بسم الله الرحمن الرحيم

**MALDIVES: ENHANCING EMPLOYABILITY AND RESILIENCE OF YOUTH PROJECT**
**(MEERY: P163818)**
Ministry of Higher Education, Labour and Skills Development
Republic of Maldives

## TERMS OF REFERENCE AND SCOPE OF SERVICES

For

## Academic and Organizational Development Consultant for the Maldives Polytechnic
## (Procurement Ref: MV-MOHE-187105-CS-INDV)

### 1. Background

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 administered by the Ministry of Higher Education, Labor and Skills Development (MoHELSD).

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

**Component 1**: **Fostering skills development and entrepreneurship in priority sectors (Tourism & Construction and ICT related Services 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.*
*1.4: Support for Entrepreneurship Development.*

**Component 2**: **Promoting entrepreneurship and employment through skills Development and *e*Learning 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**
The Project Management Unit (PMU) of the MoHELSD, who is managing the project is looking for a qualified Individual (hereinafter 'Consultant') to carry out this assignment.

## 2. Objective of the Assignment

1. Formulate Essential Academic and Operational Documents: Develop and refine key documents critical for the effective functioning of Maldives Polytechnic. This includes:
   - Operational Manuals: Create comprehensive manuals that outline standard operating procedures (SOPs)
   - Academic and administrative processes, ensuring consistency and efficiency across the institute.
   - Developing Academic Guidelines: Develop academic processes manuals and guidelines to achieve consistency and efficiency across the institute with detailed design and implementation plan.
   - Policy and Procedure Documents: Formulate policies and procedures related to academic governance, quality assurance, and faculty development, ensuring they are well-documented and easily accessible.

2. Help Lecturers Update the academic related documents and guidelines with Current Needs and Competency-Based Assessment: Support lecturers in revising and updating documents and guidelines to meet current industry and educational needs. This includes:
   - Modernization: Assisting lecturers in integrating up-to-date content, skills, and knowledge areas into their courses, ensuring alignment with industry standards and the needs of the job market.
   - Competency-Based Assessment: Training lecturers on designing and implementing competency-based assessments that accurately measure student proficiency in key areas, promoting a practical, skills-oriented approach to education.
   - Alignment with National Standards: Ensuring that all documents are consistent with national educational standards and contribute to the overall mission and goals of Maldives Polytechnic.

Assess and optimize the organizational structure of Maldives Polytechnic to enhance operational efficiency, communication, and collaboration.

## 3. Scope of Work and Deliverables

- Review the current status of the organization and develop a gap analysis.
- Review the current organizational structure and develop a new organization structure, with the guidance of the senior management of Polytechnic.
- Assist HODs in formulation and implementation of policies and SOPs in their respective departments.
- Formulation of Academic policies and Standard of Procedure (SOP).
- Review current programs and standardize programs according to guideline of Maldives Qualification Authority working with HODs and lecturers.
- Conduct orientation and prepare orientation guides for students, lecturers and other relevant staff.
- Setting long term and short-term goals and targets for Polytechnic; with guidance of the senior management of Polytechnic.
- Formulating Monitoring and evaluation plans.
- Consultations and Stakeholder engagement work- Conduct focus group discussions and meetings with industry experts, students and other stakeholders.
- Develop a report on organizational reform with recommendations.

## 4. Deliverables

*Deliverable 1: Inception Report and Timeline*

*Deliverable 2: Organizational Reform and Development*
2.1 Review the current status of the organization and conduct initial assessment /gap analysis of organization
2.2 Review the current organizational structure, assess and develop analysis report with recommendations to the organizational structure
2.3 Consultations and Stakeholder Engagement - Conduct focus group discussions and meetings with, students, staff, lecturers, management and other stakeholders
2.4 Produce assessment / gap analysis report with recommendations
2.5 Produce manual for organizational policies and procedures
2.6 Produce revised organizational chart

*Deliverable 3: Academic Documentation Review*
3.1 Formulation and revision of Academic Policies and all relevant Standard of Procedure (SOP)
3.2 Develop a data management plan
3.3 Develop academic processes manuals and guidelines with detailed design and implementation plan.

3.4 Assist HODs in formulation and implementation of policies and SOPs in their respective departments.

3.5 Prepare orientation guideline and materials for students, lecturers and other relevant staff

*Deliverable 4: Training and Organizational Support*

4.1 Develop an Implementation plan and conduct training for all staff/lecturers on the reviewed programs, SOPs and guidelines

*Deliverable 5: Evaluation/Completion report*

5.1 Training Impact Report

5.2 Organizational Reform Report with sustainable monitoring methods and final recommendations for the organization

5.3 Project Completion Report

## 5. Required Qualification and Experience

- Master's Degree in Education, Management, Leadership or relevant field
- Five years' experience in management or education sector
- Minimum 3 years' experience in senior management of a higher educational institute

## 6. Other Competencies

- Understand Maldives governmental and non-governmental organizations and private sector.
- Ability to engage in dialogue with counterparts on technical issues.
- Excellent written and verbal communication skills and ability to prepare high quality reports in English and Dhivehi
- Strong organizational, managerial, supervisory and analytical skills
- Willing to learn and grow, and is motivated to take on additional tasks.
- Self-directed and able to work with limited supervision
- Ability to multi-task in a fast-paced environment.
- Proficient in computer skills, including Microsoft Office Suite (Word, Power Point, and Excel)
- Experience in working in complex environments.
- Knowledge of the rules, procedures and regulations of Maldivian education system would be an asset.

## 7. Institutional Arrangements and Reporting

Consultant will work at their own workplace however; the consultant must attend all relevant meetings arranged by the Maldives Polytechnic. The Consultant will report to the Academic Director of Maldives Polytechnic.

## 8. Duration of Services

The assignment is for a period of 3 months.

The consultant will be hired as a specialist/consultant under the project and will be paid based on completion of the outputs specified in the TOR and the contract.

## 9. Terms of Payment

| Payments (in MVR) | Details |
| --- | --- |
| 1$^{st}$ Payment (5%) | Upon submission and acceptance of inception report with work timeline (within 2 weeks after contract signing) |
| 2$^{nd}$ Payment (25%) | Upon submission and acceptance of deliverable 2 |
| 3$^{rd}$ Payment (25%) | Upon submission and acceptance of deliverable 3 |
| 4$^{th}$ Payment (20%) | Upon submission and acceptance of deliverable 4 |
| 5$^{th}$ Payment (25%) | Upon submission and acceptance of deliverable 5 |

## 10. Confidentiality, Ethics and Conflict of Interest

The selected Consultant undertakes to comply with the World Bank's rules with regard to corrupt and fraudulent practices, conflict of interest and confidentially. The Consultant shall maintain confidentially on all sensitive information obtained during the assignment and shall not publish wholly or in part the findings or such information, without prior written consent by the PMU.

## 11. Documents to Be Submitted

- Expression of Interest
- Curriculum Vitae
- Accredited copies of Academic Qualifications
- Copies of Employment /Experience reference letters
- Copy of Identification Card/Passport