TERMS OF REFERENCE

Individual Consultancy for the Training Needs Analysis and Skills Development Framework for the Tourism Sector in 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 European Union to finance the Rodrigues Airport Project. The objective of the Project is to improve air transport access and enhance the climate resilience and productivity of the island of Rodrigues. The first two components of the 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 funding proceeds will be used to finance technical assistance and consultant services.

Located 560 kilometres 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 from Rodrigues, including fish products, thereby supporting the sustainable development of the local economy.

Therefore, the project aims to improve air transport access to Rodrigues Island 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; advancing sustainable tourism among MSMEs; and 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 this broader framework, Sub-Component 4.2 – Skills Development to Support the Tourism Sector seeks to enhance the competence, professionalism, and service quality of individuals working within Rodrigues' tourism sector. To achieve this, a comprehensive Training Needs Analysis (TNA) will first be conducted to identify individual skills gaps and priority training areas across key tourism occupations. The results of this analysis will guide the design of targeted training programmes and inform the selection of suitable training provider(s) to deliver these interventions. These programmes will strengthen the technical and soft skills of tourism operators, both private and public, leading to improved service delivery, higher customer satisfaction, and a more competitive and sustainable tourism industry in Rodrigues.

2. IMPLEMENTATION ARRANGEMENTS

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 ensure seamless collaboration. A Project Compliance Unit[1] will be established to ensure adherence to national regulations and compliance with the World Bank's fiduciary and safeguard management requirements. Two technical units will be based 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

[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.

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-II.

3. SECTORAL CONTEXT

Rodrigues' tourism sector plays a pivotal role in the island's socio-economic development, generating employment, supporting local entrepreneurship, and sustaining community livelihoods. Small- and medium-sized operators characterise the sector, which includes accommodation, gastronomy, transport, handicrafts, and nature-based experiences, reflecting the island's authenticity and community-driven tourism model. However, this model also faces challenges related to limited professional training, inconsistent service quality, and insufficient exposure to modern hospitality, customer service, and sustainability practices.

With the ongoing development of the Rodrigues Airport Project and the anticipated growth in visitor arrivals, there is a pressing need to strengthen the skills, professionalism, and environmental responsibility of individuals working in tourism and hospitality. Enhancing competencies in green operations, such as waste reduction, energy efficiency, water conservation, and responsible sourcing, will ensure that tourism growth aligns with Rodrigues' sustainability vision. A skilled and environmentally conscious workforce will enable operators to meet evolving market expectations, deliver high-quality services, and reinforce Rodrigues' position as a distinctive, sustainable, and resilient island destination.

In the context of the project's implementation, the Rodrigues Airport Project (RAP) is seeking to engage an Individual Consultant to conduct a TNA, propose a Skills Development Framework, and recommend suitable training provider(s) for the implementation of the tourism skills development programme, the key parameters and conditions of which are outlined in these ToRs.

4. OBJECTIVE OF THE ASSIGNMENT

This assignment is framed within that partnership and investment envelope. It aims to articulate the main goals guiding the activities of this consultancy, encompassing a set of project activities designed to enhance air connectivity with Rodrigues, strengthen climate resilience and operational safety, and promote inclusive and sustainable economic growth, supported by complementary reforms and investments in the tourism, water, and food systems sectors. The main objective of this consultancy is to conduct a comprehensive TNA for the tourism sector in Rodrigues and to develop a Skills Development Framework (SDF) to guide targeted capacity-building interventions under the RAP. The assignment will identify specific occupational skills gaps and priority training needs among tourism operators and employees across subsectors such as accommodation, food and beverage, and guiding services, and assess demand for courses and barriers to participation in training programmes.

The findings of the TNA will form the analytical foundation for the design and delivery of hands-on, short, and competency-based training programmes to be implemented in a subsequent phase of the project and will recommend suitable and capable training provider(s) with the technical and institutional capacity to deliver the proposed programmes effectively. These training interventions will aim to strengthen the technical, managerial, and soft skills of about 800 recipients over two years across the private and public sectors. The programmes are expected to lead to recognised certificates of competence and promote the adoption of resource-efficient practices that enhance service quality, business performance, and sustainability in the tourism sector. Building on the general objectives, the following specific objectives translate the strategic intent into actionable tasks that will guide the implementation of this assignment, ensuring compliance with the social and gender inclusion standards that underpin the project's implementation

Specific objectives include:

- To assess existing skills, qualifications, and competencies within Rodrigues' tourism workforce and identify current and emerging skill gaps;
- To analyse the relevance and adequacy of existing training and professional development options available to the tourism sector, including opportunities for recognised certification;
- To assess demand for courses and barriers to participation in training programmes;
- To recommend priority training areas and suitable delivery approaches (such as short, competency-based and workplace-based learning) that respond to identified needs;
- To identify and recommend qualified training provider(s) capable of delivering the proposed skills development programme in Rodrigues; and
- To propose a practical and implementable SDF outlining training pathways, delivery mechanisms, and monitoring indicators for future capacity-building programmes.

Priority subsectors, target groups, and standards

To ensure the TNA and the SDF are focused and actionable, the Consultant shall:

- Clearly identify and prioritise key tourism subsectors to be covered by the assignment, including at a minimum: accommodation, food and beverage services, tour guiding, transport services, and handicrafts, with the option to include other relevant segments such as MICE and ecotourism where appropriate;
- Define an operational taxonomy of skills to be used throughout the assignment, distinguishing clearly between technical skills (e.g. front office operations, housekeeping, food and beverage service), managerial skills (e.g. team supervision, financial management, operations planning), and soft skills (e.g. customer care, communication, problem-solving);
- Specify priority target groups for the assessment and subsequent training, such as women, youth, MSMEs, informal operators, and licensed vs. non-licensed operators, to ensure that the analysis and recommendations are inclusive and reflect the diversity of the tourism workforce;
- Establish minimum requirements for representativeness in the sample, including an indicative proportion of formal enterprises to be covered (e.g. at least 25% of all formally registered tourism businesses) and a sufficiently large number of employees to enable robust analysis by subsector and gender;
- Integrate gender equality and social inclusion as cross-cutting principles, including the collection and analysis of sex-disaggregated data, and where feasible, aiming for at least 40% female participation in surveys, focus groups, and training cohorts;
- Ensure that the TNA and SDF are aligned, as far as relevant, with recognised international standards and good practices in tourism skills development (e.g. ILO and UNWTO tourism skills frameworks, and regional tourism workforce development guidelines).

5. SCOPE OF SERVICES

The consultancy shall be undertaken over a period of three (3) months. It will comprise four (4) interlinked phases: (i) Inception and work planning, (ii) Data collection and analysis, (iii) Validation and development of the Skills Development Framework, and (iv) Recommendation of training provider(s) and reporting. The Consultant shall be responsible for completing all activities and deliverables listed below, in close coordination with the PIU and the Commission for Tourism (Rodrigues).

a. Methodological Approach

The Consultant shall apply a robust, transparent methodological approach to ensure the analytical validity, traceability, and usability of the findings. At a minimum, the approach shall include the following elements:

- **Mixed-methods design:** The assignment shall be implemented using a mixed-methods approach combining (i) quantitative methods (e.g. structured surveys of enterprises and workers), (ii) qualitative methods (e.g. key informant interviews, focus group discussions, and employer consultations), and (iii) desk review of relevant policy documents, labour market studies, training curricula, and administrative datasets. The integration of these methods shall allow triangulation of findings across data sources.
- **Digital data collection:** All primary quantitative data collection shall be conducted using digital data collection tools such as *KoBoToolbox*, *SurveyCTO*, or equivalent platforms approved by

the Client. Digital tools shall be used to ensure data traceability, timestamping, geolocation (where feasible), and reduced data entry errors.

- **Data quality assurance and validation:** The Consultant shall establish and implement a data validation and quality control protocol, including enumerator briefing and piloting of instruments, in-built validation rules in digital questionnaires, daily review of completed submissions, and random back-checks or spot verifications. Measures to minimise interviewer bias and ensure consistency in data collection shall be explicitly described.

- **Fieldwork risk management:** The Consultant shall include a fieldwork risk management plan as part of the Inception Report, identifying key operational risks such as low response rates, seasonality of tourism activity, adverse weather conditions, access and logistics constraints, and mitigation measures to address these risks (e.g. adjusted sampling strategies, alternative data collection windows, or remote interviews where appropriate)

The Consultant shall apply a practical, participatory approach that involves public and private stakeholders in the tourism sector. The approach shall combine field-based engagement with data analysis, employer consultations, and structured interviews with tourism operators, employees, and relevant training institutions. The Consultant shall ensure gender-sensitive and inclusive participation.

b. Tasks of Services

Phase 1 – Inception and Work Planning

Tasks/Activities	Expected Results / Outputs
Review all relevant project documents, including the PAD, MOP, STDP, and available tourism and labour market studies.	The Consultant becomes thoroughly familiar with the project context, existing information, and key stakeholders.
Conduct an inception meeting with the PIU, Commission for Tourism, and other relevant stakeholders to confirm understanding of the assignment, roles, and expectations.	Common understanding of scope, responsibilities, and work schedule.
Prepare an Inception Report that includes a detailed work plan, timeline, data collection instruments, stakeholder mapping, and a validation schedule.	Inception Report approved by PIU within 10 days of issuance of the service order.

The Inception Report shall confirm the Consultant's understanding of the assignment and present the finalised methodological and operational approach for Client approval. At a minimum, the Inception Report shall include:

- A draft logical framework outlining the intervention logic for the Training Needs Analysis and the Skills Development Framework, including objectives, expected outputs, outcomes, indicative indicators, and key assumptions;

- A detailed stakeholder engagement plan identifying key public and private sector stakeholders, training providers, industry associations, and target groups, together with proposed consultation methods and sequencing;

- Full draft data collection instruments to be used during fieldwork, including structured questionnaires, key informant interview guides, and focus group discussion guides, for validation before deployment;

- A communication plan describing internal coordination arrangements, reporting lines, and communication with the Client and key stakeholders throughout the assignment;
- A risk mitigation plan identifying key technical, operational, and contextual risks (including fieldwork risks) and corresponding mitigation measures.

Phase 2 – Data Collection and Analysis

Tasks/Activities	Expected Results/Outputs
Identify and engage key stakeholders, including public and private tourism operators, sector associations, training institutions, and relevant government entities.	Comprehensive list of target respondents and institutional partners.
Conduct structured surveys, interviews, and focus group discussions with a representative sample of tourism operators and employees.	Primary data collected and disaggregated by gender, age, and subsector.
Assess current skills, qualifications, and competencies of the tourism workforce across subsectors (accommodation, food & beverage, guiding, transport, handicrafts, etc.).	Skills inventory and identification of strengths, gaps, and training needs.
Review existing training opportunities in Rodrigues and Mauritius to determine relevance, quality, and delivery modalities. Further, the consultancy will assess demand for such courses and barriers to participation (such as seasonality, timing and day of training, perceived ROI, etc.), so that the courses offered and their modalities align with interest, demand, and attendance in the private sector.	Inventory of current training programmes and certification pathways; Identification of existing private and public training institutions, courses and certifications available; and justification of new short courses needed to fill gaps.
Identify priority occupations requiring capacity enhancement and summarise critical skill shortages for both technical and soft skills.	Analytical summary of sector-wide training priorities and competency gaps.

Sampling, coverage, and analytical requirements

In carrying out Phase 2, the Consultant shall:

- Given the small-island context and the presence of a significant informal/self-employed tourism workforce (e.g., independent guides and other operators not formally employed by registered enterprises), the Consultant shall (i) conduct a rapid listing/mapping exercise to estimate the size and composition of the informal/self-employed workforce by category; and (ii) administer a structured worker survey with a statistically significant sample size of informal/self-employed operators, to ensure representation by priority category and gender. Likewise, the Consultant shall use statistically significant sample sizes of formal employees across the surveyed enterprises, to triangulate enterprise-reported skills gaps with worker-level evidence;
- Conduct a structured analysis of the current supply of tourism training, comparing existing courses and providers against identified skills needs (training supply vs. training demand), and assessing course content, quality, duration, cost, delivery modalities, and historical participation rates;
- Analyse existing and emerging gaps in digital skills (e.g. online booking management, social media marketing, basic ICT) and sustainability-related competencies (e.g. resource efficiency, waste management, eco-certification readiness), which are often critical areas in island destinations;

- Develop a job–task–competency mapping for priority occupations, clearly linking typical job tasks to the skills required and to the gaps revealed by the TNA, thereby providing a structured basis for curriculum design.

Phase 3 – Development of the Skills Development Framework

Tasks/Activities	Expected Results/Outputs
Draft a Skills Development Framework (SDF) outlining strategic training areas, delivery mechanisms, learning modalities (short, competency-based programmes), and proposed certification options.	Draft Skills Development Framework developed and presented for validation.
Establish clear pathways for practical, hands-on training that incorporate modular structures, workplace learning, and competency assessment models.	The framework integrates applied learning and recognised certification standards.
Develop a prioritised Training Implementation Plan, including an indicative budget, timeline, and trainee selection criteria for 800 beneficiaries. The plan should include i) Defined cohort parameters: specify expected cohort size (e.g., 15–25) and standard module duration (e.g., 3–5 days per core module); ii) a minimum curriculum structure: e.g., "at least five core modules (front office, housekeeping, F&B service, guiding, customer care) plus 2–3 electives," with cross-cutting sustainability, gender inclusion, Health and Safety (H&S), and digital literacy integrated and testable, and iii) KPIs aligned to outputs, outcomes, and early impacts including completion rates, competency attainment, Training of Trainers (ToT) effectiveness, application of skills.	Realistic and costed implementation roadmap aligned with RAP objectives.
Facilitate a validation workshop with stakeholders to review findings, confirm training priorities, and refine the final framework.	Stakeholder consensus reached; validated SDF. The Consultant shall also produce a brief Validation Summary that consolidates stakeholder feedback and corresponding adjustments to the proposed Skills Development Framework, to accompany Deliverable 5 ("Validated SDF and Recommended Training Providers"), as defined in Section 6 – Expected Deliverables.

Costing, levels, and performance indicators

The Skills Development Framework (SDF) shall further:

- Include a simple cost estimation model covering: (i) indicative cost per training module; (ii) cost per trainee; and (iii) total programme cost for the planned 800 beneficiaries, together with an indication of expected benefits or performance improvements;
- Present a competency matrix that organises core and elective skills by level (e.g. Level 1 – entry/beginner, Level 2 – operational, Level 3 – supervisory, Level 4 – managerial) to facilitate progressive pathways and recognition of prior learning;

- Demonstrate how the proposed training pathways and certification options can align, where feasible, with the Mauritius National Qualifications Framework (NQF) or other recognised qualification frameworks, to avoid duplication and to enhance the value of certificates issued;
- Define a set of SMART (Specific, Measurable, Achievable, Relevant, Time-bound) indicators for training effectiveness, including but not limited to: training completion rate (target ≥ 80%), certification or competency attainment rate (target ≥ 70%), measured improvement in technical performance (e.g. ≥ 30% where measurable), and participant satisfaction with training (target ≥ 85% positive ratings);
- Outline a Training-of-Trainers (ToT) approach, where appropriate, identifying potential local trainers and mechanisms for building in-country training capacity to sustain and scale-up the programme beyond the initial implementation period.

Phase 4 – Recommendation of Training Provider(s) and Final Reporting

Tasks/Activities	Expected Results/Outputs
Identify and recommend qualified training provider(s) capable of delivering the proposed skills development programme in Rodrigues.	List of potential training providers, with profiles, capacities, and recommended areas of specialisation.
Prepare a Final Report summarising methodology, key findings, proposed Skills Development Framework, implementation plan, and recommended training providers.	Final Report submitted and approved by PIU within 10 days of completion of assignment.

Selection criteria and comparison of training providers

In identifying and recommending training provider(s), the Consultant shall:

- Develop a comparative assessment matrix to evaluate candidate training providers against transparent criteria, including institutional accreditation, demonstrated experience in tourism and hospitality training (especially in SIDS or similar contexts), logistical capacity to deliver training in Rodrigues, ability to provide bilingual instruction (English/French), and proven track record of delivering competency-based and certified programmes;
- Define minimum eligibility criteria for recommended providers, such as legal registration, at least five (5) years of relevant experience, and evidence of previous work with industry-recognised competency standards or qualification frameworks;
- The Consultant shall support one validation workshop and prepare a high-level implementation concept based on available information, without entering contractual or detailed design discussions with training providers.

Boundaries of the Assignment

To ensure clarity and focus, the following activities are **NOT** expected from the Consultant:

- To design or deliver the actual training programmes (this will be the responsibility of a separate training provider to be procured later).
- To develop new occupational standards or curricula beyond what is required to define training priorities.

6. EXPECTED DELIVERABLES

The Consultant shall prepare and submit the following deliverables in accordance with the scope of services and implementation schedule. Each deliverable shall be complete, implementable, and independently valuable, providing clear evidence of progress toward the assignment objectives. All reports shall be submitted in English (executive summaries may be concise and focus on key messages) and presented in editable and PDF formats.

Deliverable	Title and Description	Key Activities / Expected Results	Indicative Deadline
Deliverable 1	Inception Report and Work Plan	Review background materials (PAD, MOP, STDP, etc.); conduct inception meetings with PIU & stakeholders; finalise methodology, tools, stakeholder mapping, work plan, and validation schedule.	Within 10 days of issuance of the service order
Deliverable 2	Tourism Workforce Skills Assessment Report	Conduct surveys, interviews, and focus group discussions with tourism operators and employees; assess skills, competencies, and qualifications; identify gaps by subsector (accommodation, F&B, guiding, transport, handicrafts); assess demand for courses and barriers to participation in training programmes.	By the end of Month 1
Deliverable 3	Training Needs Analysis (TNA) Report	Consolidate findings; analyse critical skill shortages; identify priority occupations and training areas; present draft results to stakeholders for feedback and validation.	By mid-Month 2
Deliverable 4	Draft Skills Development Framework (SDF)	Develop strategic training areas, competency-based learning pathways, delivery mechanisms, and certification options; propose a Training Implementation Plan (budget, trainee selection criteria, schedule for 800 beneficiaries).	By the end of Month 2
Deliverable 5	Validated Skills Development Framework and Recommended Training Providers	Conduct validation workshop; integrate feedback; finalise Framework and Training Implementation Plan; identify and recommend suitable training provider(s) with profiles, capacities, and specialisation areas.	By mid-Month 3
Deliverable 6	Final Report	Submit a consolidated final report covering all findings, validated Skills Development Framework, Implementation Plan, list of recommended training providers, lessons learned, and key recommendations.	Within 10 days after completion of the assignment.

Notes:

- All deliverables shall be presented at formal review meetings with the PIU and the CT (Rodrigues).
- Deliverables shall be considered final only upon written approval by the PIU.
- The Consultant shall participate in validation and progress review meetings as requested by the Client.

- For each deliverable, the Consultant must submit the completed constraints matrix and lessons-learned matrix.

To ensure that all deliverables are of sufficient depth and practical use, the following minimum standards shall apply:

- All deliverables shall include, as relevant, annexes with: (i) the full data collection instruments used (questionnaires, interview guides, FGD guides); (ii) anonymised raw datasets or summary tables; (iii) a list of stakeholders consulted; (iv) photos or other documentation of key meetings and workshops; (v) competency matrices; and (vi) a detailed budget for the proposed Skills Development Framework and training implementation plan;
- For draft deliverables, the Consultant shall provide a brief comment-tracking table summarising how feedback from the Client has been addressed in the final version (accepted, partially accepted with justification, or not accepted with justification);
- For Deliverables 3, 4, 5, and 6, the Consultant shall also prepare a concise PowerPoint presentation suitable for discussion with decision-makers and stakeholders, highlighting key messages, findings, and proposed next steps. For these deliverables, the Consultant shall attach updated versions of the Constraints Matrix and Lessons-Learned Matrix as annexes.

7. FORMAT AND SUBMISSION OF DELIVERABLES

The final deliverables shall be submitted in English. Hard-copy submission requirements shall be limited to final deliverables 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 (if applicable), with all routines and related information submitted in three (3) electronic copies (USB flash drives or external drives), together with the Final Report.

All deliverables shall be submitted to the PIU at ARL for review and approval. The Consultant shall also provide electronic copies of all editable files (including datasets, templates, and presentation materials) to facilitate future updates and institutional learning.

8. LOCATION OF SERVICE DELIVERY

The assignment will be carried out in a hybrid modality, with approximately 60% of the work conducted on-site on Rodrigues Island and 40% performed remotely (home-based).

While conducting fieldwork on Rodrigues Island, the Consultant will report to the RAP Project Manager and Project Coordinator and will coordinate closely with the CT. The Consultant shall be responsible for arranging his/her own working facilities and logistics while on the island. Meeting spaces or short-term

access to the RAP PIU premises may be provided for official consultations or review meetings, subject to prior arrangement and availability.

9. DURATION AND IMPLEMENTATION SCHEDULE OF SERVICES

The consultancy is expected to be completed within three (3) calendar months from the date of issuance of the service order, during which six (6) deliverables, as described in Section 6, will be produced.

Indicative Level of Effort

The assignment shall be carried out over a period of three (3) calendar months. The level of effort required for the successful completion of the assignment is estimated at a maximum ceiling of **sixty-five (65)** payable working days for the Individual Consultant. This figure represents an indicative maximum ceiling for planning and contract administration purposes. The Consultant shall be responsible for managing his/her inputs efficiently within this ceiling to deliver all outputs and deliverables to the required standard and within the agreed timeframe.

This assignment is intended for a single Individual Consultant operating within a defined scope and an indicative level of effort, and the Client does not expect firm-level overheads, extensive subcontracting, or team-based pricing. Payment shall be linked to the satisfactory completion and approval of deliverables in accordance with the payment schedule set out in these ToRs. The deliverables shall be submitted and approved according to the following implementation schedule:

Deliverable No.	Type / Format	Title of Deliverable	Submission Deadline	% of Contract Value
1	Technical Report (Word + Work Plan + Annexes)	Inception Report and Work Plan	Within 10 days from the issuance of the Service Order	10%
2	Analytical Report (Word + Tables + Annexes)	Tourism Workforce Skills Assessment Report	By the end of Month 1	15%
3	Technical Report (Word + Summary Tables)	Training Needs Analysis (TNA) Report	By mid-Month 2	20%
4	Framework Document (Word + Excel Budget)	Draft Skills Development Framework (SDF)	By the end of Month 2	20%
5	Technical Report (Word + Validation Summary)	Validated SDF and Recommended Training Providers	By mid-Month 3	20%
6	Final Report (Word + All Datasets)	Final Consolidated Report	Within 10 days after completion of the assignment	15%
		Total		100%

Implementation Schedule (in Months)

Deliverables	Month 1	Month 2	Month 3
Deliverable 1: Inception Report and Work Plan			
Deliverable 2: Tourism Workforce Skills Assessment Report			
Deliverable 3: Training Needs Analysis (TNA) Report			
Deliverable 4: Draft Skills Development Framework (SDF)			
Deliverable 5: Validated SDF and Recommended Training Providers			
Deliverable 6: Final Report			

10. QUALIFICATION REQUIREMENTS

The Consultant is expected to possess a strong background in human capital development, training needs analysis, and skills development planning within the tourism and hospitality sector, preferably in small-island or developing-country contexts. The table below outlines the minimum qualification requirements and desirable attributes for this assignment.

No.	Category	Description/Requirements
01	Academic Background	Advanced university degree (master's or higher) in Tourism, Hospitality Management, Education, Human Resource Development, Economics, or other related discipline.
02	Professional Certifications/ Licenses	Relevant membership, accreditation, or professional registration with a recognised institution (e.g., tourism training authority, education council, or HR development association) will be considered an asset.
03	Other Qualifications	Completion of specialised courses or professional training in TNA, curriculum design, competency-based training, or skills development planning will be considered an asset.
04	Required Experience	A minimum of 8–10 years of relevant experience in conducting training needs analyses, skills audits, or workforce development initiatives in tourism and hospitality. Proven capacity to work independently and deliver high-quality outputs under tight deadlines. Must present at least three (3) comparable assignments. Experience in developing or implementing SDF, National/Regional Occupational Standards (NOS), or qualification frameworks linked to labour market demand. Require capacity in working with SPSS/Excel analysis, *KoBoToolbox*, *PBI*, workforce forecasting, and participatory methods.

No.	Category	Description/Requirements
		Practical experience with participatory and market-oriented research methods for skills assessments will be considered an asset. Demonstrated experience in the design or application of competency-based curricula and training programmes, particularly in tourism and hospitality, is highly preferred. Demonstrated experience on small islands or comparable contexts is strongly preferred.
05	Preferred Experience	Additional experience integrating green tourism, sustainable business operations, or resource-efficient practices into training or capacity-building programmes.
06	Number of Similar Assignments	Successful completion of at least three (3) comparable assignments involving TNAs, curriculum development, or sectoral skills frameworks. The Consultant shall indicate the client's name, year, and achieved results.
07	Other Competencies	Demonstrated analytical, communication, and report-writing skills; ability to conduct participatory stakeholder consultations; proficiency in *MS Word*, *Excel*, and *PowerPoint*; familiarity with *SPSS* or *KoBoToolbox* for data analysis will be considered an asset.
08	Language Proficiency	Excellent command of English (spoken and written). Working proficiency in French and understanding of Creole will be considered an advantage.
09	Experience in Similar Countries or Contexts	Previous assignments carried out in island economies, small states, or comparable socio-economic environments are highly desirable.

Note: Priority will be given to candidates demonstrating practical experience in tourism-related capacity development and an understanding of green, inclusive, and sustainable tourism operations relevant to the Rodrigues context. Applicants are further encouraged to demonstrate familiarity with sustainable tourism certification frameworks or resource-efficient business practices, pertinent to Rodrigues's small-island context.

11. SUPERVISION OF SERVICES AND ACCEPTANCE OF EXPECTED DELIVERABLES

The Consultant will report directly to the Project Manager and Project Coordinator of the Rodrigues Airport Project (RAP) and will work in close collaboration with the Commission for Tourism of Rodrigues. The Commission will facilitate access to relevant data, stakeholders, and institutions engaged in tourism development and skills training. Travel to Rodrigues will be required for stakeholder consultations, validation meetings, and presentation of deliverables. The Consultant's proposed Monitoring, Evaluation, and Learning (MEL) framework shall ensure that progress indicators are measurable and directly linked to the deliverables listed in Section 9, integrating gender-responsive and capacity-transfer dimensions wherever relevant. All deliverables shall be submitted to the RAP Project Manager and Project Coordinator, who will circulate them to the appropriate implementing entities, including the Commission for Tourism, for technical review and feedback.

Monitoring, Evaluation, and Learning (MEL) Framework

The consultancy's performance will be routinely monitored, evaluated, and learned from (MEL) to ensure that objectives are met, and outputs are delivered within the agreed scope, quality, and timeframe. During the inception phase, the Consultant shall propose a straightforward, practical MEL framework

that highlights key indicators, targets, data sources, and verification methods for each deliverable, as shown in the indicative table below.

Objective	Key Indicator	Means of Verification	Frequency
Assess tourism workforce skills and training needs	Number of stakeholders consulted; survey coverage rate	Interview records, attendance sheets, survey database	Monthly
Identify priority skill gaps and training areas	Skills gap matrix validated by stakeholders	Validation workshop reports	Mid-term
Propose a Skills Development Framework and recommendations for training providers.	Framework document and shortlist of recommended training providers accepted by PIU	Approval record and meeting minutes	End of assignment

Progress will be assessed against this framework throughout the assignment. The Consultant shall submit progress updates as part of interim reports, highlighting achievements, challenges, lessons learned, and any proposed adjustments to enhance delivery. A mid-term review will be conducted jointly by the Commission for Tourism and the Consultant to assess progress and agree on any necessary changes to the work plan.

Each deliverable shall 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 resubmit the deliverable, duly revised to reflect the feedback received from the implementing entities.

At the conclusion of the assignment, a final evaluation will be conducted based on predefined performance indicators and a qualitative assessment of the relevance, quality, and sustainability of results. The acceptance and approval of the deliverables shall be carried out by a review board composed of the Project Manager, Project Coordinator, RAP Technical Specialist, and the Commission for Tourism focal point.

12. AVAILABLE INPUTS

The Consultant will be provided with the Project Appraisal Document (PAD) and the Manual of Procedures (MOP) to become familiar with the Rodrigues Airport Project (RAP) and to understand the scope of activities in relation to the project's objectives and economic rationale.

The Project will also provide standardised templates for the following tools:

- Constraints Matrix,
- Lessons Learned Matrix, which must be submitted monthly to the Project Manager; and
- Exit and/or Post-Exit Plan and Schedule.

The Project Implementation Unit may also provide access to anonymised datasets or tourism-related records collected under previous RAP assignments to support the comparative analysis of training needs.

If an agreed-upon monthly consultancy report is required for this assignment, the Project will provide a standard reporting template. Alternatively, the Consultant may propose a template for the Project Manager's review and approval.

The Consultant shall collect and review any relevant studies previously conducted within the tourism sector, in close coordination with the Commission for Tourism, as well as any quantitative or qualitative data already gathered by that 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 in Rodrigues, all logistical arrangements, including physical facilities, air travel, accommodation, local transportation, and communications, shall be the Consultant's responsibility. The provision of computers, tablets, telephones, software, and any other tools or equipment necessary for the execution of the assignment shall likewise be borne by the Consultant. No additional equipment, office space, or administrative support will be provided by the Client beyond what is expressly indicated in this section**.**

13. ADMINISTRATIVE PROVISIONS

Form of Submission of Proposals

Applicants must submit CVs, proof of qualifications, and evidence of similar assignments, along with a motivation letter and at least three (3) professional references. All application materials should be sent no later than 8th June 2026, to the following email address: piusec.tendercommittee@aml.aero

b. Remuneration

Remuneration and benefits are negotiable, commensurate with the Consultant’s qualifications and experience, and consistent with applicable AML and World Bank procedures for individual consultant contracts. Remuneration is expected to reflect only individual consultant inputs, in line with the indicative level of effort specified above.

c. Tax and Work Permit Compliance

Consultants are responsible for compliance with all local tax requirements (Mauritius Revenue Authority) and work permit regulations (Economic Development Board and Passport & Immigration Office).