

Terms of Reference

General Information	
Project	: Destination Durable Tunisie (DDT)
Activity Title	: Regulatory Process and Sector Engagement Expert Support to the Regulatory Reform of Alternative Tourism in Tunisia
ToR Reference Number (Please refer to it when applying)	: 02/RÉG-TOUR/2026
Location	: Tunisia
Date of Announcement	: 15 April 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

As part of the Destination Durable Tunisie (DDT) project, Leaders International is implementing an intervention aimed at supporting the development of sustainable and alternative tourism in Tunisia through the strengthening of the legal, regulatory and institutional framework governing selected tourism segments. The intervention falls under Output 3.1, which seeks to address a selection of regulatory obstacles to the development of alternative tourism and/or support the implementation of the National Tourism Strategy 2035.

The intervention is carried out in close coordination with the Directorate General of Regulation at the Ministry of Tourism and Handicrafts and is based on a participatory, evidence-based and territorially

grounded approach. It aims to identify regulatory bottlenecks, facilitate dialogue among key stakeholders, and co-construct practical reform proposals adapted to the realities of the Tunisian tourism ecosystem.

The main target groups of this intervention include:

- local guides and hiking companions;
- guest tables;
- guesthouses;
- the National Tourism Office (ONTT), including selected regional offices.

Within this framework, Leaders International has already mobilised a **legal expert** to lead the legal analysis and drafting of the relevant regulatory instruments. In order to complement this legal expertise, Leaders International seeks to recruit a **Regulatory Process and Sector Engagement Expert** who will bring sector-specific, operational and stakeholder engagement expertise to support the consultation, design and validation of the proposed reforms.

Objectives

The overall objective of this assignment is to provide sectoral, operational and institutional support to the regulatory reform process for alternative tourism in Tunisia, in close coordination with the legal expert already recruited

1. Objective of the Assignment

The expert will ensure that proposed reforms are:

1. informed by field realities and sector dynamics;
2. built through structured and inclusive consultation processes;
3. operationally feasible and institutionally relevant; aligned with the needs of the target groups and the implementation capacities of the competent institutions.

2. Specific Objectives

The Regulatory Process and Sector Engagement Expert will be expected to:

1. support the mapping and mobilisation of relevant stakeholders involved in the reform process;

2. contribute to the identification and structuring of operational and sector-specific issues affecting the targeted tourism segments;
3. facilitate dialogue and consultation among public institutions, professional organisations, private operators and civil society actors;
4. provide technical and operational input to inform the legal drafting process led by the legal expert;
5. contribute to the formulation of practical and implementable reform options, action plans and institutional pathways;
6. support institutional ownership and dissemination of the proposed reforms.

Scope of Work

3.1 Stakeholder Mapping and Ecosystem Analysis

The expert shall:

- identify and map the key stakeholders relevant to the reform agenda, including representatives from public institutions, federations, associations, local operators, tourism support structures and civil society;
- analyse the ecosystem of actors concerned by the selected reform priorities, particularly in relation to local guiding services, hiking accompaniment, guest tables and other relevant segments of alternative tourism;
- identify operational, organisational, market-based and institutional barriers affecting the structuring, formalisation and professionalisation of these activities;
- contribute to the prioritisation of reform issues based on documentary review, stakeholder consultations and field knowledge.

3.2 Support to Consultation and Multi-Stakeholder Dialogue

The expert shall:

- support the design, preparation and facilitation of consultation meetings, technical sessions, focus groups and workshops with relevant stakeholders;
- help ensure meaningful participation of public, private, associative and territorial actors throughout the reform process;

- structure and synthesise stakeholder contributions into actionable and coherent technical recommendations;
- support consensus-building and constructive dialogue around reform priorities, implementation constraints and institutional responsibilities.

3.3 Technical Support to the Regulatory Design Process

The expert shall:

- work in close coordination with the legal expert to ensure that draft regulatory proposals reflect sector realities and operational needs;
- provide sector-specific and implementation-oriented input to the legal expert during the drafting process;
- contribute to defining the architecture, sequencing and practical implications of the proposed reforms;
- review draft regulatory documents from an operational, institutional and implementation feasibility perspective;
- help ensure that the proposed instruments are practical, understandable and adapted to territorial and sector-specific realities.

3.4 Contribution to Action Planning and Implementation Pathways

The expert shall:

- contribute to the preparation of action plans associated with the selected strategic reform priorities;
- help define implementation arrangements, indicative timelines, coordination mechanisms and institutional roles;
- identify communication, awareness-raising and capacity-building measures required to support effective implementation of the proposed reforms;
- contribute to the development of practical support materials aimed at facilitating understanding and uptake of the new regulatory framework by relevant stakeholders.

3.5 Institutional Coordination and Reporting

The expert shall:

- support technical exchanges and coordination with the Ministry of Tourism and Handicrafts, ONTT and other relevant institutions and sector stakeholders;
- prepare technical notes, workshop briefs, synthesis reports, meeting summaries and stakeholder feedback documents;
- contribute to the preparation of institutional submission packages and final reform-related documentation;
- participate in coordination meetings with the project team and the legal expert.

3.6 Cross-Cutting Responsibilities

The expert shall:

- ensure that gender and inclusion considerations are reflected throughout the consultation process and in the reform proposals, in line with the methodological approach of the project;
- promote a participatory, evidence-based and territorially grounded methodology;
- contribute to the production of clear, accessible and practically useful outputs for both institutional and non-institutional stakeholders

Deliverables

The selected expert will be expected to produce and/or contribute to the following deliverables:

1. Stakeholder Mapping and Engagement Note

Including key actors, roles, interests and engagement modalities.

2. Consultation and Workshop Support Notes

Including agendas, facilitation inputs, technical framing elements and summary records.

3. Synthesis Reports of Consultations and Technical Meetings

Consolidating key findings, stakeholder positions, points of convergence and implementation considerations.

4. Sector and Operational Analysis Notes

For each selected reform priority, with emphasis on practical constraints, opportunities and implementation implications.

5. Technical Input on Draft Regulatory Instruments

Including operational comments and implementation-oriented recommendations on draft cahiers des charges and related instruments prepared by the legal expert.

6. Contribution to Action Plans for Strategic Reform Priorities

Including practical recommendations on sequencing, institutional responsibilities and enabling measures.

7. Briefing Notes for Institutional Dialogue

To support exchanges with competent authorities and sector stakeholders.

8. Final Operational Synthesis Note

Summarising the sector relevance, implementation conditions and institutional considerations related to the proposed reforms.

Reporting and Coordination Arrangements

The expert will work under the supervision of the designated **Reg Tour Project Manager** at Leaders International Tunisia and in close coordination with the legal expert recruited for the assignment.

The expert will also work, as needed, with relevant counterparts from the Ministry of Tourism and Handicrafts, ONTT and other institutional or sectoral stakeholders involved in the reform process.

Duration of Work

The assignment will be implemented over a period of **12 months**, from **1 May 2026 to 30 April 2027**, in alignment with the implementation schedule of the related activities. This duration is consistent with the timeline foreseen in the existing regulatory reform support framework.

The expert shall include in the technical offer an indicative breakdown of the proposed level of effort, in person-days, by type of activity, including preparation, consultations, workshop facilitation, technical review, reporting and coordination.

Qualifications Required

Education

- Advanced university degree (Master's degree or equivalent) in tourism, business administration, economics, public policy, territorial development, local development, hospitality management, or any other relevant field.

Professional Experience

- At least **5 years of relevant professional experience** in tourism development, sustainable tourism, alternative tourism, local economic development, public-private dialogue, stakeholder coordination, sector structuring, or support to reform processes;
- proven experience in designing, organising and facilitating multi-stakeholder consultations, technical workshops and participatory processes;
- demonstrated experience working with public institutions, professional organisations, private sector actors and/or civil society organisations in Tunisia;
- prior experience in the tourism sector, especially in relation to sustainable tourism, alternative tourism, destination development or territorial governance, will be considered a strong asset;
- prior experience in drafting technical notes, synthesis reports, sector analyses and action plans is required.

Skills and Competencies

- strong understanding of the Tunisian tourism ecosystem and its institutional environment;
- excellent stakeholder engagement, coordination and facilitation skills;
- ability to translate field realities and stakeholder inputs into structured technical recommendations;
- strong analytical, organisational and reporting skills;
- ability to work effectively in multidisciplinary teams and in coordination with legal experts;
- excellent command of **French and Arabic**;
- good working knowledge of **English** is highly desirable.

Duty Station and Assignment Modality

- **Type of assignment:** National consultancy



- **Location:** Tunis, with possible travel to project target regions
- **Duration:** 12 months, according to project needs and workplan
- **Working languages:** French and Arabic; English for selected reporting and coordination purposes when required

Application Modalities

Interested candidates shall submit:

- a technical proposal;
- a financial proposal, including VAT where applicable;
- an updated CV highlighting relevant experience;
- references for similar assignments.

Tunisian fiscal legislation applicable to individual consultants shall apply. Travel and accommodation costs shall be borne by the consultant unless otherwise specified by Leaders International.

Applications must be sent to: tunisiaprocurement@leadersinternational.org before **29 April 2026**
Please mention the reference: **[02/RÉG-TOUR/2026]** in the subject line.

Intellectual Property and Confidentiality

All deliverables produced under this assignment shall remain subject to the project's rules on intellectual property and confidentiality. As specified in the existing framework, deliverables produced under the project are subject to ownership and usage arrangements defined by the project partners and the competent authorities. The consultant shall maintain strict confidentiality regarding all non-public documents, information and exchanges accessed during and after the assignment.