TERMS OF REFERENCE

Individual National Consultancy for Tourism Planning (Commission for Tourism)

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. The project will be implemented through:

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.

Tourism constitutes a cornerstone of Rodrigues' economy, driving employment, investment, and foreign-exchange earnings. Rodrigues is implementing its Sustainable Tourism Development Plan (STDP 2023), which identifies institutional strengthening, digital service delivery, and improved data systems as key priorities for achieving sustainable and inclusive growth in the sector. The RAP supports these priorities through targeted technical assistance and capacity-building activities.

Under Component 4 – Supporting the Sustainable Development of the Tourism Sector in Rodrigues, the RAP seeks to:

- strengthen institutional and planning capacity within the Commission for Tourism (CT);
- promote sustainable investment and product diversification; and
- enhance the management of tourism data and knowledge systems.

Within this framework, the present assignment aims to provide specialised technical assistance to the Commission for Tourism to support the development and operationalisation of evidence-based tourism planning tools and frameworks. The Consultant shall support the Commission for Tourism in ensuring that tourism sector expansion is guided by environmentally responsible, socially inclusive, and economically viable planning frameworks and tools, thereby contributing directly to the RAP's overarching goals of resilience and sustainable development.

1. 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 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.

2. SECTORAL CONTEXT

Tourism in Rodrigues has evolved as one of the island's principal economic pillars, accounting for a significant share of employment, income generation, and enterprise development. Despite its small size and geographical isolation, the island possesses a distinct tourism identity anchored in its unspoiled natural landscapes, cultural authenticity, and community-based experiences. The sector, however, faces several structural challenges, including limited air capacity, uneven service quality, data gaps, and weak institutional coordination.

To address these constraints, the Sustainable Tourism Development Plan (STDP 2023) provides a comprehensive roadmap for the sector's transformation, emphasising the transition toward a green, resilient, and inclusive tourism model. The Plan underscores the need for improved spatial and destination planning, diversification of tourism products, strengthening of tourism information systems, and enhanced governance capacity within the Commission for Tourism (CT).

The Rodrigues Airport Project (RAP), through its tourism component, complements these priorities by providing targeted technical assistance to enhance planning, institutional performance, and data management. The present consultancy will therefore serve as a pivotal intervention to operationalise STDP 2023 priorities and ensure that tourism growth in Rodrigues is guided by sound planning, environmental stewardship, and inclusive development principles.

3. OBJECTIVE OF THE ASSIGNMENT

Overall Objective:

[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 overall objective of the assignment is to provide technical and strategic support to the CT in formulating, coordinating, and monitoring tourism planning processes aligned with the STDP 2023 and the Rodrigues Airport Project (RAP)**.**

The consultancy seeks to address the current fragmentation of planning mechanisms, limited data and analytical capacity, and weak institutional coordination that constrain the effectiveness of tourism management on the island. By strengthening the institutional framework, enhancing the utilisation of tourism data and information systems, and introducing modern planning tools and methods, the assignment will help establish a solid foundation for sustainable destination management and policy implementation.

The key expected results of the consultancy include:

- a strengthened tourism planning framework within the CT;
- improved integration of data systems and decision-support tools for tourism policy and investment;
- enhanced coordination between tourism and complementary sectors such as infrastructure, environment, and local enterprise development; and
- increased capacity of CT staff to implement, monitor, and evaluate tourism programmes in line with international best practice.

Specific Objectives:

Building on these general objectives, the following specific objectives translate the strategic intent into actionable tasks that will guide the implementation of this assignment:

- To strengthen the institutional and operational framework for tourism planning within the Commission for Tourism.
- To develop and operationalise a comprehensive tourism planning and coordination framework aligned with the STDP 2023.
- To support the integration of tourism data, monitoring, and reporting systems for evidence-based decision-making.
- To build the technical and analytical capacity of CT staff through knowledge transfer.
- To promote inter-sectoral coordination and alignment of tourism priorities with the broader objectives of the RAP and Rodrigues' sustainable development agenda.
- To contribute to inclusive, gender-sensitive, and environmentally responsible tourism planning practices consistent with international standards.

To ensure that the above objectives are translated into tangible results, the Consultant shall:

- Define measurable indicators, baselines, and targets for each objective during the inception phase;
- Prioritise actions that can be realistically achieved within the 24-month assignment period and available budget;
- Explicitly identify quick wins (0–12 months) and medium-term institutional changes (12–24 months) to support long-term sustainability of tourism planning functions;
- Ensure that all proposed frameworks, tools, and processes are adapted to the specific institutional, financial, and human-resource realities of the Commission for Tourism (CT) and the Rodrigues Regional Assembly (RRA).

4. SCOPE OF SERVICES

The consultancy will provide analytical, advisory, and technical support to the CT of the Rodrigues Regional Assembly (RRA) to strengthen planning, coordination, and monitoring functions for sustainable tourism development. The Consultant will work closely with the Commission's technical and planning staff to ensure day-to-day collaboration with the RAP-PIU.

The consultancy will provide analytical, advisory, and technical support to the Commission for Tourism. The assignment is expected to be implemented on a predominantly full-time basis, with the Consultant maintaining a regular on-site presence at the Commission for Tourism in Rodrigues, commensurate with the effective delivery of agreed outputs and institutional support. Any extended absence that may materially affect the delivery of agreed outputs shall be communicated in advance to the Project Manager and the Commissioner for Tourism and managed to ensure continuity of services.

All activities will be implemented in close collaboration with the PIU and relevant public, private, and community stakeholders, in full conformity with the environmental, social, and gender-inclusion standards of the World Bank and the sustainability objectives of the Sustainable Tourism Development Plan (STDP 2023).

<u>Key Questions/Problems to be Addressed for Rodrigues Tourism Planning</u>

- How can the Commission for Tourism strengthen its institutional and planning capacity to coordinate tourism development in a coherent and data-driven manner?
- What planning frameworks and decision-support tools are required to integrate tourism priorities with the RAP and the STDP 2023?
- How can tourism data be systematically analysed and used to inform policies, investments, and monitoring?

- What mechanisms can ensure effective inter-sectoral coordination across tourism, infrastructure, environment, and community development?

- How can institutional capacity and staff skills be enhanced to sustain tourism planning and M&E functions beyond the duration of this consultancy?

As part of the inception phase, the Consultant shall validate the above questions with the CT and PIU and explicitly document key assumptions and constraints that may affect scope, timing, or level of ambition (e.g. data availability, staffing levels, budget ceilings). The assumptions may be reviewed regularly.

Boundaries of the Consultancy

The consultancy will begin with an inception and diagnostic phase, concluding with the submission of a final consolidated report and capacity-building outputs. The work will focus on strategic planning, institutional strengthening, data framework design, and capacity enhancement. It will **not** extend to the execution of infrastructure projects, procurement of equipment, or direct project management responsibilities.

Areas Requiring In-Depth Study or Analysis

Deeper analytical work will be required in the following areas:

- Tourism planning processes, spatial prioritisation, and integration with other sectors.

- Tourism data systems—coverage, flow, quality, and utilisation.

- Monitoring and evaluation arrangements across the RAP's Component 4: Supporting the Sustainable Development of the Tourism Sector in Rodrigues.

- Capacity gaps related to tourism planning and management.

The Consultant shall, in agreement with the CT and PIU, develop a prioritised analytical agenda that indicates which areas require immediate, in-depth study and which can be addressed through lighter-touch analysis. This agenda shall be included in the Inception Report and updated at least once per year to reflect evolving needs and lessons learned.

Scope in Relation to Budget

The assignment's scope aligns realistically with available project resources and expected results. Activities will prioritise analytical and capacity-building outputs with direct institutional impact. All deliverables must be achievable within the agreed budget and the twenty-four-month contract period.

The Consultant shall propose a phased implementation approach that distinguishes between essential core activities and complementary or optional activities, to ensure value for money and flexibility in the event of budget adjustments. For each significant activity, the Consultant will indicate the estimated effort (in person-days) for planning purposes only, the expected deliverables, and the likely institutional impact, enabling the Client to make informed decisions on prioritisation.

Meetings and Consultations

Structured consultation and validation processes are required throughout the assignment to ensure ownership and practical uptake of outputs:

- Inception meeting with CT, PIU, and RRA to confirm scope, timelines, and expectations.
- Stakeholder consultations with government entities, private operators, and community groups during diagnostic and framework-design phases.
- Validation workshops for the Tourism Planning Framework, Data System Blueprint, and M&E Framework.
- Progress review meetings at mid-term and before submission of each key deliverable.

The Consultant shall maintain a stakeholder engagement register that documents all meetings, workshops, and consultations (including the date, participants, agenda, and key decisions). This register shall be annexed to the Final Report and updated at least quarterly. For each major workshop, the Consultant shall produce a brief aide-mémoire capturing the main conclusions, action points, and responsibilities.

Specific Intervention Strategies

The consultancy will employ the following strategic approaches:

- **Participatory co-design**: engaging CT staff and stakeholders throughout all deliverable stages.
- **Incremental validation**: developing frameworks in iterative cycles to ensure practicality.
- **Capacity transfer**: embedding on-the-job learning within each output.
- **Systems integration**: linking tourism planning with other RAP components and policy frameworks.
- **Gender-sensitive and inclusive planning**: ensuring participation of women and community actors in decision processes.

In addition to the above strategies, the Consultant shall apply a risk-informed and adaptive approach to implementation. A simple risk matrix (identifying key risks, likelihood, impact, and mitigation measures) shall be developed during the inception phase and updated periodically. Where necessary, the Consultant shall propose justified adjustments to the work plan to address emerging risks, ensuring that the overall objectives remain achievable.

Tasks of Services

The Consultant shall undertake the following tasks in chronological order:

Task 1 – Inception and Work Planning

- Review relevant project and policy documents (PAD, STDP 2023, CT strategies).
- Conduct inception meetings and confirm roles, responsibilities, and deliverables.
- Prepare and present an Inception Report and Work Plan, including stakeholder-engagement schedule and detailed timeline.

The Inception Report shall include: (i) a detailed work breakdown structure with indicative person-days per task; (ii) a draft Monitoring, Evaluation, and Learning (MEL) framework specific to this assignment; (iii) a stakeholder mapping with influence/interest analysis; and (iv) a proposed format and timetable for progress reporting.

Expected Output: Approved Inception Report establishing the roadmap for implementation.

Task 2 – Tourism Planning Framework and Institutional Strengthening

- Assess existing planning mechanisms and coordination structures.
- Identify institutional and procedural gaps affecting tourism planning effectiveness.
- Develop a Tourism Planning and Coordination Framework with clear institutional roles, workflows, and decision checkpoints. The Tourism Planning and Coordination Framework shall clearly distinguish between mandatory processes (to be institutionalised through official instruments) and recommended good practices. The Consultant shall provide a change-management roadmap outlining the steps required for formal adoption (e.g., internal approvals, directives, circulars) and for the gradual rollout of the new planning processes.
- Prepare Standard Operating Procedures (SOPs) for planning and project appraisal.
- Facilitate stakeholder workshops for validation and endorsement.

Expected Output: Approved Tourism Planning Framework and SOPs adopted by the CT.

Task 3 – Final Consolidation

- Compile operational manuals, toolkits, and guidance notes for continued use by CT staff.

- Consolidate all outputs into a Final Report summarising achievement, lessons learned, and sustainability recommendations.

Expected Output: Strengthened institutional capacity and a comprehensive Final Report endorsed by the CT and PIU.

Expected Need for Follow-On Contracts

Any follow-on support, if required, shall be subject to separate scope definition, budget availability, and approval, and shall not affect the pricing or obligations under the present assignment.

5. EXPECTED DELIVERABLES

Task	Task Title	Reflected in Deliverable(s)
Task 1	Inception & Work Planning	Deliverable 1
Task 2	Planning Framework & SOPs	Deliverable 2
Task 3	Final Consolidation	Deliverable 3

The deliverables defined below consolidate and give effect to the outputs of Tasks 1–3 described in the Scope of Services. The Consultant shall produce a series of distinct, implementable outputs that collectively strengthen tourism planning and coordination within the CT. Each deliverable shall have independent value and operational relevance, providing the Client with tools, frameworks, and knowledge products that can be directly applied in the execution of the STDP 2023 and the RAP. All outputs shall be results-oriented, evidence-based, and validated through appropriate consultation and review processes with the CT, the PIU, and other stakeholders.

Deliverable 1 – Inception Report and Work Plan
This deliverable will outline the Consultant's understanding of the assignment, objectives, and coordination arrangements, including a detailed implementation schedule, a stakeholder engagement strategy, and a reporting framework. It shall also include a constraints matrix, preliminary data-source mapping, and an indicative list of key institutions and stakeholders to be consulted. The Consultant will organise an inception meeting with the CT and PIU to present and validate the proposed approach and work plan before proceeding to the next phase.

Deliverable 2 – Tourism Planning and Coordination Framework
This deliverable presents the findings of the institutional and procedural assessment of existing tourism planning mechanisms, governance arrangements, and coordination processes. It will define an improved Tourism Planning and Coordination Framework, supported by Standard Operating Procedures (SOPs), planning templates, and clear role definitions among institutions involved in tourism development. The Framework will be validated through a participatory workshop with the CT, the Rodrigues Regional Assembly (RRA), the PIU, and key tourism stakeholders to ensure institutional alignment and ownership.

Deliverable 3 – Final Consolidated Report
This final deliverable will synthesise all outputs, findings, and lessons learned throughout the assignment. It will include a summary of methodologies, results, recommendations, and a sustainability roadmap for institutionalising the tourism planning. Six months before the end of the assignment, the Consultant shall submit the completed Exit Plan. In the Final Report, the Consultant shall also submit the completed Post-Exit Plan matrix. The report will annex all validated frameworks, operational manuals, templates, and workshop records. It will be presented during a final review meeting for formal endorsement by the CT and the PIU.

Note: Each deliverable constitutes a self-contained component of the consultancy. The Consultant shall ensure that outputs are of professional quality, validated through relevant meetings or workshops, and submitted in English. All documents shall be delivered in editable MS Word format (2019 or later), with any accompanying annexes, figures, and datasets, as applicable.

Minimum Quality Standards for Deliverables

All deliverables shall:

- Follow a structure agreed with the CT and PIU during the inception phase (including executive summary, methodology, findings, recommendations, and annexes);
- Be presented in clear and accessible language, with technical concepts explained to facilitate uptake by non-specialist staff;
- Submit a completed Constraints Matrix and Lessons-Learned Matrix, to be updated periodically, at key deliverable milestones;
- Be submitted first in draft form to allow for review and comment by the Client, and finalised only after written approval and incorporation of agreed revisions.

For each deliverable, the Consultant shall submit updated Constraints and Lessons-Learned Matrices as an annex.

6. FORMAT AND SUBMISSION OF DELIVERABLES

The final deliverables shall be submitted in English, in report form, electronically in accordance with the specifications below. All deliverables shall be transmitted through the Project Manager and Project Coordinator of the Rodrigues Airport Project (RAP) in accordance with the review and approval procedures described in Section 11. The Consultant shall maintain close coordination with the Commission for Tourism throughout the drafting, validation, and submission process:

- 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.

7. LOCATION OF SERVICE DELIVERY

The assignment will be implemented over a period of twenty-four (24) months, with the Consultant maintaining a regular on-site presence at the Commission for Tourism in Rodrigues, in line with the agreed work plan and delivery of outputs. The Consultant will be based at the Commission for Tourism of the Rodrigues Regional Assembly and will work in close collaboration with the Commission's technical staff and relevant departments, in coordination with the PIU of the Rodrigues Airport Project. The Consultant will report, both technically and administratively, to the RAP Project Manager and Project Coordinator, while maintaining functional reporting to the Commissioner for Tourism. The Commission for Tourism will provide office space, logistical support, and access to relevant records and data.

8. DURATION AND IMPLEMENTATION SCHEDULE OF SERVICES

The assignment will be carried out over a period of twenty-four (24) consecutive months**,** operating on a full-time, in-person basis at the CT in Rodrigues. The expected commencement date will be specified in the Service Order upon completion of the selection and contracting process under the Rodrigues Airport Project (RAP)**.**

Given the continuous nature of this consultancy, the Consultant will provide services regularly in close coordination with the CT's technical team, ensuring timely progress and the delivery of agreed outputs throughout the assignment period. The role involves active participation in planning, coordination, analysis, and institutional development throughout the assignment.

The engagement may be renewed or extended, subject to satisfactory performance, the availability of project funding, and the evolving operational needs of the RAP and the CT. Key milestones and indicative timing for deliverables shall follow the sequence outlined in Section 6 – Expected Deliverables, summarised as follows:

- Month 1**:** Inception Report and Work Plan finalised and approved.
- Month 6**:** Tourism Planning and Coordination Framework validated.
- Month 24**:** Final Consolidated Report submitted and endorsed by CT and PIU.

The Consultant is expected to maintain consistent, proactive engagement with CT and PIU staff regarding the delivery, validation, and institutional uptake of the agreed deliverables. In addition to the overall schedule, the Consultant shall prepare an annual work plan at the beginning of each year of the assignment, to be reviewed and agreed upon with the CT and PIU. A formal mid-term review of the assignment shall be conducted around Month-12 to assess progress, adjust priorities as needed, and confirm any changes to the work plan for the remainder of the period.

9. QUALIFICATION REQUIREMENTS

The Consultant shall possess the academic background, professional experience, and competencies necessary to effectively deliver the scope of work described in this ToR. Given the embedded and full-time nature of the engagement, the Consultant must demonstrate both technical grounding in tourism planning and institutional processes. The qualification requirements are presented below.

No.	Category	Description / Requirements
01	Academic Background	Bachelor's degree in Tourism Planning and Development, Economics, Geography, Urban and Regional Planning, Environmental Management, or a related discipline. A master's degree will be considered an asset.
02	Professional Certifications/ Licenses	Registration or membership with a recognised professional or planning body will be an advantage (e.g., a tourism planners' association, a development or management institute, or an equivalent).
03	Other Qualifications	Specialised training, certifications, or short courses in tourism data systems, monitoring and evaluation, policy analysis, or institutional development will be considered an asset.
04	Required Experience	• Minimum 3–5 years of professional experience in tourism planning, policy support, data analysis, or institutional strengthening, preferably within public-sector or development-project contexts. • Demonstrated ability to contribute effectively to similar assignments or roles under supervision within multidisciplinary teams. • Experience in tourism investment planning, spatial or destination planning, or tourism statistics management, even if in a supporting or advisory capacity.
05	Preferred Experience	Prior involvement in designing or implementing tourism master plans, destination strategies, or reform programmes within island or developing-country contexts will be an advantage.
06	Number of Similar Assignments	At least one relevant assignment or role involving tourism planning support, data analysis, policy assistance, or institutional coordination.
07	Other Competencies	Ability to work effectively under guidance, contribute to technical outputs, and progressively assume greater responsibility over the duration of the assignment. Strong analytical, coordination, and report-writing skills; ability to facilitate stakeholder engagement, deliver high-quality outputs under agreed timelines, and work effectively in multidisciplinary environments. The position is intended as a technical officer–level consultancy, operating under the strategic guidance of the Commission for Tourism and the RAP-PIU.
08	Language Proficiency	Excellent written and spoken English is required. Proficiency in French and/or Creole will be considered a strong asset, given the working environment in Rodrigues.
09	Experience in Similar Countries or Contexts	Prior experience in Small Island Developing States (SIDS), island tourism systems, or comparable socio-economic contexts is highly desirable. Knowledge of Rodrigues' context will be considered a strong asset.

10. 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 functionally to the Commissioner for Tourism within the Commission for Tourism (CT) of the Rodrigues Regional Assembly (RRA).

Given the technical-officer nature of the position, the Consultant will work under the close technical guidance of the Commission for Tourism and the RAP-PIU, with strategic direction provided by senior project staff. All official deliverables shall be submitted to the RAP Project Manager and Project Coordinator, who will circulate them for review among the relevant implementing entities and the Commission for Tourism.

Monitoring, Evaluation, and Learning (MEL)

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 practical, straightforward MEL framework that highlights key performance indicators, targets, data sources, and verification methods. All monitoring, reporting, and learning requirements shall be implemented in a manner proportionate to the technical nature of the position and the scale of the assignment.

Progress will be tracked and discussed in regular coordination meetings between the Consultant, CT, and PIU. The Consultant shall submit periodic progress updates as part of interim reports, summarising achievements, challenges, lessons learned, and any adjustments needed to enhance delivery. A mid-term review will be conducted jointly by the Commission for Tourism, RAP Project Manager, and the Consultant to assess performance, refine strategies, and, if necessary, adjust the work plan.

In addition to the formal deliverables, the Consultant shall submit brief quarterly progress notes (maximum five pages) summarising: (i) activities undertaken; (ii) main achievements; (iii) emerging risks; (iv) mitigation actions; and (v) updates to the Constraints and Lessons-Learned Matrices. These notes shall be concise and proportionate to the assignment's scale, to support adaptive management and allow for timely adjustments to the work plan.

Deliverable Review and Approval Process

Each deliverable shall be reviewed within fifteen (15) calendar days of submission. Consolidated comments and feedback will be provided to the Consultant by the Project Manager through the Commission for Tourism. The Consultant shall then have ten (10) calendar days to address comments and resubmit the revised version for final acceptance.

Upon completion of the assignment, a final evaluation will be conducted by the Commission for Tourism and the RAP PIU to assess performance against predefined indicators and the quality, relevance, and sustainability of results achieved. The Client retains the right to request clarifications, improvements, or corrective measures at any stage if deliverables deviate from agreed standards or timelines.

The acceptance and approval of deliverables shall be carried out by a review board composed of the following representatives:

- Focal Point of the Commission for Tourism (CT);
- The RAP Technical Specialist;
- The Project Manager (RAP); and
- The Project Coordinator (RAP).

Formal approval by this board will constitute the Client's acceptance of each deliverable and authorise subsequent payment in accordance with the contract provisions.

11. AVAILABLE INPUTS

The Consultant will be provided with the Project Appraisal Document and the Manual of Procedures 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:

- Constraints Matrix;
- Lessons Learned Matrix (to be updated periodically, at key deliverable milestones); and
- Exit and/or Post-Exit Plan and Schedule.

If an agreed-upon monthly consultancy report is provided 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, 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.

12. ADMINISTRATIVE PROVISIONS

a. Form of Submission of Proposals

Applicants are required to submit a comprehensive application package consisting of: A detailed Curriculum Vitae (CV); Certified proof of academic qualifications; Evidence of similar assignments previously undertaken; A motivation letter explaining suitability for the assignment; and Contact details of at least three (3) professional references.

All application materials shall be submitted electronically, no later than the indicated date, to the indicated address. Only shortlisted candidates will be contacted for further steps in the evaluation and selection process.

The contract will be based on a defined level of effort, expressed in working days over the 24 months. The Consultant shall maintain monthly timesheets indicating the days worked and the main activities performed, which shall be reviewed and countersigned by the Project Manager and the Commissioner for Tourism. These timesheets will serve as a basis for performance monitoring, deliverable tracking, and contract administration. References to working days and timesheets are for planning, supervision, and performance monitoring purposes only. Payments shall be made against approved deliverables under a lump-sum contract, and no entitlement to payment shall arise solely from the number of days worked.

For the avoidance of doubt, this assignment is structured as a fixed-term individual consultancy. Payments shall be made monthly upon satisfactory delivery of agreed outputs and services, within the overall lump-sum contract value.

b. Remuneration:

Remuneration and benefits shall be negotiated based on qualifications, professional experience, and prevailing market conditions, in accordance with the applicable procedures of the Rodrigues Airport Project (RAP) and the Commission for Tourism (CT). The selected Consultant will be engaged under a lump-sum contract consistent with World Bank procurement guidelines for individual consultants. This assignment is intended for a single Individual Consultant. The Client does not expect firm-level overheads, subcontracting arrangements, or team-based pricing structures.

c. 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).