TERMS OF REFERENCE

CONSULTING SERVICES – FIRMS SELECTION

Development of a Detailed Action Plan for Rodrigues Green Destination Certification

1. BACKGROUND AND CONTEXT

The Government of Mauritius has received a loan from the International Bank for Reconstruction and Development (IBRD) and a grant from the EU to finance the Rodrigues Airport Project. The Project's objective is to improve air transport access and enhance the climate resilience and productivity of Rodrigues Island. The first two components of investment are the development of a new airport runway and associated facilities. In contrast, the third and fourth components will focus on the sustainable development of tourism, agriculture, water and fisheries. A portion of the proceeds will be used to finance technical assistance and consultant services.

Located 560km east of Mauritius, Rodrigues relies heavily on the tourism sector for its economic development. Air transport provides critical connectivity for the island and is crucial for social and economic development. The tourism sector depends on safe and secure air transport infrastructure and airline services to and from Rodrigues. Enhancing the airport's operational capabilities to accommodate larger aircraft can improve access, increase efficiency, and attract new investment. The enhanced facilities will also create opportunities to export local products, including fish products, thereby supporting the sustainable development of the local economy.

Thus, the project aims to improve air transport access to Rodrigues by expanding direct connections and enhancing operational reliability; strengthen the airport's climate resilience and operational safety in line with international standards; leverage sector reforms and complementary investments in tourism, water, and food systems to secure sustainable, long-lasting benefits; and boost local productivity and economic growth through the creation of direct jobs, with a strong focus on gender equality. To achieve these objectives, the project will be implemented through five components:

Component 1 — Infrastructure Development. Financing the construction of a new airport runway and associated facilities on Rodrigues Island. In addition to the new runway, the project will fund new taxiways linking the existing and new runways, strengthening part of the existing runway for use as

a taxiway, and three new jet aircraft parking stands. It will also finance stormwater drainage, airfield ground lighting, control systems, floodlighting, and navigational aids.

Component 2 — Technical Assistance for Project Implementation and Sector Reforms. (i) Support to aviation sector development, providing technical assistance to the government to enhance sector growth and resilience; and (ii) support project implementation, including financing for consultancy services, studies, equipment, training, and other implementation support activities.

Component 3 — Support for Rodrigues' Sustainable Integrated Development with a Focus on Water Access and Food Security, to support local governments, rural communities, and the private sector to carry out targeted investments and implement a sustainable territorial development strategy. Subcomponents include: (i) strengthening local food systems and (ii) supporting improved water management and development.

Component 4 — Supporting the Sustainable Development of the Tourism Sector in Rodrigues. Through (i) tourism promotion and the attraction of investment; (ii) Skills development to support the tourism sector; (iii) advancing sustainable tourism among MSMEs; and (iv) strengthening sustainable tourism infrastructure (e.g., site enhancements, trails, signage).

Component 5 — Contingent Emergency Response (CERC). Enabling rapid access to financing by allowing the reallocation of uncommitted project funds in the event of an eligible emergency, either following a formal declaration of a national emergency or upon a formal government request.

While RAP's core focus is on airport infrastructure, complementary components aim to enhance Rodrigues' sustainable tourism development and strengthen its competitiveness as an island destination. Tourism is a primary economic driver for Rodrigues. However, the destination faces increasing competition from other small islands in the Indian Ocean and must transition toward a sustainable, green-certified model aligned with international standards.

In 2022, Rodrigues submitted an initial expression of interest to the Global Sustainable Tourism Council (GSTC). This consultancy represents the next critical phase: to prepare a comprehensive, implementable Action Plan to achieve and maintain Green Destination Certification. The assignment will produce a practical and inclusive roadmap anchored in diagnostics, stakeholder participation, and capacity building.

2. JUSTIFICATION

The certification will anchor Rodrigues' tourism model in a globally recognised sustainability framework, improving governance, environmental management, and socio-economic inclusivity. A structured, time-bound Action Plan is required to translate current commitments into implementable actions, with clear responsibilities and resource needs. Certification will enhance the island's market credibility, visibility, and long-term competitiveness, while strengthening alignment with the Rodrigues Sustainable Tourism Development Plan (STDP).

3. OBJECT OF THE ASSIGNMENT

To procure a qualified consulting firm to design a comprehensive and implementable Action Plan that enables Rodrigues to obtain and maintain a Green Destination Certification, fully aligned with the GSTC criteria and adapted to local institutional realities.

4. OBJECTIVE OF THE ASSIGNMENT

Overall Objective:

Rodrigues currently lacks a consolidated, implementable framework to achieve and sustain internationally recognised Green Destination certification. This gap has resulted in fragmented sustainability practices and limited visibility in global tourism markets.

The consultancy is therefore necessary to provide the Commission for Tourism and its partners with a transparent, evidence-based, and actionable roadmap to secure and maintain certification under GSTC-accredited standards, thereby strengthening Rodrigues' competitiveness and credibility as a sustainable island destination.

It aims to facilitate Rodrigues' full compliance with Green Destinations criteria through a comprehensive Action Plan supported by baseline analysis, stakeholder engagement, capacity building, and a monitoring and evaluation framework.

To achieve this overall objective, the consultancy will pursue the following specific objectives:

Specific Objectives:

- Conduct a comprehensive baseline sustainability assessment covering environmental, socio-economic, cultural, and institutional dimensions of Rodrigues' tourism sector, and undertake a tourism business sector sustainability scan to identify existing practices, compliance gaps, and readiness levels. "Comprehensive" refers to thematic coverage across GSTC pillars rather than exhaustive data depth.

- Perform a structured gap analysis comparing current island conditions with the Green Destinations and GSTC certification criteria, identifying policy, institutional, and investment needs for full compliance.

- Design and validate a Project Implementation Plan (PIP) and an integrated Destination Sustainability Management System (DSMS) that defines responsibilities, milestones, monitoring procedures, and reporting mechanisms for certification and re-certification.

- Develop practical measures and incentives to encourage tourism enterprises to adopt sustainable practices, including awareness, capacity building, and compliance monitoring approaches.

- Prepare a time-bound Certification Roadmap with clear performance indicators, resource requirements, and sequencing of actions leading to Rodrigues' Green Destination certification.

- Establish a monitoring, evaluation, and learning framework to track implementation progress, assess results, and support adaptive management by the Commission for Tourism (CT) and the PIU.

5. SCOPE AND LIMITATIONS OF THE ASSIGNMENT

The primary users of the consultancy outputs will be the CT and the RAP**,** who will apply the findings and recommendations to guide policy decisions, institutional strengthening, and the implementation of Rodrigues' Green Destination certification roadmap. Secondary users will include relevant ministries, regulatory authorities, tourism associations, and local enterprises that will align their practices with the Action Plan's sustainability guidelines.

The assignment covers the island of Rodrigues and encompasses environmental, socio-economic, cultural, and institutional dimensions of sustainable tourism development. The consultancy's thematic scope focuses on designing an implementable and costed Action Plan for certification and maintenance, encompassing institutional arrangements, baseline analysis, stakeholder engagement, data systems, and a monitoring and evaluation framework. Costing shall be indicative and of an order of magnitude, sufficient to support prioritisation and budgeting. Detailed engineering estimates or investment-grade financial models are not required.

The assignment will be implemented over six months from the date of contract signature. Its scope is limited to planning, diagnostics, and institutional capacity development; it does not include the design of physical infrastructure, procurement supervision, or works implementation.

6. SCOPE OF SERVICES

This consultancy aims to design a practical, implementable Action Plan for Rodrigues' Green Destination Certification, ensuring complete alignment with the GSTC and Green Destinations standards. The section defines the activities to be undertaken (organised chronologically) and establishes clear boundaries and expected results. The assignment focuses on readiness, gap analysis, and action planning toward certification. It does not include formal certification audits, third-party verification, or guarantees of certification outcomes.

Key Questions to be Addressed

- What gaps currently prevent Rodrigues from meeting Green Destinations and GSTC certification criteria?
- Which institutional, policy, and technical measures are required to close those gaps?
- What sequence of actions, resources, and coordination mechanisms will ensure certification and its long-term maintenance?

General Approach and Boundaries

- The consulting firm shall employ a comprehensive and participatory approach to the preparation of the Action Plan for Green Tourism Destination Certification. The assignment will be undertaken in close collaboration with the Commission for Tourism, the Project Implementation Unit (PIU), and other relevant stakeholders, ensuring alignment with the Rodrigues Airport Project objectives and the Green Destinations criteria.

- The consultant shall adopt a mixed-methods approach, integrating both quantitative and qualitative methodologies to ensure robust, evidence-based analysis and actionable recommendations. Quantitative methods shall include structured data collection, statistical analysis, and indicator-based assessments of environmental, socio-economic, and institutional performance (statistical analysis shall remain descriptive and proportional to the assignment's planning objectives). Qualitative methods shall encompass key informant interviews, focus group discussions, stakeholder consultations, and document reviews to capture governance, institutional, and behavioural dimensions.

- This combined approach will ensure that analytical findings are data-driven while also grounded in the local context, stakeholder insights, and the operational realities of Rodrigues Island. All analyses shall be undertaken using internationally recognised tools and benchmarks consistent with the Green Destinations Standard and the GSTC criteria.

- The scope and level of effort must remain proportionate to the available budget and the six-month implementation period.

- The consultancy's scope begins with inception and mobilisation and ends with delivery of the validated Final Action Plan.

- NOT included are the design or supervision of physical works, the preparation of procurement packages for infrastructure, or long-term implementation support.

Specific Intervention Strategies

The assignment will employ three mutually reinforcing strategies:

1. Institutional strengthening – improving governance structures and coordination mechanisms.
2. Private-sector engagement – promoting adoption of sustainable business practices through awareness and incentives.
3. Participatory validation – ensuring inclusiveness, transparency, and alignment among stakeholders.

Tasks and Expected Results

The consultancy shall carry out the following key tasks and sub-tasks in chronological order. Each task must produce tangible outputs that the Client will validate.

Task 1 – Inception, Mobilisation, and Stakeholder Mapping

- Review existing documentation and datasets relevant to tourism, sustainability, and policy frameworks.

- Participate in inception meetings with key institutions (Commission for Tourism, PIU, Environment Commission, key ministries) to validate expectations, roles, and decision-making arrangements.

- Refine the methodology, detailed work plan, and risk-management approach.

- Prepare a detailed stakeholder map distinguishing core, supporting, and external stakeholders, with their interests, influence, and expected roles in the certification process, as well as data sources.

- Prepare a data-availability and data-quality scan, identifying gaps in tourism statistics, environmental monitoring, and governance indicators relevant to GSTC/Green Destinations.

- Propose and agree with the Client on a set of working groups or technical focal points to support the assignment (e.g., Governance, Environment, Private Sector, Data & MEL).

- Prepare a communication and validation plan agreed with the PIU.

Task 2 – Baseline Sustainability Assessment and Tourism Enterprise Scan

- Conduct an island-wide assessment of environmental, socio-economic, cultural, and institutional sustainability indicators, including:

    - developing a structured baseline assessment framework aligned explicitly with GSTC/Green Destinations criteria (environmental, socio-economic, cultural, and governance pillars). The baseline assessment shall be based on a purposive and proportionate sampling approach sufficient to inform strategic prioritisation and action planning. The assignment does not require statistically representative sampling or census-style coverage.

    - designing and pre-testing data-collection tools (questionnaires, checklists, scorecards) for both destination-level indicators and enterprise-level sustainability practices; and

    - implementing a structured enterprise sustainability survey using a purposive and proportionate sample sufficient for strategic analysis and action planning.

- Map ongoing initiatives, certifications, and good practices already in place (e.g., energy efficiency, waste management, community-based tourism) and identify compliance gaps and the capacity needs, to identify quick wins and scalable models.

Task 3 – Certification Analysis and Gap Assessment

- Examine institutional and governance requirements for destination-level certification.

- Identify legal, policy, regulatory, procedural, and data-management improvements required to align Rodrigues with destination-level certification requirements.

- Estimate indicative costs, resource requirements, and implications for certification maintenance, including:
    - analysing institutional capacities (staffing, mandates, coordination, budget) needed to manage certification and ongoing compliance;
    - preparing a preliminary costing of required measures (institutional, data, communication, enterprise-level support) and proposing possible financing sources; and
    - prioritising gaps by urgency and feasibility, identifying "no-regret" actions that can be implemented quickly versus longer-term reforms.

Task 4 – Project Implementation Plan (PIP) and Destination Sustainability Management System (DSMS)

- Develop a detailed PIP outlining sequencing, milestones, responsible parties, and verification indicators, including dependencies, critical path considerations appropriate to a strategic action plan (not construction or procurement scheduling), and risk mitigation for time-sensitive actions (e.g., audit windows, reporting cycles).

- Establish an operational DSMS defining functions, reporting cycles, and review mechanisms for continuous improvement, by:
    - defining clear institutional roles and responsibilities for DSMS operation (who collects data, who validates, who reports, and who decides);
    - proposing standard operating procedures (SOPs) for core DSMS functions: data collection, indicator review, corrective actions, and periodic reporting;
    - designing basic DSMS tools (templates, dashboards, simple databases) that can be operated with the existing IT capacity of the Commission for Tourism and PIU; and
    - integrating feedback loops into the DSMS (e.g., annual review meetings, corrective action tracking, and documentation of lessons learned).

The DSMS shall consist of non-proprietary tools (e.g. spreadsheets, templates, simple dashboards) aligned with existing institutional capacity. No software development, licensing, or long-term system maintenance is required.

Task 5 – Measures and Incentives for Sustainable Practices

- Propose practical measures and incentive mechanisms (financial, technical, or policy-based) to encourage enterprises to adopt green practices. This will include:
    - segmenting tourism enterprises by type and size and proposing tailored sustainability measures and incentives for each segment (e.g., guesthouses vs. larger hotels vs. tour operators);
    - identifying and proposing potential financial and non-financial incentives (recognition schemes, marketing advantages, technical assistance, linkages to grants or credit lines);

- developing simple, practical guidelines for enterprises on how to comply with key sustainability measures (e.g., checklists for energy, water, waste, community engagement);
- proposing a light-touch compliance monitoring mechanism for enterprises, compatible with the DSMS and future green grants schemes; and
- identifying potential collaboration and integration with the Rodrigues Green Tourism Grants Scheme and other RAP components.

- Recommend compliance-monitoring and reporting tools suitable for the DSMS framework.

Task 6 – Stakeholder Engagement and Capacity Building

- Organise stakeholder consultations and validation workshops at critical stages of the assignment by:
  - preparing a structured stakeholder engagement plan, including objectives, timelines, formats (workshops, focus groups, bilateral meetings), and feedback mechanisms;
  - ensuring representation of women, youth, small operators, and community organisations in all key consultation and validation events;
  - developing training materials and toolkits (presentations, handouts, simple guides) adapted to different audiences (policy makers, technical staff, MSMEs, communities); and
  - documenting stakeholder inputs systematically and showing how they have been incorporated into the Action Plan and Certification Roadmap.

- Deliver tailored capacity building for institutional and private-sector actors involved in sustainability management and certification.

Capacity-building activities shall be delivered through targeted workshops, practical demonstrations, and concise guidance materials. The assignment does not require the development or delivery of formal training programmes or curricula.

Task 7 – Certification Roadmap, Monitoring and Evaluation Framework

- Prepare a time-bound Certification Roadmap with defined KPIs for implementation and operational periods, targets, and verification methods.

- Develop a Monitoring, Evaluation and Learning (MEL) framework for adaptive management and continuous improvement by:
  - defining a phased Certification Roadmap (short-, medium-, and long-term actions), clearly indicating pre-audit, audit, and re-certification requirements;
  - structuring a concise set of Key Performance Indicators (KPIs) and MEL tools aligned with GSTC/Green Destinations requirements and the RAP Results Framework;
  - proposing data-collection responsibilities, frequencies, and verification methods for each KPI (who collects, how, and where it is stored);
  - designing simple reporting formats for periodic progress updates to decision-makers (Commission for Tourism, RRA, RAP PIU, and WB);

- identifying key learning questions and proposing periodic learning products (briefs, case studies, lessons-learned notes) to inform future policy and investment decisions; and
- proposing a realistic capacity development roadmap (who needs to be trained, on what, and when) to sustain the MEL system and DSMS after project completion.

- Compile all validated findings and tools into the Final Action Plan for Rodrigues Green Destination Certification.

Expected Follow-On Requirements

Where feasible, the Consultant shall identify areas requiring follow-on technical assistance to support implementation of the Action Plan or to prepare Rodrigues for subsequent re-certification audits.

7. EXPECTED RESULTS AND/OR DELIVERABLES

The consulting firm shall be responsible for producing the following key deliverables during the assignment. All deliverables shall be prepared in English. Executive summaries may be provided in French or Creole where feasible. Deliverables shall be submitted electronically; hard copies shall be provided only if specifically requested by the Client, in editable and PDF formats, and approved by the Project Implementation Unit (PIU) before proceeding to the next phase of work.

1) **Inception Report** – Submitted within 30 days of contract signature. This report shall include the consultant's detailed methodology, work plan, staffing schedule, stakeholder engagement strategy, and risk management framework. Approval of the Inception Report shall mark the start of full implementation.
2) **Baseline and Diagnostic Report** – Provides a comprehensive assessment of Rodrigues' current performance against the Green Destinations and GSTC criteria, identifying institutional gaps, data needs, and initial sustainability baselines.
3) **Proposed Framework for Green Destination Certification** – Outlines the scope, structure, and certification pathway for Rodrigues, including governance, institutional responsibilities, required investments, and alignment with the Green Destinations Standard.
4) **Draft Action Plan for Green Tourism Destination Certification** – Presents the proposed activities, timelines, budget estimates, monitoring framework, and stakeholder responsibilities to achieve certification.
5) **Validation Workshop and Stakeholder Consultation Summary** – Summarises the outcomes of consultation events and records feedback incorporated into the final Action Plan.
6) **Final Action Plan for Green Tourism Destination Certification** – Integrates all validated recommendations, updated costings, and implementation arrangements; includes annexes with monitoring indicators and reporting templates.
7) **Summary Presentation and Policy Brief** – A concise PowerPoint presentation and four-page brief summarising key findings, recommendations, and the roadmap for the Commission for Tourism and RAP PIU decision-makers.

The detailed schedule of submission deadlines, approval milestones, and payment percentages for these deliverables shall be presented separately under each item**.**

Note: In the Inception Report, the firm shall complete the constraints matrix, which must be updated and submitted as an annex together with all subsequent deliverables, along with the lessons-learned matrix. The RAP Project M&E team will provide both matrices.

Each deliverable must be stand-alone, implementable, and suitable for direct use by the Client without reliance on subsequent outputs ("stand-alone" refers to usability and clarity, not duplication of content across deliverables). Draft versions shall be submitted for review and comments at least 10 working days before validation meetings. The PIU's written approval shall constitute formal acceptance of each deliverable and authorise the corresponding payment.

If specific activities are not directly linked to a deliverable (e.g., stakeholder coordination or field data updates), their inclusion must be justified in the Inception Report, demonstrating their necessity for achieving the overall results.

8. FORMAT AND SUBMISSION OF DELIVERABLES

The final deliverables shall be submitted in English, in report form, printed on A4 paper, correctly numbered and bound, in three hard copies and one (1) electronic copy, following the specifications below:

- Text documents: *MS Word® 2019 or later*;
- Spreadsheets, charts, and tables: *MS Excel® 2019 or later*;
- Figures and illustrations: *JPG, PNG, or GIF format*;
- Presentations: *MS PowerPoint® 2019 or later*;
- Databases: *Structured datasets in Excel, SPSS, SQL Server, or other formats agreed with the Client, with all routines and related information submitted in three (3) electronic copies (USB flash drives or external drives), together with the Final Report*. Any reference to database formats reflects only data portability; no enterprise database configuration or administration is expected.

9. LOCATION OF SERVICE DELIVERY

The assignment will be carried out in a hybrid modality**,** with 35% of the work conducted on-site on Rodrigues Island and 65% performed remotely (home-based)**.** While conducting fieldwork on Rodrigues Island, the consultant will report to the Project Manager and Project Coordinator of the Rodrigues Airport Project (RAP)**.**

10. DURATION AND IMPLEMENTATION SCHEDULE OF SERVICES

The consultancy is expected to be completed within six (6) calendar months from the date of contract signature. The total level of effort for this assignment shall not exceed a maximum ceiling of one hundred and thirty (130) payable working days, inclusive of all expert inputs and on-site and off-site activities, to be delivered over the six-month implementation period. The Consultant shall be fully responsible for managing and allocating its expert inputs within this overall ceiling, and no additional payable days shall be claimable beyond this limit, regardless of the staffing structure or task

distribution proposed. During this period, the Consultant shall produce six (6) deliverables as described in Section 7 of these ToRs. The deliverables shall be submitted and approved in accordance with the following implementation schedule:

Deliverable	Type / Format	Title of Deliverable	Submission Deadline	% of Contract Value
1	Technical Report (Word + Work Plan + Annexes)	Inception Report and Work Plan	Within 30 days from issuance of the Service Order	10%
2	Analytical Report (Word + Excel Datasets + PowerPoint Summary)	Baseline Sustainability Assessment and Tourism Enterprise Scan	Within 60 days from the Service Order	15%
3	Diagnostic and Planning Report (Word + Matrix + Cost Tables)	Certification Gap Analysis and Draft Project Implementation Plan (PIP)	Within 90 days from the Service Order	20%
4	Interim Progress Report (Word + Presentation)	Interim Progress and Stakeholder Report	Within 120 days from the Service Order	15%
5	Technical Framework (Word + Templates + Operational Guide)	Draft Destination Sustainability Management System (DSMS)	Within 150 days from the Service Order	20%
6	Final Integrated Report (Word + Annexes + Datasets + PowerPoint Summary)	Final Action Plan and Certification Roadmap (including Monitoring, Evaluation, and Learning Framework)	Within 180 days from the Service Order	20%

Implementation Notes

- The overall duration of the assignment shall not exceed 180 calendar days.
- Any extension of the implementation period shall require prior written approval from the Client and will be governed by the contract's provisions on time extensions.
- The Consultant shall ensure that deliverables are submitted in editable electronic formats (MS Word, Excel, PowerPoint, and PDF) and all supporting data and analysis files.

The table below presents the indicative implementation schedule for the six-month consultancy, aligned with the deliverables and milestones.

Deliverables	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Deliverable 1 – Inception Report & Work Plan	Preparation & submission					
Deliverable 2 – Baseline Sustainability Assessment & Tourism Enterprise Scan	Planning / Fieldwork Start	Data collection & report finalisation				
Deliverable 3 – Certification Gap Analysis & Draft Project Implementation Plan (PIP)		Research continuation	Draft & validation			
Deliverable 4 – Interim Progress & Stakeholder Report			Preparation	Submission & review		
Deliverable 5 – Draft Destination Sustainability Management System (DSMS)				Design & consultations	Submission & validation	
Deliverable 6 – Final Action Plan & Certification Roadmap (incl. MEL Framework)					Integration & drafting	Final submission & approval

11. TECHNICAL TEAM SPECIFICATIONS

The Consultant shall propose a qualified, multidisciplinary team with the expertise and experience necessary to deliver the assignment's objectives and outputs. All experts must possess strong analytical, communication, and teamwork skills, and be proficient in English and French. Knowledge of Creole will be considered an advantage. Fluency across the team is acceptable; not all experts need to be fluent in every language.

11.1. Experience and Competency Requirements of the Consulting Firm

The Consulting Firm shall demonstrate strong, relevant, and verifiable experience in sustainable tourism, destination certification, environmental management, and policy advisory services, with sufficient technical and managerial capacity to deliver the assignment within six months in line with WB standards. At a minimum, the firm must meet the following requirements:

(a) General Institutional Experience

- At least 10 years of experience in tourism planning, sustainable destination management, environmental policy, or related fields;

- Proven ability to manage multi-disciplinary assignments of similar scale and complexity, preferably funded by international development partners (e.g. WB, EU);
- Track record in destination-level sustainability frameworks or action plans for governments or regional bodies;
- Experience in island/SIDS/remote tourism destinations is a strong asset.

(b) Specific Technical Experience

- At least three (3) completed assignments in the last ten (10) years related to:
    - GSTC, Green Destinations, or similar sustainability certification schemes (audit support, baseline, gap analysis, or certification readiness);
    - Sustainability diagnostics or gap assessments across environmental, socio-economic, cultural, and governance dimensions;
    - Institutional frameworks, governance arrangements, or management tools for tourism or environmental authorities;
    - Monitoring, Evaluation and Learning (MEL) systems (indicators, verification, dashboards);
    - Stakeholder engagement and participatory planning;
    - Capacity-building or knowledge-transfer on tourism sustainability or certification systems.
- Direct experience with GSTC-recognised destination standards, or eco-certification frameworks, will be considered a decisive advantage.

(c) Multi-Stakeholder and Governmental Contexts

- Demonstrated experience working with government ministries, tourism/environment authorities, and local government;
- Ability to support institutional reform, coordination mechanisms, and policy/process improvements;
- Experience facilitating multi-level stakeholder dialogue and ensuring gender and community inclusion in planning processes.

(d) Methodological and Technical Competence

- Proven use of mixed methods approaches (quantitative + qualitative + document review + participatory workshops);
- Capacity to design and implement enterprise-level sustainability surveys and analyse results;
- Experience in developing institutional management systems, SOPs, dashboards, or sustainability data flows;

- Ability to prepare costed implementation plans and fundamental financial/investment analysis;
- Internal Quality Assurance procedures to ensure technical rigour and consistency.

11.2. Key Experts

The proposed experts may combine roles where appropriate, allowing learner staffing, provided all competencies are demonstrably covered.

No	Position	Academic Background	Required Experience	Duties/Responsibilities
1	Team Leader /Senior Tourism Strategist	Advanced university degree (master's or equivalent) in Tourism, Sustainable Development, Environmental Management, Public Administration, or related discipline.	Minimum of 10 years of progressively responsible experience in sustainable tourism planning, destination management, or certification projects. Proven experience in leading multidisciplinary teams and coordinating donor-funded projects (World Bank, UN, EU, etc.).	Overall coordination of the consultancy. Lead preparation of methodologies, supervise technical work, ensure quality of outputs and timely submission of deliverables. Liaise with the Client and key stakeholders. Provide strategic guidance on destination certification and the integration of sustainability. Assess institutional mandates, coordination mechanisms, and capacity gaps. Propose improved governance and institutional arrangements for certification implementation.
2	Tourism Sustainability /Certification Expert	University degree in Environmental Science, Sustainable Tourism, Natural Resource Management, or related field.	Minimum of 8 years of professional experience in applying or auditing GSTC or similar sustainability standards, conducting destination or enterprise-level certification assessments.	Lead baseline and gap analyses; align the Action Plan with Green Destinations/GSTC criteria; define institutional arrangements and sustainability performance indicators.
3	Market Intelligence and Branding Specialist	University degree in Marketing, Business Administration, or Tourism Economics.	At least 7 years of experience in market analysis, destination branding, and tourism marketing strategies, preferably for small island or sustainable tourism destinations.	Provide analysis of market positioning and communication strategy inputs to ensure that certification enhances Rodrigues' market image and competitiveness.
4	Monitoring, Evaluation and Learning (MEL) Specialist	University degree in Economics, Statistics, Environmental Management, or related field.	Minimum of 7 years of experience in designing and implementing monitoring and evaluation frameworks, particularly in tourism, environment, or community development sectors.	Design the monitoring, evaluation, and learning framework; define KPIs, data flows, and reporting tools; and support the development of the DSMS performance-tracking system.

11.3. Support Team (if applicable)

The Consultant may include additional technical or administrative support staff as needed. These positions are non-evaluated but should be clearly described in the proposal to ensure adequate support for implementation. For example:

N	Position	Academic Background	Required Experience	Duties / Responsibilities
1	Research Assistant/Data Analyst	Bachelor's degree in Statistics, Geography, Tourism, or a related field.	At least 3 years of experience in data collection, processing, and analysis for socio-economic or environmental projects.	Support data compilation, entry, and analysis for the baseline assessment, gap analysis, and monitoring indicators.
2	Local Liaison and Community Engagement Officer	Bachelor's degree in social sciences, Communication, or Community Development.	At least 5 years of experience in stakeholder engagement and community participation, preferably within Rodrigues or similar island contexts.	Support local coordination, organise workshops and consultations, facilitate communication with community stakeholders, and ensure inclusion and feedback documentation.

12. SUPERVISION OF SERVICES AND ACCEPTANCE OF EXPECTED RESULTS AND/OR DELIVERABLES

The deliverables shall be submitted to the RAP Project Manager and Project Coordinator, who will share them with the relevant implementing entities. Each deliverable will be reviewed within ten working days, during which the client will provide comments and inputs. The Consultant shall address consolidated comments within a reasonable timeframe commensurate with the nature of the revisions. The acceptance and approval of the deliverables shall be carried out by a review board composed of the Client's focal point, the RAP Specialist, the Project Manager, and the Project Coordinator. Deliverables shall be deemed accepted upon written confirmation by the Project Coordinator following the review board's endorsement.

13. AVAILABLE INPUTS

The Client will make available to the Consultant all relevant information, reports, and reference materials necessary to carry out the assignment effectively. These materials will be provided primarily through the Commission for Tourism (Rodrigues) and the RAP.

13.1. Documents and Studies

The following documentation and technical references will be made available at the commencement of the assignment:

- The Rodrigues Sustainable Tourism Development Plan (STDP) and its Implementation Framework;
- The Proposal for Green Destination Certification previously submitted to GSTC;

- Relevant policy, legal, and regulatory instruments, including the Rodrigues Tourism Regulations (2007), the Tourism Authority Act, and the Environment Protection Act;
- The RAP appraisal documents, including safeguards, institutional arrangements, and reporting templates;
- Existing tourism statistics, survey data, and enterprise registries from the Commission for Tourism and Statistics, Mauritius;
- Any additional strategic or technical studies previously undertaken under the STDP or related programs.

The RAP Project Manager will coordinate the transmission of these materials to the Consultant upon contract signing.

13.2. Facilities and Logistical Support

The Client, through the Project Implementation Unit (PIU) and the Commission for Tourism, will facilitate access to:

- Logistical coordination for official meetings with government departments and local stakeholders.
- Providing communication and data-processing equipment and ensuring data protection and confidentiality.

13.3. Air Travel and Mobility

Air travel between the Consultant's home base and Rodrigues Island shall be arranged and financed by the Consultant. Financial proposals shall assume a limited and reasonable number of missions aligned with the agreed-upon work plan. The Consultant shall be responsible for managing its own accommodation arrangements.

14. REIMBURSABLE EXPENSES

Reimbursable expenses shall cover all reasonable and necessary costs incurred by the Consultant in the performance of the services, subject to prior approval and in accordance with the contract's financial provisions. These expenses shall be claimed based on actual costs, supported by appropriate documentation, and must comply with World Bank procurement and financial management guidelines.

The reimbursable expenses shall include, but are not limited to, the following categories:

- Workshops, meetings, and stakeholder consultations, including venue hire, refreshments, and participant-related logistics, when these are directly linked to the assignment's deliverables. The Consultant should assume a limited number of workshops (e.g., one inception and one validation), unless otherwise agreed in writing with the Client.

- Report production and submission costs, including printing, document binding, and delivery of final reports to the Client;
- Other relevant expenditures or provisional sums, as may be authorised in writing by the Client during contract execution.

All reimbursable expenses must be itemised in the financial proposal and reflected in the contract budget. Any additional costs beyond those specified above shall require the Client's prior written authorisation.

15. TRAINING REQUIREMENTS (KNOWLEDGE/TECHNOLOGY TRANSFER)

Although this consultancy is primarily analytical and advisory in nature, it includes a knowledge-transfer component aimed at strengthening the capacity of the Commission for Tourism (Rodrigues) and other key stakeholders to implement and maintain Green Destination Certification standards.

The Consultant shall plan and deliver orientation and capacity-building sessions during the assignment, covering at a minimum:

- Understanding of international sustainability and certification frameworks (e.g., GSTC criteria);
- Application of monitoring and evaluation tools developed under the assignment;
- Use of templates, data-collection instruments, and digital reporting tools.

The expected participants will include approximately 10–15 technical staff from the Commission for Tourism, the RAP PIU, and other relevant entities. Sessions may be conducted in person on Rodrigues Island during field missions or virtually, depending on logistical constraints.

The Consultant shall propose an appropriate methodology for delivering these sessions as part of the Inception Report.

16. CONFIDENTIALITY AND INTELLECTUAL PROPERTY RIGHTS

Unless otherwise stated, all reports, data, and relevant information (such as maps, diagrams, designs, databases, documents, software programs, supporting records, or materials compiled or prepared by the Consultant for the Client) shall be confidential and remain the exclusive property of the Client.

The Consultant shall deliver all such documents to the Client, along with a detailed inventory. The Consultant may retain one copy for its records but shall not use it for any purpose unrelated to this contract without the Client’s prior written consent.

17. INSTITUTIONAL AND ORGANIZATIONAL ARRANGEMENTS APPLICABLE TO THE SERVICES

The consultancy will be implemented within the overall framework of the Rodrigues Airport Project (RAP), which is financed by the World Bank and executed through the Rodrigues Regional Assembly

(RRA). The Commission for Tourism (Rodrigues) will serve as the primary implementing entity for this assignment.

17.1. Contractual Oversight and Reporting

The Consultant shall report, both technically and administratively, to the RAP Project Manager and Project Coordinator. These officials will provide day-to-day coordination, technical guidance, and administrative support throughout the assignment.

All deliverables shall be submitted to the Project Manager and Project Coordinator, who will circulate them for review to the relevant institutions, as applicable. The Project Manager will consolidate comments and communicate official feedback to the Consultant within the timelines specified in Section 12 of these Terms of Reference.

17.2. Client Counterpart Team

The Client's counterpart team will comprise technical staff from the following entities:

- Commission for Tourism (Rodrigues) – responsible for overall technical coordination, sector expertise, and stakeholder engagement;
- Rodrigues Airport Project (RAP) Project Implementation Unit (PIU) – responsible for procurement, financial management, and supervision of consultancy contracts;
- Commission for Environment and Natural Resources – to provide inputs related to sustainability, environmental compliance, and alignment with existing regulations; and
- The counterpart team will be led by a Designated Technical Focal Point appointed by the Commissioner for Tourism. This focal point will coordinate technical inputs, facilitate document access, and ensure participation of relevant departments in workshops, field activities, and validation sessions.

17.3. Roles and Responsibilities

- Commission for Tourism (Rodrigues): Provide technical oversight, institutional access, and leadership for coordination of tourism stakeholders.
- RAP Project Manager: Oversee contract execution, ensure compliance with project procedures, and validate deliverables prior to payment.
- RAP Project Coordinator: Manage daily liaison with the Consultant, organise review meetings, and monitor progress against the work plan.

17.4. Duration and Level of Engagement

The Client's counterpart staff will participate actively in inception, review, and validation meetings throughout the six-month assignment period. They are expected to dedicate sufficient time to

facilitating data collection, reviewing deliverables, and participating in key decision points related to certification planning and implementation.

18. SAFEGUARD PROVISIONS

Safeguards are the social and environmental policies established by the World Bank to ensure that people and the environment are not adversely affected by the development projects it finances. The proposed assignment complies with the World Bank Operational Policies, particularly those related to Environmental and Social Safeguards.

The activities under this assignment will not involve any physical interventions or modifications to production systems that could generate adverse environmental or social impacts. In line with national environmental legislation and the World Bank's Environmental and Social Framework (ESF), this assignment is not expected to produce any significant environmental or social effects. During implementation, the World Bank may conduct environmental or social assessments to verify compliance with its safeguard policies.