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Ministry of Economic Development
Male',
Republic of Maldives

Terms of Reference for National Human Capital Needs Assessment (Local)
World Bank Project Management Unit
Sustainable and Integrated Labor Services (SAILS)
(SAILS; P177240)

1. Background

The World Bank Group's Country Partnership Framework endorsed by the Maldives and the World Bank board in May 2016, aims to support Maldives to achieve more inclusive and sustainable growth, making better use of the country's assets – human capital, natural assets, and financial resources.

The current World Bank engagement is focused on projects in fisheries, solid waste management, public financial management, improving employment with a special focus on tourism and IT sectors, renewable energy, urban development, COVID-19 response, and improving the country's health and social security systems. One of the key initiatives under this response was the **Maldives COVID-19 Emergency Income Support Project (MCEISP)** implemented with assistance from the World Bank.

In line with this, the Government of Maldives (GoM) intends to initiate a new unemployment benefit scheme (UBS) with financial and technical assistance from the World Bank, that will extend contributory social insurance to all Maldivian workers through the implementation of "**Sustainable and Integrated Labor Services**" (**SAILS**).

The objective is to enhance the resilience and employability of Maldivian workers by establishing a sustainably financed **unemployment insurance scheme** and **integrated labor market services**. It is expected to mitigate the economic impact of the COVID-19 crisis on workers and their families, and to increase the capacity of **social protection programs** to respond to future emergencies.

The UBS plans to offer temporary financial support to workers with a contribution history who are laid off from their jobs, alongside retraining and labor market reinsertion initiatives. This broadening of social insurance coverage will serve a



-2-

critical strategic role, helping the government to phase out energy and food subsidies and contain the fiscal burden of existing non-contributory pensions as the population ages. The UBS will be designed to mitigate the current incentive problems relating to the Maldives Retirement Pension Scheme (MRPS), and ideally form part of a reform package to close existing duplications and loopholes in the MRPS and Old-Age Basic Pension (OABP) programs. It will also serve as a platform for developing Active Labor Market Programs (ALMPs), which are currently lacking in Maldives. This will help the government fill strategic gaps in the labor market, such as green and blue economy jobs, and replace migrant workers with locals.

2. Introduction to the Assignment

The SAILS Project plans to implement the unemployment insurance scheme by expanding the mandate of the currently established National Job Center, including establishment of regional Job Centers in future. As the key employment services provider in the Maldives, the Job Center shall undertake the main responsibilities of:

1. Administering and monitoring of the Unemployment Insurance (UI) benefits;
2. Extending employability services (such as career guidance and counseling, training and skill development); and
3. Management of other active labour market programmes.

This will entail inclusion of “Job Search and Placement Services”. The Job Centers will focus on scaling up the existing job matching functions in terms of raising the job placement counts and placement rates. For effective delivery of employment services, comprehensive and up to date data is needed on the current labour market demand and supply and requirements for national capacity development and training needs.

As part of readiness to implementation of SAILS Project the PMU (Project Management Unit) under Ministry of Economic Development (MoED) wishes to contract a national firm to conduct a **National Human Capital Needs Assessment** covering comprehensive training needs analysis of the key sectors of employment in Maldives.



3. Objectives of the Assignment

1. Use different sources of survey and administrative data for identifying labor demand trends at the sectoral and occupational level. Consult with employers associations and government policy documents.
2. Provide recommendations of sectors and occupations which has greater prospects for employment, highlighting regional disparities, key sub economies.
3. Among selected sectors in the economy with more potential, conduct assessment of skills requirements in consultation with employers associations or a sample of firms), including by referring to existing qualification framework.
4. Conduct a profile of the population (economically active population and prospective workforce) by education level, and educational specialization using administrative data from universities, training centers.
5. Understand the supply of currently offered training for occupations in select sectors, and at different levels of skills within occupations, and compare these with demand of the market in terms of skills and occupations. Provide a list of providers.
6. Produce roadmap for national training priorities with recommendations for training programmes in each sector, including skills demanded by employers and not contained in the existing programs.
7. Provide a detailed listing of occupations with more employment potential, for different levels of education and training attained, which can be used for career guidance and orientation.
8. Provide salary gaps in different sectors and occupations for identification of supply gaps and challenges faced in placing youth employees in labor market.

4. Scope of Work

Under the guidance of the PMU of MoED and the World bank, the consultant will undertake the following key tasks:

a) Identify Sectors on which to conduct the Training Needs Analysis

The consultant will produce an inception report on mapping of strategic sectors based on (i) national economic plan, (ii) policy frameworks, (iii)



-4-

available reports of labor demand studies and (iv) analysis of administrative data. The mapping should produce:

- Detailed inventory of data that can be utilized for labor demand analysis at the sectoral and at the occupational level, including recent survey data and administrative data (job center platform, expatriate information system, pension contributions system, private vacancy platforms).
- Identify the changing trends in employment presently in the Maldives and key areas where Maldivian jobseekers and potential workforce, especially youth, can be employed.

b) Labor Supply and skills supply

- Drawing directly from existing reports: conduct a short profile of the educational conditions, work experience of the unemployed and the active jobseekers, segregated by gender and region; list barriers or challenges that youth face in relation to seeking employment and accessing training opportunities.
- List the provision of training.

c) Develop methodology for the assessment

Design and document comprehensive methodology for conduction of Assessment. This is to be developed by the consultant in collaboration with the *Economic Research Center* of the Ministry of Economic Development. A detailed work plan showing breakdown of proposed activities, associated timeframes and expected outputs to be documented and presented for inputs and finalization by PMU.

This should identify:

- a) Main research methods
- b) Sampling framework
- c) Examples of other questionnaires and other documents needed for research activities.
- d) Proposed sources of data, including collection of primary data, and use of multiple administrative data sources.



-5-

- e) Proposed analytical method to exploit administrative data for the purpose of labor demand analysis and to map skills and training supply.
- f) A detailed data collection plan with procedures and resources required for data collection and analysis on the skills and training demand and supply in the labor market.

The methodology will be approved by the contracting team before proceeding to the design of the tools.

d) Design research Tools

Through close collaboration with the Economic Research Center and other key stakeholders, the consultant will produce a draft Human Capital Needs Assessment questionnaire and submit input and approval to the Project Management Unit.

The methodology can include both a quantitative part and a qualitative part, and include;

- Interviews (focus group discussions, in-depth interviews, expert interviews etc.)
- Questionnaire among employers

In addition to the survey, the consultant should exploit the existing data to conduct the research.

- National Surveys and statistics
- Media content
- Administrative datasets, including data that is available to the ERC and the Ministry of Economy, such as pension data, job center data, expatriate system data
- Policy and regulatory documents

The Assessment Survey and Data Collection Plan will be produced in English.

e) Present Findings

- a) Prepare, present, and discuss findings of the analysis at interim meetings with the Technical Panel.
- b) Present the structure of the final report for suggestions and approval.



f) Prepare final report:

The consultant must submit a final report including a concise summary of the findings, main observations from the survey, progress from initial baselines as identified in the initial mapping and limitations in employed methodology. The report is expected to highlight the following for each sector, categorised regionally.

- a) Identify existing jobs and in demand jobs expected in the near future with the use of existing data and findings from the survey.
- b) Clustering and classification of all occupations/jobs in the sector into different skill levels with identification of supervisory and managerial levels positions Skill, knowledge and attitude gaps between supply and demand for labour in the sector.
- c) A gap analysis of training available in relation to the occupations identified and skills requirements within the sector.
- d) Produce roadmap for national training priorities with recommendations for training program(s) in each sector, with a detailed listing of occupations identified by region, which can be addressed within a short-term to mid-term training national policy.
- e) Identify key data gaps that need consideration in the Human Capital Needs Assessment.

I-Executive Summary	Brief overview of: - Background and objectives of the study - Key findings - Recommendations
II - Introduction	Study objectives and rationale - Partners and their role in the research initiative - Overview of the report content
III - Definitions	-Definitions of key terms adopted in the study
IV - Methodology and data collection	- Data sources - Data collection tools - Sample sizes and representatives - Limitations and mitigation strategies
V- Domain analysis	Deep dive into the Labour sector - Strengths & Opportunities



	- challenges & weakness - Labour shortage and gap analysis
VIII- Recommendations	Clear, targeted, and action-oriented recommendations developed based on the findings and key actors for the recommendations clearly identified.
IX - Annexes	Detailed information on data collection tools and samples

g) Conduct validation meetings with key stakeholders.

The consultant will share the findings of the survey results with key stakeholders of each sector in sectoral validation meetings. The consultant will share a summary of the final report for review by the participants at least two weeks prior to the validation meeting and consolidate any feedback.

5. Duration of the Assignment

The duration of this consultancy is approximately 90 days, commencing July 2023.

6. Expected Deliverables and Timeframe

The consultant shall be responsible for producing the following deliverables.

Key Deliverables	Estimated Duration (working days)
Inception Report	12 days
Completed Assessment Survey and data collection plan	5 days
Data collection	40 days
Data entry and analysis	12 days
First draft of report	10 days
Sectoral Validation Meetings	3 days



Second draft of Report & Finalised Report	8 days
Total	90 days

7. Institutional Arrangement

- a) The consultancy firm/institution will work under the guidance of the Project Management Unit and be accountable to the focal point of the SAILS Project for each deliverable as stipulated in this TOR.
- b) Meetings with the PMU will be held in-person or virtual, depending on the needs of the Project team and the firm/institution.
- c) Meetings with technical focal points from sectors will be held in-person or virtual, for inputs required for initial assessments and survey design, depending on the needs of the Project team and the firm/institution.

8. Required Qualifications, Skills, and Experience

Interested firms for the consultancy are expected to fulfill the following minimum criteria in terms of the expertise and qualifications:

- a) Team leader must have a Master's Degree in Business, Economics, Research, Development Studies or other relevant field
- b) Team leader must have at least two years of experience conducting mixed-methods research, analysis and report writing.
- c) Team composition must include a member with at least two years of experience working with data analysis tools and software packages.
- d) Consultancy firm/institution must have undertaken related or similar research projects in the past five years with successful outcomes.

9. Selection and Evaluation Criteria

A Consultant will be selected in accordance with the Consultant Qualification Selection (CQS) method set out in the Procurement Regulations of the World Bank. From the firms that have submitted an EoI, the firm with the best qualifications and relevant experience will be selected and invited to submit its technical and financial Proposals for negotiations.



10. Payment terms

- a) The method of payment will not be made as a lump sum figure; it will be based on the deliverables. The total amount quoted shall be all-inclusive lump sum and include all costs components required to perform the deliverables identified in the TOR, including professional fee, travel costs, living allowance (if any work is to be done outside the duty station) and any other applicable cost to be incurred by the firm in completing the assignment. This includes cost of travel for primary data collection, including travel, per diems, rental of venues for any focused group discussions, workshops for data collection. The PMU will arrange all the logistics for the stakeholder validation workshop.
- b) The payments shall be released upon submitting the required deliverables/outputs with satisfactory by the Project Director as per agreement for each report in accordance with a set time schedule to be agreed in the contract.

Deliverable	Target due date	Percentage
Deliverable 1 – Inception Phase		
1a) Initial kick off meeting with MoED	1 day after contract signing	
1b) Inception Report: Inception report to include literature review, research methodology, research tools, sampling strategy, outline of final report.	11	15%
1c) Completed Assessment Survey and data collection plan	5	
Deliverable 2 – Research Phase		
2a) Conduct primary research according to agreed research plan –including surveys, key informant interviews, focus group discussions, workshops etc.	40 days	30%
Deliverable 3. Drafting and validation phase		



3a) Data Analysis (Synthesis of insights from primary and secondary to be shared and preliminary results to be shared for validation and feedback)	12 days	30%
3b) First draft of the full report	10 days	
Deliverable 4: Final review, report publication and dissemination phase		
4a) Sectoral validation meetings	3 days	25%
4b) Second draft of full report (comments incorporated) and table of comments with explanation of how they have been addressed	5 days	
4c) Submit revised final draft and report presentation	3 days	

11. Submission & Application

The Expressions of interest must be delivered in a written form to the address below by e-mail by 02nd July 2023 (Sunday) 1600 hours (local Time).

Project Management Unit
Ministry of Economic Development
Attn: Mr. Shuhad Ibrahim
Project Director
Sustainable and Integrated Labor Service (SAILS) Project
Velaanaage 11th Floor,
Male', Maldives
Tel: +960 332 3668
E-mail: tender.pmu@trade.gov.mv