

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Ministry of Economic Development
Male',
Republic of Maldives



Maldives: Enhancing Employability and Resilience of Youth Project (MEERY)

P163818

Terms of Reference

for

Consultancy Services for the Development of a Garment Makerspace and Training Institute in Addu City

1. Introduction

Several aspects of the Maldives' recent development pattern highlight imbalances between labor demand and supply. Public sector jobs are predominantly in the civil service with the rapid expansion of cadres in the 1990s and 2000s. However, with the increasing standard of living over time, the labor market has become more challenging for Maldivians in general. Increasing educational attainment among the younger generation and expectations have coincided/collided with the rapid growth in low-skill service jobs associated with tourism and construction, leading to a mismatch in skills supply and demand. Despite the high levels of growth and labor market conditions in public investments, tourism, fisheries and non-tradable tourism related activities, important challenges remain for young Maldivians. These relate to (i) the need for greater inclusion and productive employment for youth, especially for those who cannot rely on public sector jobs (because of a sharp reduction of public sector employment) or who are from the most vulnerable segments of the population; and (ii) an increasing reliance on foreign labor in important sectors such as tourism and construction services and limited opportunities for women.

The Government of Maldives (GoM) is implementing the "Maldives: Enhancing Employability and Resilience of Youth (MEERY)" Project. The project is funded by the World Bank. The objective of the project is to improve the relevance of technical and vocational skills and foster entrepreneurship to promote youth employment in priority sectors. The project is being jointly administered by the Ministry of Higher Education (MoHE) and Ministry of Economic Development (MoED), with a Project Steering Committee that is co-chaired by the MoHE and the MoED.

The project comprises of three components and a Contingent Emergency Component. The three primary components are;

Component 1: Fostering skills development and entrepreneurship in priority sectors through four sub-components:

1.1: Labor-market assessment and analysis for demand driven skills identification

1.2: Revision of Skills Development (TVET and Entrepreneurship) Curriculum

1.3: Face-to-Face Skills Delivery.



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1.4: Support for Entrepreneurship Development.

Component 2: Promoting entrepreneurship and employment through skills Development and eLearning Strategy through three sub-components:

2.1: Strategy Development, Strengthening and Diversifying skills development programs.

2.2: IT infrastructure for skills development and jobs platform.

2.3: Career hubs for education-industry linkages.

Component 3: Project Coordination, Monitoring and Evaluation

2. Project Background

The Maldives remains an economy vulnerable to changing trends in tourism. This was made evident on the onset of the COVID-19 pandemic in 2020 in the Maldives where tourism revenues effectively halted, and the country entered a sustained period of decline. Hence, the government of Maldives has begun exploring the promotion of the garment industry as an avenue to diversify the country's economic portfolio. In this regard, the Ministry of Economic Development wishes to establish a garment makerspace and training facility in Addu City. This facility is to function as a makerspace and training institute for local firms engaged in and wishing to engage in the fashion and garments industry.

Today, the garment and apparels industry in the Maldives remains a cottage industry with production taking place in small quantities with existing production sites only using few domestic-use machines. Most items are made to order, and the benefits of increased-scale production are scarcely realized. It is clear the opportunity exists here for this industry to grow and scale. The proposed garment facility is intended to function as a catalyst for the creation of the garment industry in the Maldives. It is intended to generate interest among entrepreneurs and workers to engage with the industry by skilling, training and facilitating operations.

The facility is to function as a space to train, and up-skill youth interested in specializing in the production of garments, train interested entrepreneurs in the management of garment firms and as a makerspace.

The garment facility will have three primary functions.

1. Training and providing education through an in-house training institute on tailoring and garment production, which will be available for both staff of the facility and interested persons from the private sector.
2. Production of garments to create jobs for the forecasted 150 trainees of the facility
3. Function as a makerspace where private sector firms can access the required industrial equipment to kickstart their businesses in the garment industry.

The industry also boasts hopes of increased employment opportunities for women and decentralized paid work. In this regard, we expect that the facility itself will generate over 150 jobs in Addu through the several firms that will be using this facility as a makerspace.



The Government of Maldives, through the MEERY project, seeks to employ the services of a qualified international firm to facilitate the planning, development and complete operationalization of this facility.

3. Objectives

The purpose of this assignment is to design, develop, and implement a fiscally sustainable garment makerspace and training institute in Addu City. This would involve three tasks, firstly, to undertake an all-encompassing assessment based on secondary information, international experience as well as key informant interviews, workshops, focus group discussions with relevant stakeholders on the issues pertaining to the need and forecasted impact of the facility, its feasibility, adequacy, fiscal, etc. Secondly, advise the government on appropriate design options and support design, development and implementing the garment facility. Thirdly, help implement, develop and operationalize the garment facility.

4. Scope of Work

Within the duration of assignment, the selected firm will submit a detailed inception report that will outline the process, schedule, and the requirements for undertaking the tasks. Further, the firm is required to undertake the above tasks as per the following:

a. Needs Assessment Report

To do the assessment, the firm will undertake a needs assessment that should include a review of the state of the existing industry and its practices. Such a review should also throw light on the viability of such a facility in Addu by conducting an assessment of the market, its scope and proposed areas for improvement.

Once the draft of this needs assessment report is prepared, the firm will facilitate one or more validation workshops with stakeholders to present the findings and incorporate any feedback into the final version.

b. Report of Simulations and Design Options

Based on historical information generated from secondary sources, the firm is expected to undertake fiscal sustainability simulations that analyze the implementation of the garment facility and suggest.

- a) appropriate fiscal projections to cater for counter-cyclical effects of any significant growth and slumps,
- b) long- and short-term costs associated with the garment facility,
- c) how the economic and demographic profile of the region will influence the project



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Based on the analysis, the firm is expected to make proposals about the products/solutions/services to be promoted through the garment facility with due consideration for green, sustainable, and practical aspects.

In terms of services/products/solutions offered by the garment facility, the firm should provide proposals for coverage of a wide range of beneficiaries including those involved in the informal sector, self-employed, entrepreneurs and MSMEs.

This report will also delve into the international experience of the garment industry and analyze the same in the context of Maldives.

It is also expected that this document would include possible design options for the proposed garment facility project along with the cost implications.

As part of the design options, the firm should make proposals regarding administrative and institutional arrangements including human resource considerations, cost of implementation, possible financing mechanism and the ICT requirements for operating the garment facility. This should include a last mile delivery mechanism that is relevant in the context of the Maldives.

Once the draft of this report is prepared, the firm will facilitate with relevant stakeholders to present the content and incorporate any feedback into the final version.

c. Draft Garment Facility Project Report

Based on the tasks envisaged above, the firm will draft a garment facility project report for the consideration of the Government of Maldives. This draft should contain the project design, the facility's architectural design and interior design, its components, financial requirement and financing model, procurement plan, implementing arrangements, monitoring and evaluation structure and plan, staffing and training requirements, risks, and its mitigation strategy, operational framework, quality, and standards certification etc.

Subject to the recommendations made by the firm on the basis of the feasibility assessment, the firm may be retained to develop curriculum for trainees of this institute. Once the curriculum is developed and endorsed by the MEERY project, the firm is also expected to train local trainers to deliver this curriculum.

d. Implementation, Development and Operationalization of the Garment Facility

Based on the garment facility project report, in the second phase of the project, it is intended for the MEERY project to retain the team leader of the project to manage, oversee, and supervise the implementation of the project and ensure successful development and operationalisation of the garment facility in Addu City.



Within the duration of the second phase of this project, the team leader is expected to develop to comprehensively train and build the local management's capacity to seamlessly overtake the technical and managerial aspects of running this facility without the guidance of the firm.

5. Deliverables

1. A detailed inception report including a stakeholder engagement plan that will guide and facilitate the process of obtaining buy-in from relevant stakeholders (3 weeks).
2. Needs assessment report (6 weeks).
3. Report of simulations and design options (6 weeks).
4. Draft garment facility project report with the financing model and architectural plans (8 weeks).
5. Draft curriculum (12 weeks)
6. Conduct training of trainers for local trainers to deliver the curriculum (4 weeks)
7. Consultancy Services to ensure successful implementation, development, and operationalisation of the garment facility (21 weeks)

6. Duration of the Consultancy

The selected firm is expected to complete this assignment in a period of 60 weeks including time for feedback from the government, and for the development and implementation of the envisage garment facility.

7. Inputs provided to the firm

All expenses related to the workshops and their planning will be covered by the government through the MEERY project. In addition, the government will facilitate domestic travel required for the firm to visit a representative set of islands for data gathering and validation.

Data required for the diagnostics will be provided by the government to the firm where possible, or summaries of data prepared by the government for the firm in the case that raw data cannot be shared.

8. Qualification

The Government of Maldives aims to obtain the services of a specialist consulting firm, with appropriate and relevant expertise and experience, which could be deemed sufficient for the successful implementation of this consultation. Priority will be given to those having firms that have experience of working in small island states and other contextually similar countries. The firm should have adequate experience 'of assessment relevant country systems' and should have formulated relevant projects.



Composition of the team and Minimum requirements

Designation	Education	Experience
Team Leader	Master's Degree in Business, Economics, Commerce, international trade, Textile Technology and Textile Management, or a related Field	At least 10 years of experience in a relevant field and at least 5 years of experience managing a similar operation
Business Development Expert: Strategic Planning, Operations and Finance	Master's Degree in Business, Economics, Commerce or a related field	At least 8 years of experience in a relevant field and at least 4 years of experience managing a similar operation
Business Development Expert: Production Planning, Quality Management, International Market Access	Master's Degree in Apparel Manufacturing, Quality Management and Assurance, Textile technology or a related field	At least 8 years of experience in a relevant field and at least 4 years of experience at a level classified as "middle-management" or higher
Architecture and Interior Design Expert	Master's Degree in architecture, interior design, or a related field	Proven experience in <u>leading</u> projects of similar scale and nature. Leading refers to holding position of lead architect or designer. The architect must have lead at least 2 project or similar scale and scope and have at least 10 years of experience in the architecture and design industry
Technical Expert: Garment Production, Textile Expertise, Safety, Process Management and Improvement	Master's Degree in Apparel Manufacturing, Quality Management and Assurance, Textile technology or a related field	At least 8 years of experience in a relevant field and at least 4 years of experience at a level classified as "middle-management" or higher
Technical Expert: Engineering, Maintenance and Equipment	Master's degree in a relevant field in engineering	At least 8 years of experience in a relevant field and at least 4 years of experience at a level classified as "middle-management" or higher



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The team leader should:

- Have excellent knowledge in Garment Manufacturing, Economics, Finance, Quality Control and another relevant fields.
- At least 10 years of progressively responsible professional work experience in development, implementation, supervision, research, analysis, and evaluation of garment manufacturing in developing countries.
- Experience in garment manufacturing, management, and design.
- Excellent project management skills.
- Excellent verbal and written communication skills and demonstrated experience working with a variety of stakeholders.
- Experience in small island states would be an advantage
- Fluency in English.
- Demonstrated ability to deal sensitively in multi-cultural environments.
- Excellent diplomacy and demonstrated political acumen.
- Flexibility and willingness to travel locally

9. Institutional Arrangements, Reporting, and Supervision

The firm will work under the guidance and direction of Ministry of Economic Development (MoED), and shall report to the Project Director on the status of the assignment on a regular basis.

If the firm is international, they should be available to work in the Maldives. The members of the firm will work in a place agreed with the Ministry and will be required to take part in all the relevant meetings.

10. Fee

Deliverables	Timeline	Payment (% of total)
Inception Report	3 weeks	5%
Needs assessment report (6 weeks).	6 weeks	10%
Report of simulations and design options (6 weeks).	6 weeks	10%
Draft garment facility project report with the financing model and architectural plans	8 weeks	15%
Draft curriculum	12 Weeks	20%



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Conduct training of trainers for local trainers to deliver the curriculum	4 Weeks	10%
Consultancy Services to ensure successful implementation, development, and operationalisation of the garment facility	21 Weeks	30%

11. Payment Terms

Proportionate payments will be made as per the **contract** after each deliverable is submitted, subject to approval of the deliverable by the Ministry.

12. Required Documents

Interested firms must submit the following documents/information to demonstrate the qualifications and experience of their team members and their responsiveness to this TOR.

- I. Expression of interest letter signed by all designated team members acknowledging and accepting their respective roles in this assignment
- II. Curriculum vitae of all members indicating all experience from similar projects and academic merit
- III. Financial proposal
- IV. At least 3 (three) professional references per member

13. Expression of Interest Application Submission

- I. Deadline for submission of the application is 11th November 2022 (16:00hrs).
- II. Application should be emailed to the following contact details.

Name: Thaasyn Hilmy
Designation: Project Director
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