

**TERMS OF REFERENCE  
FOR  
CONSULTANCY SERVICES**

**TO**

**FORMULATION OF THE STRATEGIC ACTION  
PLAN (SAP) ON DELIVERING EFFECTIVE  
CORRECTIONAL SERVICES FOR A SAFE  
COMMUNITY**

(IUL)167-PR/167/2023/23

10<sup>th</sup> April 2023



**Maldives Correctional Services**

Ghaazee Building, Ground Floor  
Ameer Ahmed Magu, 20125  
Male' City, Republic of Maldives

# TERMS OF REFERENCE

## 1. BACKGROUND

The Maldives is in a period of significant change across all sectors of government, and there are wide-reaching proposals for fundamental reforms with respect to issues of governance and justice. The country is embarking on what is intended to be a wide-reaching law reform agenda, both in the context of criminal justice (including proposed new Penal and Criminal Procedure Codes) and in a more general human rights context.

Since the enactment of the Prison and Parole Act in 2014 Maldives Correctional Service has embarked on a mission to transform prison from a place of punishment to a place of rehabilitation that also ensures the safety and well-being of the staff as well as upgrading facilities with efficient equipment that are in line with the technological advancements to deliver topnotch services. Over the last 9 years MCS has made alterations and amendments to fulfill the obligations in the Act. Although the efforts are commendable and undeniable progress has been achieved, there still remains much to be done. The 5 year strategic Action Plan is hence a required necessity to understand where we are at, where we are headed and what needs to be done to get there.

## 2. OBJECTIVES

The main objective of this consultancy is to develop a 5 year Strategic Action Plan on Delivering Effective Correctional Services for a Safe Community in accordance with the National Action Plan. This strategic action plan must;

- 2.1 Identify the current situation of the organization in terms of its internal operations, its capacity, strengths, weaknesses, opportunities and threats.
- 2.2 Review and develop the organizations Mission, Vision, Values and Develop Organizational Goals, that are in line with international standards; that adhere to the obligations made by relevant conventions and in accordance with National Strategic Action Plan.
- 2.3 Recognize the relevant stake holders and the required collaboration and consolidation needed to achieve the organizations goals.
- 2.4 Build a timeline of specific activities that are measurable, achievable and realistic that work towards achieving the goals.
- 2.5 Submit a final SAP and Consultancy Report.

## 3. SCOPE AND DELIVERABLES

The Consultant should deliver the plan through the following the activities and deliverables.

**Activity 1: Conduct a situational analysis for five key operations; administrative, security, infrastructural, rehabilitation and Human resource:**

The situational analysis should identify the departments that work for these separate operations, the

regulations/sops that are followed within these departments, summaries the tasks and functions and analyze its current efficiency. It should also identify the strengths, weaknesses opportunities and threats faced by operations. All the findings should be compiled into a report and presented to the organization.

**Activity 2: Review Mission, Vision, Values and develop Organizational Goals:** The consultant should Review the current organizational mission, vision and values, and take into considerations the findings of the situational analysis and develop a set of goals for the organization that are in line with international standards and adhere to the obligations made by relevant conventions and in accordance with National Strategic Action Plan.

**Activity 3: Recognize the relevant stake holders and the required collaboration and consolidation needed to achieve the organizations goals.**

The consultant must identify the relevant stakeholders and their role in reaching the goals and review how the collaboration has been thus far and conduct meetings to discuss our requirements, obstacles, concerns and a way forward.

**Activity 4: Build a timeline of specific activities for the 5 years aimed towards achieving the goals.**

The consultant must compile an activity plan that takes the findings of the SWOT analysis and discussions with the stakeholders into consideration and work towards achieving the identified organizational goals. The activities listed must be specific, measurable and realistic and it should identify the departments that will take lead role in each activity. The consultant should also identify the Key Performance Indicators for each activity.

**Activity 5: Submit a final SAP and Consultancy Report.**

The consultant would be expected to present the SAP and submit a draft and have discussion meetings to acquire feedback from the organization. The consultant will then revise and finalize the SAP and submit the final plan.

<b>Deliverable</b>	<b>Due Date *</b>
Situational / SWOT analysis report	30 calendar days
Organizational Goals, Mission Vision and Values	10 calendar days
List of stakeholders and summary of meetings and discussions with them	25 calendar days
Activity Calendar	20 calendar days
Draft submission and presentation	20 Calendar days
Revised Final SAP and consultation report.	15 Calendar days

Note: From the date of contract signing.

## 4. PAYMENT

The total remuneration will be paid according to the schedule below.

<b>Deliverable</b>	<b>Payment</b>
Upon submission of the Situational / SWOT analysis report	15% of the total remuneration.
Upon submission of stakeholder meeting summary	15% of the total remuneration.
Upon submission of activity calendar	15% of the total remuneration.
Upon submission of first draft and presentation of SAP	25% of the total remuneration.
Upon submission of a final SAP and Consultancy report.	30 % of the total remuneration.

## 5. TIME SPAN

Expected duration of the consultancy is 4 (four) months from the contract sign date.

## 6. ELIGIBLE APPLICANTS

- 6.1 This invitation is open to only local individuals.
- 6.2 Candidate should have a Master's degree or equivalent (in the fields of law, criminology, political science, international relations, social science, or related fields of criminal justice, crime prevention and or law enforcement is required)

## 7. CHECK-LIST OF DOCUMENTS TO SUBMIT

Interested and qualified applicants should submit their letter (in English) to the reception at the Maldives Correctional Service - Head Office (Ghazee Building, Ground Floor) not later than **18<sup>th</sup> April 2023 (Tuesday), before 12:00**, with the following documents;

- 7.1 Cover letter (address to: Commissioner of Prisons Ahmed Mohamed Fulhu)
- 7.2 Maldivian National Identification card copy (color copy of both side)
- 7.3 Curriculum Vitae (CV)
- 7.4 Copies of relevant higher degree certificate only and transcripts/ listing of modules of relevant degree
- 7.5 Letters/proof of experience (based on letters of experience and/or details of the course modules in the transcript, or research paper etc.)
- 7.6 Candidates currently working in the civil service should provide a letter of no objection from their current employer.
- 7.7 Any other documents which support the application for evaluation (as per this TOR)

## 8. BID OPENING & PROCESS

- 8.1 Interested participants are expected to submit accredited certificates, cv and other documents on 18<sup>th</sup> April 2023, Tuesday (refer to section 7).
- 8.2 The applications will be filtered for eligible candidates; eligible candidates will be shortlisted based on their qualification and experience.
- 8.3 Shortlisted candidates will be requested to prepare a written technical proposal and presentation according to the provided guidelines.
- 8.4 Eligible candidates will be assessed through an interview and presentation of the technical proposal during the interview.
- 8.5 High scorers will then be requested to submit a financial proposal.
- 8.6 Final evaluation and selection will made as per the evaluation scheme.
- 8.7 Candidates shall obtain a minimum score of 50 points from the total allocated to proceed for evaluations.

## 9. EVALUATION CRITERIA (As per Annex 1)

<b>9.1</b>	<b>Technical Evaluation (70 points)</b>	
	9.1.1 Academic Qualification	30 points
	9.1.2 Experience	15 points
	9.1.3 Interview & Presentation (Technical Proposal)	25 points
<b>9.2</b>	<b>Financial Evaluation (30 points)</b>	
	Note: Estimated budget is 200,000mvr – 400,000mvr	

## 10. INSTITUTIONAL ARRANGEMENTS

- 10.1 The consultant is expected to report directly and work closely with the Policy Division of the Maldives Correctional Service (MCS).
- 10.2 MCS will provide a physical working space during the period of contract to be stationed in Male' and all necessary administrative support and logistics for the consultancy.
- 10.3 All the supporting documents and materials will be provided by the MCS wherever possible.
- 10.4 MCS will assist in organizing meetings and any other administrative activities relevant to the requirements of the consultancy.
- 10.5 The final deliverables will become a product of the Maldives Correctional Service.

## **11. SCHEDULE FOR THE ASSIGNMENT**

11.1 Applicant should work 48 hours in a week

11.2 Applicant should be flexible to work outside official hours on a need basis

11.3 Duration of the assignment is no more than 4 calendar months.

\*Please quote on the subject line on proposal

“FORMULATION OF THE STRATEGIC ACTION PLAN (SAP) ON DELIVERING EFFECTIVE CORRECTIONAL SERVICES FOR A SAFE COMMUNITY”

### **For Information Enquiry**

Policy Division of the Maldives Correctional Service

Contact number: 3026104 / 3312694

Email: [policy@corrections.gov.mv](mailto:policy@corrections.gov.mv)

[website: www.corrections.gov.mv](http://www.corrections.gov.mv)