



**INFORMATION SHEET –  
CONSULTANCY SERVICES FOR THE DEVELOPMENT OF A STRATEGIC  
BUSINESS PLAN**

**Reference No.: FNK-I/IUL/2024/128**

Issued on 07<sup>th</sup> May 2024

Issued by:

Fenaka Corporation Limited

Male', Republic of Maldives

## Section I: Instruction to Bidders

Fenaka Corporation Limited requests proposals for consultancy services for the Development of a Strategic Business Plan.

### 1.1 Preparation of the Bid

- The unit price of each service and the total price shall be clearly indicated in the quotation.
- All services shall be quoted in the bid (please refer to Section 1)
- Quotation shall separately indicate all the charges such as GST for mentioned charges should be omitted in grand total.
- Quotation shall remain valid for a minimum of sixty (60) days from the date of bid opening.
- It is in Fenaka Corporation Limited's discretion to cancel the bid invitation.
- Local companies registered in Maldives are eligible to participate in the tender.
- Foreign companies are eligible to participate in the tender only if the total bid value is above 2,500,000 Maldivian Rufiyaa.
- In bid evaluation, if there's a discrepancy between unit and total price, unit price prevails; vendor dispute may lead to bid rejection.

### 1.2 Documents Comprising the Bid

- Quotation (inclusive of the duration and payment terms)
- Documents Required:
  - Details of the company:
    - Company profile/background
    - Company registration certificate
    - GST registration certificate (for local bidders only)
    - TAX clearance report (6 months validity)
    - Contact details (name, designation, mobile number, and e-mail address)

- CVs of the team leader and team members.
- Details of Sole Proprietorship:
  - Registration Certificate
  - ID card
- Detailed methodology for the proposed services
- A work plan indicating team member inputs and task completion points.
- Experience letters, if available
  - Completion letters from 2 clients for similar business planning projects.
  - Details of relevant experience.
- One (1) compact disc with original bid document scanned and written. Bids lacking the documents above are subject to be rejected during the bid opening.
- All pages of the bid document shall be stamped and bound properly (excluding the bid security)

### 1.3 Sealing and Marking Bid Document

The bid document shall be sealed properly in an envelope clearly marked ‘ORIGINAL’ and ‘COPY’, with the name of the company and the tender reference number (FNK-I/IUL/2024/128) on both the original and copy set.

### 1.4 Bid Opening

- The bids will be opened on 14<sup>th</sup> May 2022, 11:30am in the presence of bidders.
- Bids will be opened at:
  - Fenaka Corporation Limited,  
Hilaalee Magu, K. Male’, Republic of Maldives
- Bids received electronically will not be accepted.

### 1.5 Bid Rejection

- Bidders that arrive after the bid submission deadline shall not be able to participate in the bid.
- Bidders that do not register for the tender are unable to participate in the bid opening.

- Bids lacking the documents mentioned in 1.2. Documents Comprising the Bid (except 9.5 Experience letters) are subject to be rejected.

## 1.6 Payment Terms

- An advance payment will not be released for this project.

## Section II: Terms of Reference - Consultant for the Development of a 5-Year Strategic Business Plan

### 1. Introduction

Fenaka Corporation Limited is seeking proposals from qualified consultants and specialists to develop a comprehensive five-year Strategic Business Development Plan, with the objective to facilitate the achievement of the company's strategic goals and objectives.

### 2. Background

Fenaka Corporation Limited was established on 18<sup>th</sup> June 2012 by a presidential decree under the Companies Act of 10/96 as a limited liability company. The company is registered at the Ministry of Trade and Economic Development on 1<sup>st</sup> August 2012. Fenaka Corporation Limited is a 100 percent state-owned utility company with a mandate to provide the island communities with electricity, water, and sewerage services. In addition, in 2022, Fenaka Corporation Limited expanded its services to support the region's fishermen by providing ice plant facilities. As of 2023, the company serves a total of 157 islands across the country.

In line with our commitment to continuously improve our operations and enhance service quality, Fenaka Corporation Limited is seeking a consulting firm to assist in the development of a comprehensive Business Development Plan for the next five years, that enables the company to be sustainable, efficient, and growth oriented in the long run.

### 3. Scope of Services

The selected consulting firm will be responsible for the following tasks:

### 3.1. Situation Analysis

- Conduct a thorough analysis of Fenaka Corporation Limited's current operations, financial performance, and market positioning.
- Assess internal strengths and weaknesses, as well as external opportunities and threats.

### 3.2. Vision and Strategic Goals

- Collaborate with the company's management to define a clear vision and specific strategic goals for the next five years.

### 3.3. Action Plan

- Develop a detailed action plan outlining the steps and initiatives required to achieve the strategic goals.
- Prioritize actions and set clear timelines, responsibilities, and key performance indicators (KPIs) for each initiative.

### 3.4. Financial Projections

- Prepare financial projections, including income statement, cashflow statement, balance sheet, sensitivity analysis and ratio analysis for the five-year period.

### 3.5. Risk Assessment

- Identify potential risks and challenges that may affect the implementation of the business development plan and propose mitigation strategies.

## 4. Deliverables and Outputs

The Consulting Firm is expected to deliver the following:

- A comprehensive five-year business development plan.
- A market analysis report.
- An organizational structure plan.
- An action plan with clear timelines and responsibilities.

- Financial projections and budgets for the five-year period.
- A risk assessment report with mitigation strategies.
- Presentations to the management of Fenaka Corporation Limited.
- Any other deliverable as mandated in the scope of services.

## 5. Duration

The above deliverable must be completed within 90 calendar days from the start date, with the following timeline:

#	Task	Time Frame
1	<b>Preparatory Activities</b> <ul style="list-style-type: none"> <li>• Review all relevant project documents and materials.</li> </ul>	05 days
2	<b>Situation Analysis</b> <ul style="list-style-type: none"> <li>• Site visits and interviews with key informants / focus groups.</li> <li>• Tele-conferencing with station managers.</li> <li>• Data analysis and de-briefing.</li> <li>• During the field work, the consultants will be joined by a staff from Fenaka at least for a week.</li> <li>• <i>Deliverable:</i> Situation Analysis Report.</li> </ul>	30 days
3	<b>Planning and Drafting (the plan should be written section-wise and each shared for comments and modification)</b> <ul style="list-style-type: none"> <li>• Writing and editing report.</li> <li>• Incorporating comments and modification from Fenaka.</li> <li>• Finalizing business and marketing plan.</li> <li>• Presentation to the team from Fenaka.</li> </ul>	40 days
4	<b>Final Compilation and Presentation</b> <ul style="list-style-type: none"> <li>• Presentation of the first draft, in a workshop mode, to the senior management and Board of Directors.</li> <li>• Recording of feedback and making the necessary amendments.</li> <li>• Presentation of the final draft to Fenaka team.</li> </ul>	15 days

	<ul style="list-style-type: none"> <li>Final Business and Marketing Plan submitted to Fenaka Corporation Limited.</li> </ul>	
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## 6. Presentation

The Consultant must present the Strategic Business Plan to the Management and the Board members of Fenaka Corporation Limited to ensure full comprehension and endorsement.

## 7. Selection Criteria

The Specialist will be selected in accordance with the Company's Procurement Policy.

## 8. Requirements and Qualifications

In selecting the right candidate for this project, the following will be considered:

- Expertise and experience in business and strategic planning, and proposed project methodology.
- Strong communication skills, both in presenting and drafting the plan.
- Ability to work efficiently and effectively in a multidisciplinary team.
- Familiarity with the services provided by Fenaka and the utility industry.
- Compliance with the specified time frame.

Team leader should have a minimum of:

- A postgraduate degree in Organizational Development / Business Administration / Strategic Management / Human Resources Management, or any similar field, and
- At least 7 years of demonstrable experience in a similar organization, or
- Extensively involved in undertaking at least 3 business development engagements in similar organizations.

Team members should have a minimum of:

- An undergraduate degree in Organizational Development / Business Administration / Strategic Management / Human Resources Management / Management Information Systems, or in any similar field, and
- At least 7 years of experience in business process re-engineering / organization review or restructuring / auditing / change management / project management.

The applicants who are short-listed may be requested to participate in personal interviews and submit the names of personal references of previous works.

### **09. Travel Costs and Other Out-Of-Pocket Expenses**

The bid price should be inclusive of all costs. Fenaka Corporation Limited shall not bear any additional costs or any logistical responsibilities.

### **Section III: Evaluation Criteria**

- Price: **35%**
- Experience: **30%**
- Adequacy of the proposed methodology and work plan: **20%**
  - Technical approach and methodology including detailed work plan.
  - Business plan and implementation support methodology
- Key professional staff qualifications and competence: **15%**

#### **Experience letters, if available**

- **Completion letters from 2 clients for similar business planning projects.**
- **Details of relevant experience.**