



TERMS OF REFERENCE

Activity Title:	Strengthening the Capacity of the Kiribati Ministry of Tourism, Commerce, Industry and Cooperatives (MTCIC) to Deliver MSME Business Development Training
Estimated Duration:	3 months
Estimated Budget:	45,000 AUD
Location:	Remote with travel to Kiribati
Estimated Start Date:	September 2026
Reporting to:	Trade in Services and Investment Adviser

I. BACKGROUND

The Pacific Agreement on Closer Economic Relations (PACER) Plus supports sustainable economic growth and private sector development by strengthening the capacity of Parties to improve the business environment and support Micro, Small and Medium Enterprises (MSMEs). Through the Development and Economic Cooperation (DEC) Work Programme, PACER Plus assists Parties to strengthen government institutions that provide business development services to entrepreneurs and small businesses.

In Kiribati, the Ministry of Tourism, Commerce, Industry and Cooperatives (MTCIC), through its Business Promotion Division, delivers business advisory and training programmes to support MSME development. To enhance the quality, consistency and sustainability of these services, MTCIC seeks to review and update its Start Your Business (SYB) training packages and Accounting & Financial Reporting training modules, develop standardised training materials, and strengthen the capacity of its staff to independently deliver business development training.

Accordingly, this consultancy is to review and develop the training modules, prepare facilitator and participant training resources, and deliver a Training of Trainers programme. The consultancy will strengthen the institutional capacity of the MTCIC Business Promotion Division to deliver high-quality business development training and advisory services, ensuring continuity of support for MSMEs across Kiribati.

II. OBJECTIVE & SCOPE

The main objectives of the consultancy are to:

- Review and update the existing SYB and Accounting & Financial Reporting training modules for MSMEs in Kiribati.
- Develop practical, standardised training materials to support the consistent delivery of business development training by the Ministry of Tourism, Commerce, Industry and Cooperatives (MTCIC).
- Strengthen the capacity of the Business Promotion Division to independently deliver high-quality business development training and advisory services through a Training of Trainers programme.
- Strengthen the institutional capability of MTCIC to sustainably support MSME development and private sector growth.

To achieve the above objectives, the Consultant is required to:

- Review the existing SYB and Accounting & Financial Reporting training modules and assess their relevance, effectiveness and suitability for MSMEs in Kiribati.
- Consult with MTCIC and relevant stakeholders to identify training needs and opportunities to improve the content and delivery of the training programmes.



- iii. Develop updated SYB and Accounting & Financial Reporting training modules that are practical, participatory and tailored to the needs of Kiribati's MSMEs.
- iv. Develop a comprehensive suite of training materials, including facilitator guides, presentation slides, templates and participant assessment tools.
- v. Design and deliver a Training of Trainers programme to strengthen the knowledge, facilitation skills and confidence of Business Promotion Division staff to independently deliver the training programmes.
- vi. Develop and issue certificates of completion for all eligible trainers.
- vii. Present the draft training modules and materials to MTCIC and the PPIU and incorporate comments into the final training package.

III. DELIVERABLES

The Consultant will deliver the following outputs:

1. **Inception Report and Work Plan:** The Inception Report shall include the proposed methodology, stakeholder consultation plan, work plan, implementation schedule, information requirements and the proposed approach for reviewing and developing the training modules and Training of Trainers programme.
2. **Draft Business Development Training Package:** The Draft Training Package shall include:
 - an assessment of the existing SYB and Accounting & Financial Reporting training modules;
 - stakeholder consultation findings;
 - the draft SYB training module;
 - the draft Accounting & Financial Reporting training module;
 - draft facilitator guides, presentation slides, templates and participant assessment tools; and
 - the draft Training of Trainers programme.
3. **Final Business Development Training Package and Training of Trainers:** The Final Training Package shall incorporate comments from MTCIC and the PPIU and include:
 - the final Business Start-Up training module;
 - the final Accounting & Financial Reporting training module;
 - final facilitator guides, presentation slides, templates and participant assessment tools; Certificate of completion for all participants.
 - delivery of the Training of Trainers programme; and
 - the Final Consultancy Report.

All outputs shall be provided in Microsoft Office formats or other formats agreed with the PPIU.

IV. TIME AND PAYMENT SCHEDULES

The Activity shall be completed within a period of no longer than three (3) months, according to the indicative timeframes below. Exact commencement and completion dates, as well as the scope of work, may be amended in consultation with the PPIU and the Kiribati Ministry of Tourism, Commerce, Industry and Cooperatives (MTCIC), Investment Promotion Division.

Nr.	Deliverables	Indicative Time Frame (delivered by)	Payment Schedule
1.	Inception Report and Work Plan	September 2026	15%
2.	Draft Business Development Training Package	October 2026	45%



3.	Final Business Development Training Package and Training of Trainers	November 2026	40%
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Note: Travel expenses for the Consultant(s) are included in the Consultancy Fees. Costs for stakeholder consultations must have prior approval from the PPIU and must follow the PPIU Procurement Policy.

V. REPORTING:

- The Activity will be supervised by the Trade in Services and Investment Adviser and the Kiribati MTCIC Business Promotion Division and will hold responsibility for guiding progress and technical advice on delivering the activity.
- The Consultant is required to report to the Trade in Services and Investment Adviser and the MTCIC Business Promotion Division, who will ensure that the deliverables are submitted according to the indicated timeframes and quality standards.
- Regular discussions with the Trade in Services and Investment Adviser and the MTCIC will also be carried out during the consultancy period to monitor progress and constraints, support required and proposed solutions.
- Final report to be submitted to the Secretary of MTCIC

VI. QUALIFICATIONS, SKILLS AND EXPERIENCE REQUIRED OF CONSULTANT(S)

1. Qualifications

A tertiary qualification in one or more of the following disciplines: Business Administration, Entrepreneurship, Commerce, Accounting, Finance, Economics, Adult Education, Training and Development, or another relevant discipline.

2. Skills and Experience

- Demonstrated experience in MSME development, entrepreneurship, business advisory services or private sector development.
- Experience developing or reviewing business training modules, curricula and learning materials for entrepreneurs or MSMEs.
- Demonstrated experience designing and delivering Training of Trainers (ToT) programmes and building institutional training capacity.
- Strong knowledge of business start-up, financial management, bookkeeping and accounting principles for small businesses.
- Experience developing facilitator guides, participant workbooks, presentation materials and practical training resources.
- Experience working with government agencies, business support organisations or development partners in designing and delivering capacity-building programmes.
- Preference will be given to consultants with experience supporting MSME development or entrepreneurship training in Pacific Island countries or other Small Island Developing States.
- Strong facilitation, stakeholder engagement and report writing skills.
- Excellent written and spoken English.