



## TERMS OF REFERENCE

### **1. Objective**

The main aim of this consultancy project is to create a comprehensive and structured strategic plan for the company. This plan will help in bringing all the efforts, activities and resources in line with the long-term objectives of the organization. The strategic plan will provide a clear vision for the future, enabling the organization to set priorities, determine the optimal allocation of resources, and unite all stakeholders, including employees, executives, elected officials, and local communities, behind a common vision.

### **2. Background**

The Housing Development Corporation (Urbanco) is a fully state-owned company established through a presidential decree in 2009, initially as the Hulhumale' Development Corporation in 2005. The corporation's mandate is to undertake housing, commercial, and other related developments in Hulhumale' and transform it into a unique city in the North Malé Atoll, providing improved homes, health, businesses, employment, and educational services to the Maldives.

Urbanco manages the overall planning and construction of Hulhumale', a reclaimed city that is the Maldives' largest and most ambitious urban development project. The corporation is working towards creating the country's first sustainable city, undertaking projects in hospitality, industrial, recreational, commercial, and residential areas on an unprecedented scale.

Master Plan of Hulhumale' is designed to create a thriving and self-sustaining city that leads in redefining quality living. To this end, phase II of Hulhumale' was reclaimed, along with the naturally formed island of Farukolhufushi.

As a result of the merger between Greater Male Industrial Zone Limited (GMIZL) and Urbanco in 2020, all assets, contracts, and liabilities of GMIZL were transferred to

Urbanco, bringing the industrial islands Thilafushi and Gulhifalhu under its control. Thilafushi is the only viable option for Maldivian industries due to the high population density and limited geography in Male', while Gulhifalhu provides a prime location for industrial development near the Maldives Main Port and International Airport. This location also offers space for localized environmental controls specific to industrial needs, with the possibility of residential units.

To achieve the expected financial performance, customer and stakeholder satisfaction, human capital and innovation, and operational efficiency and service quality goals, a comprehensive strategic plan has to be developed. This plan includes developing a comprehensive Strategic Plan for the organization that covers the period of 2024-2035. The plan also includes creating a Strategic Action Plan with Key Performance Indicators for the next five years, establishing a monitoring and evaluation plan with guidelines, providing training and guidance to relevant staff members to ensure they have the necessary knowledge and skills, and proposing a strategy for achieving strategic objectives and key results. The implementation of these initiatives will allow Urbanco to align its efforts and resources, improve financial performance, enhance customer and stakeholder satisfaction, prioritize human capital and innovation, and ensure operational efficiency and service quality.

### **3. Scope of work**

The consultant is expected to carry out the following tasks in developing the Strategic Plan for Urbanco:

- Conduct a thorough review and analysis of the organization's current situation, including but not limited to its internal and external environment, strengths, weaknesses, opportunities, and threats (SWOT, PESTAL and Stakeholder Analysis).
- Review and assess Urbanco's vision, mission, values, goals, and objectives align with our rebrand slogans, concepts and ideas.
- Develop a comprehensive and realistic strategic plan that outlines Urbanco's vision, mission, values, goals, objectives, and strategies for the next ten years (2024-2035).

- Develop Strategic Action Plan (SAP) for 5 years with specific and measurable targets and timelines, as well as allocate responsibilities to relevant stakeholders.
- Develop and deliver trainings and guidance to respective staff and Urbanco Management to ensure adequate knowledge and skill are gained to manage, update and monitor.
- Provide effective monitoring mechanisms with Monitoring Framework for the strategic plan.
- Propose strategies for achieving strategic objectives and key results such as identifying potential business expansion strategies and diversification possibilities.

#### **4. Methodology**

The consultant will carry out the services required in accordance with the highest professional standards and best practices in the industry, with the aim of achieving the objectives outlined in the Terms of Reference. To achieve this, the consultant will work collaboratively and consultatively with the Strategic Business Management Unit and relevant stakeholders. The methodology for the project will involve the following steps: Through a consultative process and application of appropriate tools of analysis, identify focus areas and develop strategic objectives and key result areas.

- Conduct a thorough review of existing reports, plans and information sources from the company and relevant stakeholders to identify focus areas and develop strategic objectives and key result areas.
- Hold face-to-face interviews with relevant key management staff and stakeholders to gather information and feedback.
- Facilitate stakeholder consultative workshops to collect information and feedback and gain a public perspective on the matter.

Furthermore, the consultant is expected to suggest the most suitable research method considering the information provided. The justification for adopting the chosen method should be clearly stated. To ensure the validity, the consultant must also provide proper documentation that outlines the methodology, process, and evidence used in the research.

## **5. Deliverables**

1. Develop a detailed plan that outlines the methodology, timelines, and outputs of the project, including the key steps, milestones, and expected results.
2. Submission of the Mapping and Stakeholder Analysis Report
3. Development and submission of Monitoring Framework
4. Develop a Strategic Action Plan (SAP) Implementation Plan

## **6. Duration of the Work**

The duration of the consultancy shall be 6 months.

## **7. Academic Qualifications/Experience/Competencies**

1. Educational Background of Consultant
  - Professional Certification in Strategic Planning or relevant field
2. Knowledge and Experience
  - Minimum Five (5) years experience in the development and implementation of Strategic Plan in the public and/or private sectors inclusive of Strategic Action Planning,
  - Knowledge of the SDG (Sustainable Development goals)
  - Familiar with the Maldivian context.
  - Knowledge of/and or experience of real estate development and/or City Development.
  - Knowledge of Strategic management and Business Analysis

## **8. Application deadline & Submission**

Interested candidates should submit their proposals with supporting documents before 14:00hrs of 20<sup>th</sup> April 2023 through the link (<https://rb.gy/plaqi>).

## **Documents To be submitted**

1. NID copy
2. Work profile of consultant
3. Curriculum vitae
4. Education documents
5. Past Experiences/performance
6. Financial Proposal