# TERMS OF REFERENCE

## Individual Consultant for Pre-Post-Harvest Strategy, Investment and Capacity Building Design and Planning

### *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 towards the financing of a 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, while 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 kilometers east of Mauritius, Rodrigues relies heavily on the tourism sector for its economic development. Air transport provides critical connectivity that is vital to the island and is crucially important from a social and economic perspective. The tourism sector depends upon on safe and secure air transport infrastructure and airline services to and from Rodrigues. Enhancing the airport's operational capabilities to enable access for larger aircraft can improve access, increase efficiency, and attract new investment. The enhanced facilities will also create opportunities for export of local products from Rodrigues, including fish products, thus supporting the sustainable development of the local economy.

Thus, 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, three new aircraft parking stands jet aircraft. 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.

## *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 World Bank's Environmental and Social Framework (ESF) requirements. The PIU will be housed within Airport Rodrigues Co, Ltd (ARL) offices for seamless collaboration. A Project Compliance Unit[1] will be established to ensure adherence with national regulations and conformance with fiduciary and safeguards management requirements of the World Bank. 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 responsible 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-1, with the support of an Aviation Construction Specialist; A Project Coordinator will support the Project Manager and will lead PTU-2.

In the context of the project's implementation, the Rodrigues Airport Project is seeking to engage a firm to carry out an assignment, the key parameters and conditions of which are outline.

## *3. SECTORAL CONTEXT*

Most households on Rodrigues are rural, dependent on tourism-related activities and subsistence agriculture livestock-rearing, small-scale fishing, and microenterprises for income and food. Rodrigues

[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.

island does not have the large-scale sugar cultivation industry of the main island and little to no export manufacturing. Agriculture is characterized by the predominance of the production of staple food such as maize, sweet potato, cassava, onion, and garlic. The major livestock reared are cattle, sheep, pigs, goats, and poultry. Total livestock production not only meets the subsistence requirements of the island but also generates a small surplus for export to Mauritius – 7000 head of cattle were exported to Mauritius annually before the COVID pandemic.

## *4. OBJECTIVE OF THE ASSIGNMENT*

This assignment is framed within that partnership and investment envelope and aims to articulate the overarching goals that guide the activities of this consultancy. In essence, it encompasses 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 objective of this assignment is to develop a comprehensive, market-driven pre- and post-harvest strategy and investment plan to enhance productivity, reduce losses, and strengthen value chains in Rodrigues.

Through this assignment, the consultant will address key constraints affecting pre-post-harvest handling, storage, and marketing. The strategy will establish the technical, institutional, and investment framework necessary to reduce food losses, improve quality standards, food safety and increase the competitiveness of local products in both domestic and export markets.

This consultancy is expected to generate actionable results that guide future investments, including the design of post-harvest facilities and knowledge-sharing platforms, while ensuring that interventions are inclusive, climate-smart, technologically innovative and aligned with the long-term development goals of Rodrigues.

Building on the general objectives, the specific objectives translate the strategic intent into actionable tasks that will guide the implementation of this assignment, ensuring compliance with the fiduciary, environmental, social, and gender inclusion standards that underpin the project's implementation. Therefore, the specific objectives of the consultancy are to:

- Develop a comprehensive Pre and Post-Harvest Strategy and Investment Plan for Rodrigues, covering both agricultural value chains.
- Develop strategy to attract private investment in the post-harvest sector.
- Conduct a diagnostic assessment of existing post-harvest systems to identify bottlenecks, inefficiencies, and opportunities for value creation.
- Design and propose post-harvest storage, sorting, and knowledge centre facilities that facilitate aggregation, marketing, and dissemination of good practices.

- Prepare Terms of Reference (ToRs) for the procurement of consulting or construction services for the Post-Harvest Storage Facilities and the Knowledge Centre facilities and equipment.

- Develop a post-harvest Knowledge Center implementation strategy and operation manual.

- Develop a financing framework to attract private sector investment and mobilize additional resources for post-harvest infrastructure and value chain development.

- Recommend interventions and capacity-building measures to promote improved post-harvest management, food safety, new products development and climate-resilient agricultural practices.

- Ensure that the proposed strategy and investments are gender-inclusive, environmentally sustainable, culturally adaptative and aligned with improved efficiency in the use of available resources, while being consistent with the overall objectives of Component 3 of the Rodrigues Airport Project.

- Develop a capacity building strategy and planning with corresponding list of training curricula appropriate to:
    - Build farmers' technical capacity on sustainable land rehabilitation and soil management practices that prevent erosion, restore fertility, and improve climate resilience.

    - Enhance knowledge and adoption of appropriate technologies, including climate-smart agricultural techniques, improved irrigation systems, and efficient water-use practices tailored to the Rodrigues context.

    - Promote integrated water resource management at the farm and community level to improve water availability, reduce wastage, and strengthen preparedness for droughts and other climate-related shocks.

    - Support value chain development by strengthening farmers' understanding of market-oriented production, post-harvest handling, and linkages with buyers, processors, and cooperatives to increase income, competitiveness and resource use efficiency.

    - Foster peer learning and institutional collaboration through participatory training sessions, demonstration plots, and knowledge exchange platforms that encourage innovation, economies of scale, resource sharing and community ownership.

## *5. SCOPE OF SERVICES*

The Consultant will be responsible for designing and developing a comprehensive Post-Harvest Strategy and Investment Plan, that strengthens Rodrigues' agri-food system, enhances value addition, and facilitates private sector participation in post-harvest infrastructure, including the conceptualization and implementation framework for a Post-Harvest Knowledge Centre. The assignment aims to strengthen Rodrigues' agri-food system through improved post-harvest efficiency, value addition, and private sector participation.

The consultancy will combine analytical, strategic, and technical dimensions — from diagnostic assessment to investment planning, preparation of Terms of Reference for equipment procurement, and the development of an operational manual to guide the Knowledge Centre's implementation and sustainability.

All activities must be conducted in close coordination with the Project Implementation Unit (PIU), the Rodrigues Regional Assembly (RRA), and the relevant Agriculture Commissions, ensuring stakeholder participation, validation, and alignment with Component 3 of the Rodrigues Airport Project.

The Consultant will carry out the work in five tasks, as detailed below:

### *Task 1. Inception, Data Collection, and Work Planning*

This initial task will focus on developing the methodology and detailed work plan, as well as collecting secondary and primary data through document review and field assessment. Activities include:

- Conducting an inception meeting with the PIU, AML, and the Agriculture and Fisheries Commissions to confirm the scope, methodology, and work plan.
- Reviewing existing studies, policies, and data related to agriculture, food processing, and value chains in Rodrigues.
- Review existing studies, reports, and technical data related to water resources, land degradation, and agricultural productivity in Rodrigues.
- Identifying key stakeholders and carrying out an assessment to collect baseline information on post-harvest systems, infrastructure, practices, Knowledge Centre needs and beneficiaries' expectations, as well as to assess the current farming practices, land conditions, irrigation systems, technology use, existing knowledge of sustainable farming methods, policies and legislation.
- Assess the need for greenhouses based on production needs, target value chains, and beneficiary profiles.
- Collecting data to identify potential new markets and emerging opportunities for value addition.

### *Task 2. Data Collection and Analysis and Pre-Post-Harvest Investment Strategies Formulation*

This task will involve the analysis of both qualitative and quantitative data related to post-harvest systems and key agricultural value chains, leading to the development of targeted investment strategies. Activities include:

2.1. **Pre-harvest systems assessment and investment planning**

- Analyse productivity levels, yield gaps, and key constraints affecting production efficiency, including access to finance, extension services, and technology adoption.
- Assess climate-related risks affecting production (e.g., rainfall variability, drought, pests and diseases) and identify opportunities for climate-smart agricultural practices.
- Assess capacity and effectiveness of agricultural extension systems and farmer organizations in supporting improved production practices.
- Identify opportunities for aggregation models and farmer coordination mechanisms to improve production planning and economies of scale.

- Develop pre-harvest investment strategies aimed at improving productivity, resilience, and market alignment, including irrigation systems, improved inputs, mechanization, and digital advisory services.
- Assess and determine the required number of greenhouses based on production needs, target value chains, and beneficiary profiles.
- Prepare operational guidelines for farmers to access the Government of Mauritius subsidy scheme for greenhouse acquisition, including eligibility criteria, application procedures, and compliance requirements.
- Prepare a detailed cost estimate and financing plan, identifying the investment contribution required from farmers to access the Government of Mauritius greenhouse support program.

2.2. **Post-harvest systems assessment and investment planning**

- Identifying inefficiencies, gaps, and investment opportunities in storage, processing, logistics, and market access.
- Conduct a comprehensive supply and demand analysis for priority value chains — including current production capacity, seasonal variability, consumption patterns, post-harvest losses, price dynamics, and market segmentation — to generate a robust evidence base that will guide the design of effective, market-driven post-harvest and investment strategies.
- Assessing and analysing institutional capacity, private sector participation, and gender inclusion.
- Mapping and characterizing key value chains, and defining processes and procedures to enhance value addition.
- Developing general and commodity-specific investment strategies and planning.
- Develop supply chain management strategy — including coordination mechanisms, lead times, transportation efficiency, aggregation models, and cost structures — to identify bottlenecks and optimize product flow from production to market;
- Defining required post-harvest infrastructure and equipment.
- Identify Integrate dry storage and cold chain solutions.
- Identifying potential new markets and exploring opportunities for climate-smart cold chains.
- Define indicators to monitor progress during implementation phase as well as during operational phase.

### *Task 3. Design of the Post-Harvest Knowledge Centre*

This task is related to the design and operational framework of the Post-Harvest Knowledge Centre. Activities include:

- Designing the concept, functions, and implementation strategy of the Centre, which will serve as a hub for training, demonstration, and coordination for the value addiction facilities.
- Defining its governance, staffing, and management structure.
- Developing a detailed Operational Manual, covering the Centre's mission, governance model, staffing plan, service delivery processes, maintenance procedures, and financial sustainability plan.
- Identifying equipment, software, and tools required for the Centre's establishment and operation.
- Define indicators to monitor progress during implementation phase as well as during operational phase.

### *Task 4. Development of a Capacity Building Strategy, Plan and Training Curriculum*

- Design a comprehensive, practical, context-specific training program on land rehabilitation, water management, technology adoption, and value chain development and enhancement and cross-cutting areas.
- Integrate introduction of appropriate low-cost technologies suited to smallholder farmers, such as drip irrigation, rainwater harvesting, and soil moisture conservation techniques.
- Integrate promotion of digital tools and simple record-keeping systems to support farm planning and resource management and market information.
- Integrate cross-cutting themes such as climate resilience, gender inclusion, and sustainable resource management.
- Ensure that the curriculum integrates climate resilience, gender sensitivity, and environmentally sustainable approaches.
- The capacity-building strategy and plan shall include targeted training for:
    - Environmental and Social Safeguards training to raise awareness and train farmers on sustainable land and water management aligned with World Bank Environmental and Social Standards (ESSs), particularly Assessment and Management of Environmental and Social Risks and Impacts (ESS1), Labor and Working Conditions (ESS2), Resource Efficiency and Pollution Prevention and Management(ESS3), Land Acquisition, Restrictions on Land Use and Involuntary Resettlement (ESS5), Biodiversity Conservation and Sustainable Management of Living Natural Resources (ESS6), Community Health and Safety (ESS5).
    - Gender Inclusion and Women's Empowerment to train women farmers and community leaders to enhance participation in decision-making, leadership, and value chain opportunities.
    - Gender-Based Violence (GBV) and Sexual Exploitation and Abuse (SEA) awareness sessions to sensitize participants about GBV prevention, reporting mechanisms, and creating safe, respectful spaces within agricultural communities.
    - Use of Biological Inputs to promote and demonstrate environmentally friendly agricultural inputs such as biological fertilizers, bio-pesticides, and organic composting to reduce environmental risks, improve soil health and biocontrol.
    - Biodiversity conservation
    - Climate adaptation strategies in agriculture tuned to the Rodrigues microclimatic conditions.

### *Task 5. Value Chain Strengthening and innovation strategy*

- Identify high-potential value chains and support farmers in understanding market requirements and pre-post-harvest handling.
- Design strategies to facilitate linkages with buyers, cooperatives, and processors to enhance market access and competitiveness, to improve market access and income generation.
- Identify and design strategies to Introduce appropriate low-cost technologies suited to smallholder farmers, such as drip irrigation, rainwater harvesting, soil moisture conservation techniques, and reducing of waste
- Identify and design strategies to Introduce digital tools and simple record-keeping systems to support farm planning and resource management and market information.

### *Task 6. Drafting of Terms of Reference and Green House Specification for Procurement*

This task is linked to the development of the technical documentation needed for procurement related to Post-harvest storage and the Knowledge Centre. Activities include:

- Defining technical specifications, quantities, and performance standards for post-harvest equipments and storage infrastructure.
- Drafting Terms of Reference (ToRs) for the procurement of post-harvest equipments and storage infrastructure, ensuring compliance with World Bank procurement standards and alignment with the local context.
- Preparing detailed ToRs for the procurement of equipment, software, and materials for the Knowledge Centre.
- Develop detailed technical specifications for greenhouse systems, to support the procurement of materials and construction of greenhouses under the project.

### *7.Task. Consolidation and Validation*

In the Final task, the Consultant will compile all findings and outputs into a cohesive final package. Activities include:

- Consolidating all reports, feedback, and analyses into Finals Documents according to the deliverables outlined below.
- Preparing an executive summary and presentation materials.
- Organizing and facilitating a stakeholder validation workshop.
- Submitting the final deliverable package, including the Post-Harvest Strategy, Investment Plan, Knowledge Centre documents, and all finalized ToRs.
- Submit **monthly** constrain matrix and lessons learned matrix updated.

## *6. EXPECTED DELIVERABLES*

### *Deliverable 1. Inception Report*

To ensure a common understanding between the Consultant, the PIU, and stakeholders on the scope, approach, and outputs of the assignment, a detailed report outlining the consultant's understanding of the assignment, refined objectives, detailed methodology, work plan, timeline, and stakeholder engagement strategy. It should also identify key data sources, logistical requirements, and potential risks with corresponding mitigation measures.

### *Deliverable 2. Diagnostic Assessment Report*

To provide an evidence-based foundation for strategy and investment planning, a comprehensive situational analysis based on qualitative and quantitative data collection, including:

- Overview of existing pre and post-harvest systems, infrastructure, and practices in Rodrigues;
- Assessment of institutional capacity and gender inclusion;

- Mapping of value chains and market opportunities;
- Identification of inefficiencies, bottlenecks, and investment needs.
- Beneficiaries need and expectation on the Knowledge Center.
- Capacity building needs.

### *Deliverable 3. Pre-Post-Harvest Assessment Report and Investment Strategy*

**Pre-Harvest Systems Assessment Report**

- Comprehensive analysis of productivity levels, yield gaps, and key constraints affecting production efficiency across priority value chains.
- Assessment of climate-related risks and identification of climate-smart agriculture opportunities.
- Evaluation of extension systems and farmer organizations, including capacity gaps and performance assessment.

**Pre-Harvest Investment Strategy and Action Plan**

- Identification of priority investments to improve productivity, resilience, and market alignment.
- Proposed interventions including irrigation systems, improved inputs, mechanization, and digital advisory services.
- Definition of aggregation models and farmer coordination mechanisms.

**Greenhouse Development and Financing Package**

- Estimation of the required number of greenhouses based on value chain needs and beneficiary targeting.
- Technical and operational guidelines for farmers to access the Government of Mauritius greenhouse Subsidy scheme.
- Detailed cost estimates and financing plan, including farmer contribution and subsidy structure.

**Guide targeted and sustainable investments that strengthen the agri-food system a detailed strategy document outlining**:

- post-harvest possibilities for Rodrigues by phase now, 10 yeas and 20 years.
- Priority investment areas for agriculture post-harvest systems;
- Investment models and financial mechanisms including private sector participation and public-private partnership;
- Infrastructure and equipment needs (storage, processing, cold chains);
- New Market and market access mechanism and value addition approaches;
- Climate-smart and environmentally sustainable solutions, specially the renewable energies.

### *Deliverable 4. Concept and Operational Framework for the Post-Harvest Knowledge Centre (KC)*

To define the institutional and operational model for the KC as a hub for post-harvest knowledge and innovation a conceptual and operational plan for establishing the Knowledge Centre, including:

- Mission, vision, and objectives;
- Governance and management structure;
- Staffing and capacity development plan;
- Core functions (training, demonstration, coordination);
- Partnerships and sustainability mechanisms.
- Assistance to producers.

### *Deliverable 5. Operational Manual for the Knowledge Centre*

To serve as a practical implementation guide ensuring effective and sustainable operations of the KC. A detailed manual providing procedural and operational guidance on:

- Service delivery mechanisms;
- Financial management and cost-recovery options;
- Maintenance procedures;
- Monitoring and evaluation of KC performance.

### *Deliverable 6. Capacity Building Strategy and Training*

A comprehensive capacity development strategy and plan and training curriculum covering land rehabilitation, technology adoption, water management, pre and post-harvest and value chain development, including:

- Detailed training modules, learning objectives, and session plans;
- Practical manuals and illustrated training materials in user-friendly language;
- Integration of cross-cutting themes: gender equality, climate resilience, social safeguards, GBV awareness, and environmental sustainability;
- A training schedule and implementation strategy, including a “training of trainers” (ToT) model.

### *Deliverable 7. Technology Transfer and Innovation Promotion Report*

A technical report documenting the introduction and adoption of innovative and low-cost technologies suitable for Rodrigues farmers. This includes:

- Inventory of technologies introduced (e.g., drip irrigation, rainwater harvesting, soil moisture monitoring);
- Guidelines for adoption and maintenance;
- Digital tools for record-keeping, farm planning, and market information.

### *Deliverable 8. Value Chain Strengthening Report*

A detailed report on market-oriented training and facilitation activities, including:

- Identification of high-potential agricultural value chains;
- Summary of training on post-harvest handling, aggregation, and quality standards;
- Overview of business linkage events and cooperative strengthening activities;
- Practical business planning tools and templates for farmers.

### *Deliverable 9. Terms of Reference (ToRs) for Procurement*

To ensure transparent and compliant procurement processes aligned with World Bank guidelines. Two separate ToRs will be prepared to guide procurement:

1. **ToR for Post-Harvest Equipments and Storage Infrastructure:** covering design, specifications, and performance standards.
2. **ToR for Knowledge Centre Equipment and Software:** defining hardware, software, and installation requirements.
3. **ToR for green houses** including detailed technical specifications for greenhouse systems.
4. Operational guidelines for farmers to access the Government of Mauritius subsidy scheme for greenhouse acquisition, including eligibility criteria, application procedures, and compliance requirements.
5. Cost estimate and financing plan, identifying the investment contribution required from farmers to access the Government of Mauritius greenhouse support program.

### *Deliverable 10. Final Report and Stakeholder Validation*

To document all outputs in a single reference package for submission to the PIU, AML, RRA, and the World Bank a consolidated final package containing:

- Updated versions of all deliverables (1–6);
- Executive summary;
- Summary of stakeholder consultations and validation outcomes;
- Recommendations for implementation and sustainability.
- **Monthly progress reports** summarizing key activities, challenges, and recommendations. This report should include: (i) indicator tracking table updated; (ii) constrain matrix updated; (iii) lessons learned matrix.

## 7. FORMAT AND SUBMISSION OF DELIVERABLES

The final deliverables shall be submitted in English and Franch, in report form, printed on A4 paper, properly numbered and bound, in three (3) hard copies and one (1) electronic copy, following the specifications below:

- ***Text documents:*** *MS Word® 2019 or later;*
- ***Spreadsheets, charts, and tables:*** *MS Excel® 2019 or later;*
- ***Figures and illustrations:*** *JPG, GIF, or BMP format;*
- ***Presentations:*** *MS PowerPoint® 2019 or later;*
- ***Databases:*** *SPSS or SQL Server 2005 or the latest version available, with routines and related information submitted in three (3) electronic copies (CD-ROM), together with the Final Report.*

## 8. LOCATION OF SERVICE DELIVERY

The assignment will be carried out in a hybrid modality**,** with 50% of the work conducted on-site on Rodrigues Island and 50% performed remotely (home-based)**.**

While conducting field work on Rodrigues Island**,** the consultant will report to the Project Manager and Project Coordinator of the Rodrigues Airport Project (RAP) and will be based at the office of the Commissioner attached to this assignment**.** The consultant may also use the RAP office facilities when necessary, subject to space availability**.**

## 9. DURATION AND IMPLEMENTATION SCHEDULE OF SERVICES

The consultancy is expected to be completed within **160** calendar days, with 120 working days, during which **Nine** deliverables, as described in Section 5, will be produced. The deliverables shall be submitted according to the following implementation schedule

| Deliverable | | Submission Deadline calendar days | % of Contract Value |
|---|---|---|---|
| **Type** | **Title** | | |
| ***Deliverable 1:*** *Text in MS Word of 15–20 pages, including Gantt chart, methodology matrix, and schedule of activities.* | **Inception Report** – Detailed methodology, work plan, stakeholder engagement plan, and assessment data collection tools. | *Within **15 days** from issuance of the Service Order* | 10% |

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| ***Deliverable 2:*** *Text in MS Word of full report with annexed data tables, stakeholder interview summaries, and visual infographics.* | **Diagnostic Assessment Report** – Analytical review of pre-post-harvest systems, value chains, and institutional capacity. | *Within **45 days** from issuance of the Service Order* | 20% |
| ***Deliverable 3:*** *Text in MS Word of Strategic report (approx. 30 pages) with investment framework and indicative costing.* | **Post-Harvest Strategy and Investment Plan** – Comprehensive strategy outlining investment priorities, financing mechanisms, and implementation roadmap. | *Within **65 days** from issuance of the Service Order* | 20% |
| ***Deliverable 4:*** *Text in MS Word + Diagrams of Strategic concept note (20–25 pages) with organizational chart and operational flow.* | **Concept and Operational Framework for the Post-Harvest Knowledge Centre** – Structure, governance, staffing, and sustainability model. | *Within **85 days** from issuance of the Service Order* | 15% |
| ***Deliverable 8:*** *ToRs (MS Word)* | **Terms of Reference (ToRs)** – For procurement of post-harvest equipment and storage; - KC equipments, softwares and Green house including specifications | *Within **95 days** from issuance of the Service Order* | |
| ***Deliverable 5:*** *Document (MS Word + Annexes) of Manual (approx. 40 pages) with annexed templates.* | **Operational Manual for the Knowledge Centre** – Processes, maintenance, service delivery, and financial sustainability guidelines. | *Within **120 days** from issuance of the Service Order* | |
| ***Deliverable 6:*** *Document (MS Word + Annexes) of Manual (approx. 40 pages) with annexed templates.* | **Capacity Building Strategy and Training Curriculum –** Comprehensive training framework and materials covering land rehabilitation, water management, technology adoption, and value chain development. Integrates | *Within **135 days** from issuance of the Service Order* | 15% |

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| | cross-cutting themes (gender inclusion, GBV prevention, and environmental safeguards). | | |
| ***Deliverable 7:*** *Document (MS Word + Annexes) of Manual (approx. 40 pages) with annexed templates.* | **Value Chain Strengthening, Technology Transfer and Innovation Report -** value chain training activities, market linkage facilitation, and cooperative strengthening. Includes business plans and market access recommendations. | *Within **150 days** from issuance of the Service Order* | |
| ***Deliverable 9:*** *Final Report (MS Word + PowerPoint) Comprehensive report (bound and electronic), plus a PowerPoint presentation for the validation workshop.* | **Final Consolidated Report and Stakeholder Validation** – Final strategy, investment plan, ToRs, executive summary, and presentation for validation workshop. | Within 160 **days** from issuance of the Service Order | 10% |

## 8. *QUALIFICATION REQUIREMENTS*

| Nº | Category | Description / Requirements |
|---|---|---|
| ***01*** | ***Academic Background*** | Master's degree (or equivalent) in Agricultural Economics, Agribusiness, Food Systems, Rural Development, or related fields. A Ph.D. will be considered an advantage. |
| ***02*** | ***Professional Certifications / Licenses*** | Certification or professional affiliation with a recognized body in agriculture, agribusiness management, food systems, or rural development (e.g., membership in an agricultural economics or food systems association) is desirable. |
| ***03*** | ***Other qualifications*** | Proven training in value chain analysis, post-harvest management, project planning, or investment appraisal will |

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| | | be an asset. Familiarity with World Bank procedures and the Environmental and Social Framework (ESF) will be an advantage. |
| ***04*** | ***Required Experience (Must)*** | - Minimum 10 years of professional experience in agriculture and rural development, with at least 5 years specifically related to post-harvest management, agrifood systems, or agricultural investment planning.<br><br>-Minimum of 5 years of proven experience in implementing and managing agricultural capacity-building programs, farmer training, or rural development initiatives.<br>-Demonstrated experience in developing and delivering training curricula on sustainable land and water management, climate-smart agriculture, and technology adoption<br>- Demonstrated experience in developing strategic investment plans, feasibility studies, or policy frameworks in the agriculture sector.<br>- Proven ability to coordinate stakeholder consultations and lead field-based assessments. |
| ***05*** | ***Required Experience (Desirable)*** | -Prior work in Mauritius or Rodrigues Island, or in Small Island Developing States (SIDS).<br><br>- **Experience working in tropical dry and drought-prone environments, with agricultural systems exposed to limited and erratic rainfall, similar to the agro-ecological context of Rodrigues.**<br><br>- Experience in designing and operationalizing knowledge centers, training hubs, or agri-innovation centers.<br>- Familiarity with gender-sensitive and climate-smart approaches in agriculture. |
| ***06*** | ***Preferred Experience*** | -Experience working with international financing institutions such as the World Bank, IFAD, AfDB, or similar donors.<br>- Experience with small island or remote community contexts, including design and implementation of sustainable agri-food systems.. |
| ***07*** | ***Number of Similar Assignments*** | At least three (3) successfully completed assignments of similar scope and complexity within the last ten (10) years. |
| ***08*** | ***Other Competencies*** | Demonstrate strong analytical and communication skills.<br>- Excellent report-writing and presentation skills in English and French.<br>- Proficiency in stakeholder engagement, participatory planning, and facilitation. |

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| | | - Ability to work independently under tight deadlines and deliver high-quality outputs.<br><br>-Ability to work under tight deadlines and in multidisciplinary teams. |
| ***09*** | ***Language Proficiency*** | Excellent command of English (spoken and written). Knowledge of French and/or Creole will be an advantage. |
| ***10*** | ***Experience in Similar Countries or Contexts*** | Demonstrated prior experience working on an island, small island economies, smallholder-based agricultural systems, or developing countries with similar socio-economic and environmental challenges. |

## *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 to the Commission for Agriculture of Rodrigues. The Commission will facilitate access to data, stakeholders, and relevant institutions. Travel to Rodrigues will be required for consultations.

The deliverables shall be submitted to the Project Manager and Project Coordinator of the Rodrigues Airport Project (RAP), who will share them with the implementing entities.

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 timeline. During the initial phase, the Consultant should propose a straightforward and practical MEL framework that highlights key indicators, targets, data sources, and verification methods associated with each deliverable, as shown in the table below.

| Objective | Key Indicator | Means of Verification | Frequency |
|---|---|---|---|
| Monitoring the assignment execution | Data collection completed | Diagnostic Assessment Report | Once (*Within **15 days** from issuance of the Service Order)* |
| | Post harvest strategy and investment plan define | Post harvest strategy and investment Plan | Once (*Within 7**5 days** from issuance of the Service Order)* |
| | Knowledge Center designed | Concept and Operational Framework for the Post-Harvest Knowledge Centre report | Once (*Within 9**5 days** from issuance of the Service Order)* |

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| | Knowledge Center ready to be implemented | Operational Manual for the Knowledge Centre | Once (*Within 11**5** **days** from issuance of the Service Order)* |

Progress will be assessed against this framework throughout the assignment. The Consultant will submit progress updates as part of interim reports, highlighting achievements, challenges, lessons learned, and any proposed adjustments to enhance delivery.

Each deliverable will be reviewed within a period of 15 days, during which comments and inputs will be provided to the service provider. The provider shall then have 5 days to resubmit the deliverable, duly revised to reflect the comments and inputs 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 quality, relevance, and sustainability of results. The Client retains the right to provide formal feedback and request corrective measures at any stage if the assignment deviates from agreed milestones or quality standards.

The acceptance and approval of the deliverables shall be carried out by a review board composed of the focal point of the Implementing Entity, the RAP Specialist, the Project Manager, and the Project Coordinator.

## *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 project and to understand the scope of activities in relation to the project's economic rationale.

The project will provide standardized templates for:

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

If agreed on a monthly consultancy monthly report for this assignments, the project will provide a monthly reporting template. Or alternatively, the technical assistance provider may propose a template to be agreed upon between the parties.

The Consultant shall collect and review any studies previously conducted with the relevant sector, in coordination with the **Commissioner of Agriculture** as well as any quantitative 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 arrangements related to physical facilities, air travel, accommodation, logistical support, local transportation, and communications shall be the responsibility of the Consultant. 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.

## *11.ADMINISTRATIVE PROVISIONS*

### *a. 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 references. All application materials should be sent to the address below by **19th June 15.00hrs (**Mauritian Time; UTC+4).

Email: piusec.tendercommittee@aml.aero

### *b. Evaluation criteria*

| Nº | Evaluation Criteria | Description | Points |
|---|---|---|---|
| *01* | *Academic Background* | Master's degree in Agricultural Economics, Agribusiness, Food Systems, Rural Development, or related fields (PhD considered an advantage). | 15 |
| *02* | *Required Experience (Must)* | Minimum 10 years of professional experience in agriculture and rural development, including at least 5 years in post-harvest management/agri-food systems/investment planning; demonstrated experience in strategic investment plans, feasibility studies, and stakeholder engagement.<br><br>Minimum of 5 years of proven experience in implementing and managing agricultural capacity-building programs, farmer training, or rural development initiatives. | 40 |

| | | | |
|---|---|---|---|
| | | Demonstrated experience in developing and delivering training curricula on sustainable land and water management, climate-smart agriculture, and technology adoption | |
| ***03*** | ***Relevant Experience — Similar Assignments*** | At least three (3) successfully completed assignments in post-harvest of similar scope and complexity in the last ten (10) years. | 15 |
| ***04*** | ***Desirable and Preferred Experience*** | Prior experience in Mauritius/Rodrigues or Small Island Developing States (SIDS); experience working with IFIs (e.g., World Bank, IFAD, AfDB); familiarity with gender-sensitive and climate-smart approaches in agriculture. | 10 |
| ***05*** | ***Other Competencies*** | Strong analytical, facilitation, and communication skills; excellent report-writing and presentation skills; ability to deliver high-quality outputs under tight deadlines and work effectively in multidisciplinary teams. | 10 |
| ***06*** | ***Language Proficiency*** | Excellent command of English (spoken and written); knowledge of French and/or Creole considered an advantage | 10 |

### *c. Remuneration*

Remuneration and benefits are negotiable.

### *d. Tax and Work Permit Compliance*

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