TERMS OF REFERENCE

CONSULTING SERVICES – FIRMS SELECTION

Market Assessment, Marketing & Branding Strategy, and Tourism Product Development for Rodrigues

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.

Within the Rodrigues Airport Project's complementary components supporting sustainable tourism, this consultancy focuses on the strategic market positioning and tourism product development of Rodrigues. It will (i) assess existing and potential new source markets to identify high-value opportunities for sustainable growth; (ii) develop a refreshed destination branding and marketing strategy that enhances Rodrigues' visibility and competitiveness; (iii) review and evaluate existing tourism products and experiences, including the long list of proposed investment sites; (iv) finalise a priority list of sites for development; and (v) propose practical upgrades to current products and/or new tourism products consistent with Rodrigues' vision as an *Île Créole Écologique*.

The assignment is therefore a critical enabler for Rodrigues' transition toward a more competitive, inclusive, and sustainability-driven tourism destination. It links infrastructure investments with enhanced market readiness, stronger destination identity, and diversified tourism products, outcomes explicitly pursued under RAP's sector development and promotion activities.

2. IMPLEMENTATION ARRANGEMENT

The Airport of Mauritius Co. Ltd. (AML) is the executing agency responsible for project implementation and is establishing a dedicated Project Implementation Unit (PIU) based on Rodrigues Island. AML's role covers technical, procurement, financial management, monitoring and evaluation, and implementation of the World Bank's Environmental and Social Framework (ESF) requirements. The PIU will be housed within the offices of Airport Rodrigues Co., Ltd. (ARL) to enable seamless collaboration. A Project Compliance Unit[1] will be established to ensure adherence to national regulations and compliance with

[1] The compliance unit comprises the following full-time roles; procurement specialist, financial management specialist, project accountant, lead environmental specialist, social specialist, health and safety specialist, monitoring and evaluation specialist, communications officer, and an internal auditor.

the World Bank's fiduciary and safeguard management requirements. Two technical units will be established in the PIU. “Project Technical Unit-I” (PTU-I) is responsible for the technical aspects of Components 1 and 2; “Project Technical Unit-II” (PTU-II) is accountable for Components 3 and 4 of the Project, in collaboration with the Rodrigues Regional Assembly (RRA). A Project Manager oversees the full PIU and will lead PTU-I, with the support of an Aviation Construction Specialist; A Project Coordinator will support the Project Manager and will lead PTU-2.

3. SECTORAL CONTEXT

Tourism remains the backbone of Rodrigues’ economy, providing the primary source of employment, income, and small enterprise development. The sector is characterised by a high concentration of MSMEs (guesthouses, restaurants, tour services), whose competitiveness depends on market visibility, product quality, and effective coordination across the tourism value chain. The island’s remoteness, limited connectivity, and environmental vulnerability underscore the need for a well-planned, sustainable approach to tourism growth. With the expansion of airport infrastructure under the RAP, the island is poised to improve international accessibility and attract new visitor segments. However, converting these transport gains into sustainable tourism outcomes requires targeted efforts to identify and capture new markets, modernise the destination’s image, and enhance the quality and diversity of tourism products.

The Rodrigues Sustainable Tourism Development Plan provides the overarching framework for this transformation. It calls for inclusive growth, improved visitor experience, environmental stewardship, and stronger linkages between tourism and community development. Achieving these objectives requires a coordinated, evidence-based approach to destination marketing and product development that leverages Rodrigues’ unique cultural identity and ecological assets. The RAP, supported by the WB, therefore integrates a technical assistance component to strengthen the island’s market competitiveness and product readiness. This consultancy contributes directly to that goal by generating data-driven insights into new and emerging source markets, developing a refreshed marketing and branding strategy, and guiding the prioritisation and upgrading of tourism products in line with sustainability principles and market demand.

4. JUSTIFICATION

The development of new airport infrastructure will significantly enhance Rodrigues’ accessibility and visibility within the regional and global travel market. However, improved connectivity alone will not guarantee sustained tourism growth unless it is complemented by a clear understanding of evolving market dynamics, a coherent branding strategy, and a well-defined portfolio of attractive and sustainable tourism products.

Rodrigues’ current tourism performance is primarily shaped by a narrow market base (dominated by domestic and short-haul visitors from Mauritius), with limited penetration into higher-spending and long-haul segments. Existing marketing initiatives are fragmented, outdated, and under-resourced, while many tourism products lack the quality, innovation, or differentiation necessary to compete effectively in the international marketplace. Without a strong and distinctive brand identity, Rodrigues risks being overshadowed by other Indian Ocean destinations that are already investing heavily in sustainability, digital marketing, and product diversification.

This consultancy is therefore justified as a key intervention under the tourism component of the Rodrigues Airport Project (RAP). It will provide the analytical foundation, strategic direction, and practical tools required to reposition Rodrigues as a distinctive, sustainable, and competitive island destination. The

assignment will combine market intelligence, branding innovation, and product development planning to guide future investment decisions and promotional efforts.

By identifying high-potential source markets, refining the destination's identity, and prioritising product upgrades and new offerings, the consultancy will directly support the island's transition toward sustainable, inclusive, and climate-resilient tourism growth: maximising the economic and social returns from the RAP's infrastructure investments.

5. OBJECT OF THE ASSIGNMENT

To procure the services of a qualified consulting firm to undertake a comprehensive market assessment, branding strategy, and tourism product development study for Rodrigues Island. The consultancy will analyse existing and potential new source markets, design a refreshed and competitive destination branding and marketing framework, review and evaluate existing tourism products and experiences, finalise a priority list of development sites, and propose practical upgrades to current products and/or new tourism products consistent with Rodrigues' vision as an *Île Créole Écologique*. The consultancy will provide strategic and evidence-based recommendations to strengthen Rodrigues' market positioning, diversify its visitor base, and enhance the quality, sustainability, and competitiveness of its tourism offerings.

6. OBJECTIVE OF THE ASSIGNMENT

Overall Objective:

The overall objective of this assignment is to strengthen Rodrigues' competitiveness and market-readiness as a sustainable tourism destination by developing a data-driven market strategy, a refreshed destination brand, and a prioritised tourism product development framework. The consultancy will provide the analytical foundation and strategic direction needed to attract new visitors, enhance the quality of tourism offerings, and support sustainable economic growth, in alignment with the Rodrigues Sustainable Tourism Development Plan (STDP 2023) and the Rodrigues Airport Project (RAP).

Specific Objectives:

The specific objectives of the assignment are to:

- Conduct a comprehensive market assessment of Rodrigues' existing and potential new source markets, including segmentation analysis, competitive benchmarking, and identification of emerging opportunities and trends;

- Develop refreshed destination branding and world-class marketing and branding strategy, defining Rodrigues' unique value proposition, positioning, and communication approach to enhance visibility and competitiveness in regional and international markets (this is a high-level, prioritised marketing and branding strategy with a five-year horizon, focusing on strategic directions, target segments, and sequencing of actions rather than detailed annual campaign plans);

- Review and evaluate the existing portfolio of tourism products and experiences, assessing quality, sustainability, and alignment with market expectations;

- Finalise a priority list of tourism sites and products for targeted development, based on market potential, sustainability, and community benefits;

- Propose practical upgrades to existing products and/or new product concepts that reflect Rodrigues' cultural, ecological, and community-based identity, including indicative development logic and sustainability guidelines. Indicative site concepts or development ideas may be presented in diagrammatic or narrative form, sufficient to support strategic prioritisation. No technical drawings or engineering specifications are required.

- Define baselines and indicative targets (where data availability allows) for key performance indicators such as visitor arrivals by segment, average length of stay, average expenditure, seasonality patterns, and visitor satisfaction; and

- Ensure that all recommendations are costed at an order-of-magnitude level (low/ medium/ high investment) and linked to realistic implementation and financing scenarios.

7. SCOPE AND LIMITATIONS OF THE ASSIGNMENT

The consultancy will focus on the analytical, strategic, and planning dimensions of tourism development in Rodrigues. It will provide comprehensive market intelligence, a refreshed destination branding and marketing strategy, and a practical framework for tourism product development and prioritisation. The assignment shall employ both quantitative and qualitative methodologies, ensuring inclusive participation across stakeholder groups, particularly women and youth, and engage with key public and private stakeholders to ensure ownership and practical applicability of outputs. The assignment will cover both the demand side (market assessment and branding) and the supply side (product review and development planning) to ensure a coherent and market-driven approach. The scope of the assignment shall include:

- Market research and analysis of current and potential new source markets, visitor segments, and travel patterns;

- Development of a refreshed destination branding and marketing strategy for Rodrigues, including digital, trade, and media components;

- Review and assessment of existing tourism products, experiences, and attractions, including the long list of proposed investment sites;

- Preparation of a prioritised list of products and sites for development, supported by clear justification, selection criteria, and conceptual descriptions or illustrative representations. Indicative site concepts or development ideas may be presented in diagrammatic or narrative form, sufficient to support strategic prioritisation. No technical drawings, engineering specifications, or costed designs are required.;

- Formulation of recommendations for upgrades to existing tourism products and/or new product concepts consistent with sustainability and market demand.

- Design and implementation of targeted primary data collection tools (e.g., online/offline visitor surveys, stakeholder interviews, focus groups) where secondary data are insufficient to answer the analytical questions;

- Mapping and alignment of the consultancy's outputs with ongoing or planned tourism-related projects and studies (e.g., infrastructure, connectivity, conservation initiatives), to ensure coherence and avoid duplication of efforts;

- Defining measurable indicators of success for each component of the assignment (market assessment, branding, and product development), including baseline values and target outcomes where data permit;

- Identifying key implementation risks (institutional, market, environmental and social) related to the proposed tourism product-development framework and recommending mitigation measures; and

- Providing a clear implementation roadmap indicating short-, medium- and long-term actions, responsible institutions, and indicative sequencing of investments.

The consultancy will rely on the availability and quality of existing data. Where data gaps are significant, the Consultant shall explicitly document these limitations and propose pragmatic approaches to address them in the short to medium term (e.g., establishing regular data-collection protocols). Invariably, the assignment shall employ both quantitative and qualitative methodologies, including data analysis, benchmarking, stakeholder consultations, and field-based validation missions. The Consultant shall engage with key public and private stakeholders to ensure ownership and practical applicability of outputs.

Limitations

The consultancy shall be limited to analytical and design services. It will **not** include:

- Preparation of detailed architectural or engineering designs;

- Development of procurement or tender documentation (e.g., Bills of Quantities or construction specifications);

- Supervision of works or implementation of physical infrastructure; or

- Execution of marketing campaigns beyond the provision of strategic/operational plans.

The outputs of this consultancy will serve as the foundation for subsequent investment and implementation phases under the tourism component of the Rodrigues Airport Project.

8. SCOPE OF SERVICES

The consultancy shall adopt a participatory, evidence-based, and results-oriented approach, combining quantitative and qualitative methodologies, to ensure that all analyses and recommendations are practical, implementable, and consistent with Rodrigues' vision for sustainable development. Activities will involve fieldwork, stakeholder consultations, market analysis, and comparative benchmarking, with

continuous validation by the CT and the RAP-PIU. The scope of services is structured around four interrelated tasks corresponding to the key objectives of the assignment:

Task 1 – Inception and Work Planning

- Conduct a comprehensive review of existing policy, strategic, and statistical documents related to Rodrigues' tourism sector (e.g., STDP 2023, marketing materials, arrival data, and previous studies).
- Confirm the overall methodology, analytical tools, and data sources to be used for the market assessment, branding strategy, and product review.
- Prepare a detailed Inception Report presenting the methodology, sampling framework, work plan, stakeholder engagement plan, and reporting schedule.
- Conduct an inception meeting with the Client and stakeholders to validate the proposed approach and timelines.
- Develop a draft Monitoring, Evaluation and Learning (MEL) framework for the assignment, including key questions, indicators, data sources, and responsibilities; and
- Prepare a preliminary implementation risk matrix (institutional, financial, environmental and social, market-related) to be refined as the assignment progresses.

Deliverable**:** *Inception Report and Work Plan* (to be submitted within 30 days of contract signature).

Task 2 – Market Assessment and Competitiveness Analysis

- Analyse current visitor arrivals, expenditure patterns, travel motivations, and seasonality.
- Identify and assess potential new source markets and visitor segments, including long-haul and niche segments such as nature-based, adventure, and cultural tourism.
- Conduct a competitor and comparator destination analysis (e.g., Seychelles, Maldives, Mauritius, Reunion) to benchmark positioning, connectivity, and product mix.
- Assess post-pandemic travel trends, digital behaviour, and sustainability preferences influencing destination choice.
- Analyse distribution channels (online travel agencies, tour operators, direct bookings) and identify optimal channel-mix strategies for Rodrigues.
- Assess current and potential air and sea connectivity (including boat cruise) scenarios and their implications for market development and seasonality management.
- Develop market-entry and diversification strategies tailored to Rodrigues' scale, identity, and carrying capacity.

- Recommend priority markets for marketing investment and partnership development.

Deliverable**:** *Market Assessment Report.*

Task 3 – Branding and Marketing Strategy Development

- Review the existing destination brand identity, positioning, and promotional materials to assess their effectiveness and alignment with current market realities.

- Develop a refreshed destination brand framework, including value proposition, key messages, visual identity, tagline, and storytelling narrative consistent with Rodrigues' *"Île Créole Écologique"* identity. This will include preparing a conceptual brand guideline note outlining key principles, tone, and illustrative examples for applying the visual identity. This shall serve as a final production-ready design manual.

- Formulate a five-year integrated destination Rodrigues marketing strategy, encompassing:

    a) Digital marketing and online presence (website, social media, content creation);
    b) Partnerships (with airlines, tour operators, trade shows, etc);
    c) Public relations and publicity (media engagement); and
    d) Domestic and regional promotion.

- Develop an implementation roadmap for the marketing strategy, including a phased action plan, indicative budget ranges, roles and responsibilities of key institutions, and potential funding/partnership mechanisms.

- Propose a framework for periodic brand and campaign evaluation (e.g., brand tracking surveys, digital analytics, trade feedback) and recommend processes for adaptive management.

- Define a set of Key Performance Indicators (KPIs) and a monitoring framework to track marketing effectiveness and brand perception.

- Conduct a stakeholder validation workshop to refine the proposed strategy and implementation roadmap.

Deliverable**:** *Branding and Marketing Strategy Document.*

Task 4 – Tourism Product Review and Development Planning

- Compile and update the inventory of existing tourism products and experiences (accommodation, attractions, natural and cultural sites, events, excursions, and community-based activities).

- Assess each product's competitiveness, sustainability, visitor readiness, accessibility, and linkages with local value chains.

- Review the "long list" of proposed investment sites developed under previous studies and identify priority sites for development or upgrading, based on agreed criteria (market demand, sustainability, feasibility, and inclusivity).

- Propose upgrades and enhancements to existing products to improve visitor experience, quality standards, and environmental performance.

- Conceptualise new tourism products or experiences aligned with Rodrigues' identity, including eco-tourism, agro-tourism, cultural heritage, adventure, and creative tourism concepts.

- For each proposed upgrade or new product, outline indicative development logic, conceptual sketches or narrative descriptions, sustainability guidelines, and indicative investment estimates. Indicative site concepts or development ideas may be presented in diagrammatic or narrative form, sufficient to support strategic prioritisation. No technical drawings, engineering specifications, or costed designs are required.

- Propose indicative business models and partnership options (public, private, PPP, community-based enterprises) for priority products and sites, including roles and benefit-sharing arrangements with local communities.

- Identify quick-win interventions that can be implemented within 12–24 months to demonstrate early impact while longer-term projects are being prepared.

- Prepare an implementation-readiness assessment for priority sites and concepts, highlighting key prerequisites (e.g., land tenure, permits, environmental clearances, basic infrastructure).

- Conduct a final stakeholder workshop to validate proposed product concepts and the prioritised list of sites.

Deliverable**:** *Tourism Product Development and Prioritisation Report.*

9. EXPECTED RESULTS AND/OR DELIVERABLES

The consultancy shall deliver a coherent series of interrelated outputs that together provide a comprehensive, evidence-based framework for the repositioning and product development of Rodrigues as a sustainable tourism destination. Each deliverable shall be submitted in draft and final form for the Client's review and validation. The detailed implementation schedule and payment distribution are presented in Section 12 of these Terms of Reference.

Each deliverable shall include:

- An executive summary highlighting key findings, recommendations, and priority actions; a section on implementation implications (institutional responsibilities, required capacities, indicative costs, and timelines); and a short note on risks, assumptions, and data limitations relevant to the deliverable.

- The Final Consolidated Report. This shall include a concise Implementation Roadmap and Results Framework annex, summarising: (i) priority actions; (ii) responsible entities; (iii) indicative sequencing; (iv) performance indicators; and (v) suggested monitoring arrangements; (vi) Constraints matrix; (vii) Lessons learned matrix; (viii) Success case matrix.

The deliverables of the assignment shall comprise:

- Inception Report and Work Plan: confirming the Consultant's understanding of the assignment, methodology, stakeholder-engagement approach, and detailed work plan.

- Market Assessment Report: presenting a comprehensive analysis of existing and potential source markets, market trends, and competitiveness benchmarking.

- Branding and Marketing Strategy Document: defining Rodrigues' refreshed destination identity, value proposition, and five-year marketing plan, including performance indicators.

- Tourism Product Inventory and Prioritisation Report: delivering a complete inventory and evaluation of tourism products and sites, with an analytically justified priority list for development or upgrading.

- Product Upgrading and New Product Concepts Report: outlining detailed concept briefs and sustainability guidelines for proposed upgrades and new product opportunities. Indicative site concepts or development ideas may be presented in diagrammatic or narrative form, sufficient to support strategic prioritisation. No technical drawings or engineering specifications are required.

- Final Consolidated Report and Validation Workshop: integrating all validated outputs into a single, actionable framework and presenting the findings to stakeholders.

Each deliverable shall be submitted in draft and final form for the Client's review and validation. The detailed implementation schedule and payment distribution are presented in Section 12 of these Terms of Reference

10. FORMAT AND SUBMISSION OF DELIVERABLES

The final deliverables shall be submitted in English. All deliverables shall be submitted in electronic format. Printed copies shall be provided only if specifically requested by the Client, and in limited quantities, 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: *SPSS or SQL Server 2019 or the latest version available, with all routines and related information submitted in three (3) electronic copies (USB flash drives or external drives), together with the Final Report*.

11. LOCATION OF SERVICE DELIVERY

The assignment will be delivered through a combination of on-site and remote activities. Given the analytical and consultative nature of the work, on-site presence will be limited to key field missions, consultations, and validation activities, with the balance of work undertaken remotely efficiently and cost-effectively.

On-site work will primarily include:

- Field missions for data collection, stakeholder consultations, focus groups, and validation workshops (stakeholder consultations and validation activities shall be conducted in a streamlined and cost-effective manner, potentially combining sessions where appropriate and making use of virtual formats when feasible);
- Market research with local tourism operators and community representatives;
- Site visits to tourism attractions, accommodation facilities, and proposed development sites; and
- In-person presentation and discussion of deliverables during validation meetings.

Remote work will include:

- Analysis of secondary data and tourism statistics;
- Preparation of market assessment, branding strategy, and product-development reports; and
- Coordination meetings with the CT and the PIU.

The Consultant shall schedule missions strategically to ensure consistent stakeholder engagement, while optimising efficiency and minimising travel costs.

12. DURATION AND IMPLEMENTATION SCHEDULE OF SERVICES

The consultancy is expected to be completed within eight (8) calendar months from the date of contract signature. During this period, the Consultant shall produce six (6) deliverables as described in Section 9 of these Terms of Reference. 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
Deliverable 1	Technical Report (Word + Work Plan + Annexes)	Inception Report and Work Plan	Within 30 days from issuance of the Service Order	10%
Deliverable 2	Analytical Report (Word + Excel + PowerPoint Summary)	Market Assessment Report	By Month 2	20%
Deliverable 3	Strategic Report (Word + Visual Identity Toolkit + Marketing Plan)	Branding and Marketing Strategy Document	By Month 4	25%
Deliverable 4	Technical Report (Word + Tables + Prioritisation Matrix)	Tourism Product Inventory and Prioritisation Report	By Month 5–6	20%
Deliverable 5	Conceptual Report (Word + Illustrations + Concept Notes)	Product Upgrading and New Product Concepts Report	By Month 7	15%
Deliverable 6	Consolidated Report (Word + Presentation)	Final Consolidated Report and Validation Workshop	By Month 8	10%

Implementation Notes

- The overall duration of the assignment shall not exceed eight (8) calendar months from the date of contract signature.
- The Consultant shall ensure that all deliverables are submitted in editable electronic formats (MS Word, Excel, PowerPoint, and PDF), including supporting data and analysis files.
- Any adjustments to the implementation schedule arising from delays in feedback, force majeure events, or other factors beyond the Consultant's control shall be agreed in writing between the Client and the Consultant. Such adjustments shall not alter the overall scope of work but may require re-sequencing of activities and revised milestone dates.

Indicative Implementation Timeline

Deliverables /Milestones	**Month 1**	**Month 2**	**Month 3**	**Month 4**	**Month 5**	**Month 6**	**Month 7**	**Month 8**
D1	Preparation & submission							
D2	Planning & fieldwork	Submission						
D3		Research & drafting	Submission					
D4				Analysis & validation	Submission			
D5						Drafting & validation	Submission	
D6							Integration & drafting	Final submission & approval

13. TECHNICAL TEAM SPECIFICATIONS

The Consultant shall mobilise a qualified, multidisciplinary team with demonstrated expertise in tourism market intelligence, destination branding, and product development; and combine international experience in island or small-destination marketing with sound knowledge of sustainable tourism planning and the regional context (Indian Ocean and Southern Africa). All experts must possess strong analytical, communication, and teamwork skills, as well as proficiency in English. Knowledge of French and Creole will be considered an advantage.

13.1. Firm experience

General Experience

The consulting firm shall demonstrate:

- At least ten (10) years of experience in the fields of tourism sector development, destination strategy, or related economic development and planning; and
- Proven experience working with public-sector entities (e.g., tourism ministries, destination management organisations, regional or local governments) and/or international development partners (e.g., World Bank, AfDB, UN agencies, and regional development).

Evidence shall be provided in the form of a brief description of the firm's main lines of business and history of services provided in relevant areas.

Similar Assignments

The consulting firm shall have substantial, verifiable experience in assignments similar in nature, scope, and complexity to this consultancy. As a minimum, the firm shall demonstrate:

- **Tourism Market Assessment and Competitiveness Analysis:** At least three (3) assignments completed in the last ten (10) years involving tourism market assessment, source-market analysis, segmentation, and/or competitiveness benchmarking at national, regional, or destination level.
- **Destination Branding and Marketing Strategy:** At least two (2) assignments completed in the last ten (10) years focused on destination branding, brand development, and/or integrated marketing strategies for tourism destinations (national tourism organisations, island destinations, regions, or cities), including brand identity and communication frameworks.
- **Tourism Product Development and Site Prioritisation**: At least two (2) assignments completed in the last ten (10) years involving tourism product audits, development or upgrading of tourism products and experiences, and/or prioritisation of tourism sites and investments, preferably with a focus on sustainability and community benefits.
- **Experience in Island or Small-Destination Contexts**: At least two (2) assignments in Small Island Developing States (SIDS) or comparable small, remote, or island destinations, demonstrating an understanding of the specific opportunities and constraints faced by such territories (e.g., limited connectivity, environmental sensitivity, small-scale private sector).

  Assignments financed by international development partners (e.g., World Bank, regional development banks, UN agencies, bilateral donors) will be considered a strong advantage.

<u>For each reference assignment, the firm shall provide:</u>

- Title of the assignment;
- Client name and type (e.g., government, DMO, IFI-funded project);
- Country and region;
- Duration and year(s) of implementation;
- Contract value;

- Short description of objectives, scope of work, and key outputs;
- Description of the firm's role (lead firm, partner, or sub-consultant); and
- Contact details of a client reference person (where available).

Only assignments that are completed or substantially completed (at least 80% of the contract) by the proposal submission date will be considered.

Experience in the Region and Local Partnerships

Experience in the Indian Ocean and/or Southern Africa region will be considered a significant asset. This may include:

- Previous assignments in Mauritius, Rodrigues, Réunion, Seychelles, Madagascar, or other neighbouring countries;
- Prior collaboration with regional tourism organisations or initiatives; and
- Demonstrated understanding of regional tourism flows, air-connectivity patterns, and market dynamics.

Firms are encouraged to form partnerships/consortia with qualified local or regional firms to strengthen knowledge of the local context and language. In such cases:

- The roles and responsibilities of each firm (lead or partners) shall be clearly described;
- The local firm's experience and added value shall be explicitly highlighted; and
- The joint venture/consortium agreement or letter of intent shall be attached to the proposal.

Quality Assurance and Project Management

The consulting firm shall demonstrate robust internal systems and approaches for quality assurance, project management, and risk management, including:

- A documented approach to internal quality control (e.g., peer review of key deliverables, senior oversight of methodology and outputs);
- Experience managing multidisciplinary teams (international and local experts) in complex assignments with multiple stakeholders; and
- Capacity to ensure continuity of key experts and timely delivery of outputs in accordance with agreed work plans.

The proposal shall briefly describe the firm's quality-assurance procedures and project management tools, and how these will be applied specifically to this assignment (e.g., internal review steps before each deliverable is submitted).

Quality-assurance arrangements shall be proportionate to the scale and strategic nature of the assignment and are not expected to involve extensive multi-tier corporate review structures.

13.2. Key Experts

The following Key Experts are required for the successful execution of the assignment:

No.	Position	Minimum Qualification	Experience and Responsibilities
1	Team Leader/ Senior Tourism Strategist and Tourism Product Development Specialist	Master's degree in Tourism, Economics, Marketing, or related field.	Minimum 10 years of experience in tourism market development and destination strategy, with a focus on product development. Shall provide overall technical leadership, ensure methodological consistency and quality control, supervise deliverables, and lead stakeholder engagement and validation processes.
2	Market Intelligence and Source Market Specialist	Degree in Tourism Economics, Marketing, or Statistics.	Minimum 8 years of experience in tourism market analysis and segmentation. Shall lead Task 2 (Market Assessment and Competitiveness Analysis) and prepare quantitative and qualitative insights into source-market trends, competitiveness, and diversification strategies.
3	Destination Branding and Communications Specialist	Degree in Marketing, Planning, Development Communications, Graphic Design, or related discipline.	Minimum 8 years of experience in destination branding, marketing strategy, and communications for tourism destinations. Shall design the brand framework, narrative, and marketing plan, including visual identity and performance-monitoring indicators. Work closely with local creatives and communication stakeholders to ensure that the brand narrative authentically reflects Rodrigues' cultural identity and avoid over-commercialisation. Shall conduct product audit, site prioritisation, and concept development of upgraded or new tourism products aligned with sustainability and inclusivity principles.
4	Civil engineer or architect	Advanced university degree (master's or equivalent) in Civil Engineering, Architecture, or related discipline.	Minimum of 8 years of experience in infrastructure design and supervision, with at least 5 years in tourism, cultural, or environmental infrastructure projects. Access to architectural or engineering expertise with demonstrated familiarity with heritage and cultural assets, sufficient to support high-level site concept definition and feasibility considerations. **No detailed technical design, structural analysis, or restoration drawings are required under this assignment.**

Note: Equivalent experience and demonstrated competence may be considered in lieu of strict adherence to the minimum years of experience indicated above. Experience in SIDS will be regarded as a strong asset for all key experts, including the ability to work in multicultural environments, and facilitation of participatory processes with local communities is essential.

13.3. Support Team (if applicable)

The Consultant may include additional short-term support personnel to strengthen specific aspects of the assignment, such as:

- Local Liaison: Data Analyst or Statistician, Administrative and Logistics Assistant, to support quantitative analysis and data visualisation and coordinate fieldwork.
- Graphic Designer/Content Specialist, to support the production of brand materials and visual outputs.

Note that the CVs of support staff will not be considered for scoring purposes in the technical evaluation.

13.4. Team Composition and Level of Effort

The assignment shall be implemented over an indicative period of eight (8) months. The total level of effort for the assignment is indicative and shall not exceed a maximum ceiling of two hundred (200) payable working days. The Consultant shall be responsible for optimising, managing, and allocating expert inputs to ensure that all required outputs and deliverables are completed within this overall ceiling.

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

The Consultant shall report, both technically and administratively, to the Commission for Tourism and the Project Implementation Unit (PIU) Tourism Specialist, ensuring alignment with the Rodrigues Airport Project (RAP) management structure. Deliverables shall be submitted to the Project Manager and Project Coordinator for consolidated technical review and official approval. Each deliverable will be reviewed within ten (10) working days, during which the Consultant will provide comments and inputs. The Consultant shall then have five (5) working days to revise and resubmit the deliverable, duly updated to reflect the comments and inputs received from the implementing entities.

The acceptance and approval of the deliverables shall be carried out by a review board composed of the Implementing Entity'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.

15. AVAILABLE INPUTS

The Consultant will be provided with the PAD and MOP to become familiar with the project and to understand the scope of activities in relation to the project’s economic rationale. The project will provide standardised templates for: (a) Constraints Matrix; (b) Lessons Learned Matrix, which must be submitted monthly to the Project Manager; (c) Exit and/or Post-Exit Plan and Schedule; and (4) Weekly reports on work. If an agreed-upon monthly consultancy report is required for this assignment, the project will provide a monthly reporting template. Alternatively, the technical assistance provider may propose a template for the parties to agree upon. The Consultant shall collect and review any studies previously conducted with the relevant sector, in coordination with the Commissioner of Tourism, as well as any quantitative data already gathered by the Commission.

Any additional statistical information required for the assignment shall be collected directly by the Consultant from the Statistics Department of the Central Administration, for which the project will facilitate access by issuing an official credential to the Consultant. During the fieldwork phase, when the Consultant is on-site, all arrangements for physical facilities, air travel, accommodation, logistical support, local transportation, and communications shall be the Consultant's responsibility. Likewise, the provision of computers, tablets, telephones, software, and any other equipment or inputs necessary for the execution of the assignment shall also be borne by the Consultant.

16. 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 WB 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;
- 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. No separate contingency allowance or additional reimbursable category shall be introduced without the Client's prior written authorisation, in accordance with World Bank procurement and financial management guidelines.

Per diem and travel costs shall follow the World Bank's and/or the Government's applicable guidelines, as specified in the contract. Unit rates and estimation bases (e.g., number of trips, number of workshop days) shall be clearly indicated in the Financial Proposal.

Bidders are encouraged to limit reimbursable expenses to those strictly necessary for the delivery of the assignment and to avoid the inclusion of broad provisional sums

17. 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 (CT), Discover Rodrigues (Tourism Office), and other relevant stakeholders to apply the tools, frameworks, and methodologies developed under the assignment. The Consultant shall plan and deliver capacity-building sessions during the assignment, focusing on:

- Interpretation and application of market-assessment data and competitiveness indicators;
- Understanding and use of branding and marketing strategy tools, including digital-marketing frameworks;
- Use of templates, evaluation matrices, and sustainability guidelines for tourism product development and prioritisation; and
- Techniques for monitoring and evaluating marketing effectiveness and product performance.

The expected participants will include approximately 10–15 technical staff members from the Commission for Tourism, Discover Rodrigues (the Tourism Office), and other key institutions. The 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, duration, and schedule for these capacity-building sessions as part of the Inception Report and Work Plan (Deliverable 1), ensuring that the knowledge and tools generated through the consultancy are effectively transferred to local counterparts for long-term sustainability.

For each capacity-building session, the Consultant shall prepare brief training materials (presentations and handouts) and a summary note that includes the agenda, list of participants, and key takeaways. These materials shall be annexed to the Final Consolidated Report.

18. 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.

19. 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 (CT) will serve as the primary implementing entity for this assignment, working in close collaboration with Discover Rodrigues (Tourism Office) and other relevant departments of the RRA.

19.1. Contractual Oversight and Reporting

The Consultant shall report, both technically and administratively, to the Project Manager and Project Coordinator of the Rodrigues Airport Project. 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 to relevant institutions, notably the Commission for Tourism, Discover Rodrigues, and other sectoral bodies, for review and validation. 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.

19.2. 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;
- Discover Rodrigues (Tourism Office): responsible for destination marketing, brand visibility, and alignment of outputs with the island's promotional strategy;

- Commission for Environment (Rodrigues): to provide inputs on sustainability, environmental compliance, and alignment with existing regulations;

- RAP Project Management Team: responsible for procurement, financial management, and overall contract administration.

The counterpart team will be led by a Designated Technical Focal Point appointed by the Commission. This focal point will coordinate technical inputs, facilitate access to data and documents, and ensure participation of relevant departments in workshops, field activities, and validation sessions.

19.3. Roles and Responsibilities

- Commission for Tourism (Rodrigues): Provide overall technical oversight, institutional access, and leadership in coordinating tourism stakeholders.

- Discovery Rodrigues Co Ltd (Rodrigues Tourism Office): Collaborate closely on branding and marketing outputs, ensure consistency with the island's destination-promotion agenda, and participate in validation activities.

- RAP Project Manager: Oversee contract execution, ensure compliance with project procedures, and validate deliverables prior to payment.

- RAP Project Coordinator: Manage operational liaison with the Consultant, organise review meetings, and monitor progress against the agreed work plan.

19.4. Duration and Level of Engagement

The Client's counterpart staff will participate actively in inception, mid-term, review, and validation meetings throughout the eight-month assignment period. They are expected to dedicate sufficient time to facilitating data collection, reviewing deliverables, and participating in all key decision points related to market positioning, branding validation, and tourism product development planning.

20. 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.