer, in accordance with the terms specified in point 6.b (Financial Offer).

b. Financial Offer

The candidate must submit a lump-sum financial offer (Global Price Contract), exclusive of VAT, indicating the overall amount of the assignment and covering all services and deliverables provided for in these terms of reference. The proposed price is firm and includes all costs necessary for the execution of the assignment. The financial offer must be submitted in a separate, closed, and sealed envelope. Financial offers will remain sealed until the completion of the technical evaluation of the applications. Any financial offer not submitted under a separate cover will be rejected.

In accordance with PRAG 2025 (Contract Procedures for European Union External Action), the assignment is carried out in the form of a Global Price Contract. Payment will be made in installments, conditional upon the validation and approval of the corresponding deliverables, certifying their compliance with the contractual requirements. No additional remuneration may be claimed for time spent or resources mobilized.

7. Conflicts of Interest

Candidates must declare any potential conflict of interest likely to affect their independence and impartiality in carrying out the assignment. Any false declaration will result in the exclusion of the application.

8. Confidentiality

The expert undertakes to treat all information and documents relating to the LeadMENA project with the strictest confidentiality. They shall neither disclose, use, nor reproduce this information to third parties without the prior written authorization of the University of Kairouan.

9. Budget

The budget allocated by the project is 3,000 EUR. It covers all evaluation-related costs.

10. Payment Schedule

Payments will be made on the basis of invoices submitted by the expert and upon presentation of the activity report, as follows:

50% upon submission of the first report;

50% at the end of the project and after submission of the final evaluation report.

a. technical Evaluation

The technical score will be awarded in accordance with the following evaluation grid:

Criterion	Evaluation Modalities	Points
1. Academic background	Master's degree or equivalent (Bac+5): 5 pts; Doctorate: 10 pts	10

Criterion	Evaluation Modalities	Points
2. Professional experience	5 to 7 years of experience: 4 pts; 8 to 10 years: 7 pts; more than 10 years: 10 pts	10
3. Training and certifications in training engineering, competency-based approach (CBA), quality assurance, or pedagogical innovation	10 points per justified training/certification, up to a limit of 2 trainings/certifications	20
4. Experience supporting higher education institutions in training engineering, pedagogical innovation, and quality assurance (needs assessment, institutional support, development of reference frameworks, implementation of the competency-based approach, accreditation, etc.)	5 points per similar assignment completed, up to a limit of 3 assignments	15
5. Experience in designing, revising, or evaluating training programs based on the competency-based approach and aligned with labor market needs (development/evaluation of curricula, competency frameworks, syllabi, study plans, CBA programs, etc.)	5 points per similar assignment completed, up to a limit of 5 assignments	25
6. Experience facilitating workshops, training sessions, seminars, or conferences in training engineering, pedagogical innovation, or a related field	5 points per justified intervention, up to a limit of one intervention	5
7. Experience in the field of environment, sustainable development, circular economy, or green industries	5 points per relevant assignment, project, or study, up to a limit of 3 experiences	15
TOTAL		100

- Scores will be awarded based on the submission of supporting documents.
- The total technical score is the sum of all technical scores associated with each criterion.
- The minimum total technical score required to proceed to the financial offer evaluation stage is 75 points out of 100.
- The weighted technical score of the best technical offer is set at 100 points.

The weighted technical score of each offer is calculated according to the following formula:

$$\text{Weighted technical score} = (\text{Average technical score of the offer being evaluated} / \text{Average technical score of the best technical offer}) \times 100$$

Thus, the offer obtaining the best average technical score will be awarded a weighted technical score of 100 points, while the other offers will receive a score proportional to their technical performance.

b. Financial Scoring

The committee will rank the financial offers in ascending order. It will award the maximum financial score of 100 points to the lowest-bidding offer. The other scores will be awarded proportionally to the maximum score, according to the following formula:

$$\text{Financial score of offer (i)} = (\text{Amount of the lowest-bidding offer} / \text{Amount of offer (i)}) \times 100$$

c. Overall Score

The overall score, which will determine the ranking of the offers, will be calculated according to the following formula:

$$\text{Overall score of offer (i)} = 0.8 \times \text{Technical score of offer (i)} + 0.2 \times \text{Financial score of offer (i)}$$

The offer obtaining the best overall score will be considered the most advantageous offer from a technical and financial standpoint. In the event of a tie in the overall scores of two or more offers, the one with the best technical score will be considered the most advantageous offer.

d. Submission Modalities

Interested candidates may obtain further information by email at: chtouroumiled.sourour@gmail.com, and find the digital version of the documents related to this call for applications on the website of the University of Kairouan: www.Univ-k.rnu.tn, as well as on the LeadMENA project website: <https://lead-mena.rnu.tn/>
Application files may be submitted by post to the address below, marked:

"CONFIDENTIAL: LEADMENA – SELECTION OF AN EXPERT IN TRAINING ENGINEERING"

This must be done no later than 25/07/2026, at the following address: Université de Kairouan, Campus Universitaire, Route périphérique Dar El Amen, Kairouan 3100. (The postmark/date stamp from the University of Kairouan's Records Office [Bureau d'Ordre] shall serve as proof).

12. ANNEXES

- Annex 1. Template Curriculum Vitae for key resource persons.
- Annex 2. Price Schedule (Bordereau de prix)

Annex 1

Template Curriculum Vitae for Key Resource Persons

Position Title and No.	[E.g., PC 1 – Team Leader]
1. Name of the Expert:	[Insert full name]
2. Date of Birth:	[Day/month/year]
3. Nationality / Country of Residence:	

4. Education

Institution (Dates: from–to)	Degree(s) Obtained / Field / Specialization

5. Key Skills

6. Membership in Professional Associations/Bodies

7. Other Training

8. Languages (excellent, good, basic)

Language	Understanding	Speaking	Writing
Arabic			
English			
French			
Other (specify language)			

9. Professional Experience

Date (from–to)	Position Held	Main Activities and Responsibilities	Employer's Name and Address

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10. Specific Skills of the Expert Required for the Assignment

Details of Skills Specific to the Assignment	Expert's Experience Best Illustrating Their Competence for the Assignment
1 –	Project Name: Year: Location: Client: Position / Activities:
2 –	Project Name: Year: Location: Client: Position / Activities:
3 –	Project Name: Year: Location: Client: Position / Activities:

11. Personal Skills and Experience

I attest, in good conscience, that the information provided above accurately reflects my situation, qualifications, and experience.

I undertake to bear the consequences of any deliberately false statement.

....., on

Signature of the Consultant