



**MALDIVES  
SPORTS**  
CORPORATION

# Terms of Reference

## Management Audit

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21 October 2019

## **Background Overview**

The Maldives Sports Corporation Ltd (SportsCo) was established by the President of Maldives under the Sports Act 2015 and became fully operational in March 2016. As per the Act, the Corporation is a 100% government owned independent legal entity, with basic financing for the 1<sup>st</sup> 3 years of operation provided by the Government of Maldives. From the conclusion of the third fiscal year, the Corporation is obliged to be self-financed, by income generated from investing sports assets transferred to the Corporation in accordance with article 25 of Maldives Sports Act 2015.

The mandate of this Corporation is to: develop sports infrastructure across the country and to ensure development across the field and provide equal access to sports facilities for all types of sports nation-wide.

The objectives of the Sports Corporation are as follows:

- Developing sports infrastructure across the nation
- Developing sports assets transferred to the Corporation as well as development of the Sports Channel of Maldives, conceived under Article 27 of the Sports Act of Maldives
- Paving equal opportunity and access to sports assets for all registered sports associations in the country as well as providing business opportunities (sports related) for interested parties
- Developing the sports field in the country and facilitating opportunities for young talent
- Providing training opportunities for sports personnel
- Developing sports in the country through collaborations with the National Sports Council and initiating any actions necessary for the implementation of the aforementioned objectives

Sports Corporation has completed three years since its establishment in 2016 and has a total of 17 staff along with Managing Director as of October 2019. While the corporation has yet to gain any assets under the article 25 of the Sports Act, corporation is continuously in dialogue with the Ministry of Youth and Sports and the National Sports council on the transfer of the aforementioned assets.

This Terms of Reference is intended to provide the scope of work, deliverables and other information pertaining to appointing a consultancy firm to conduct an Management Audit for the Maldives Sports Corporation Limited.

## Objectives

The primary objective of this assignment is to

- Review the current organization structure and operations of the Corporation by conducting a Management Audit.

## Scope of Work

Maldives Sports Corporation Limited is seeking a consultancy firm with expertise and experience in undertaking organization reviews. The firm is expected:

1. Review the relevant laws, strategic and policy documents and engage in consultations to identify the core functions and organizational strategies of Maldives Sports Corporation Limited.
2. Assess the fitness of the current organizational structure to the mandate and objectives of the Maldives Sports Corporation by undertaking Division/Department/Unit- focused organizational review to determine whether the structure, system and staffing are adequate to deliver the mission and objects of the corporation.
3. Undertake an evaluation to assess adequacy of workload distribution across the Division/Departments/Units.
4. Conduct an assessment as how to achieve greater efficiencies across the organization in streamlining, combining or diversifying functions.
5. Determine the composition and ratio of staff at executive, managerial and support levels.
6. Identify skill requirements, competencies and introduce proper staffing mechanisms (right staff for the right job) for future
7. Clear lines of authority, reporting structure and accountability at all staff levels making structural adjustments to reduce bureaucracy

## Outputs/Deliverables

A report on finding of the Management Audit review covering all aspects 1 to 7 as specified in the scope of work, including:

- Identification of the effectiveness of the current organizational structure and changes that might be required, including functional merges and outsourcing opportunities with objectives of achieving operational efficiency and cost effectiveness.
- Determination of whether current workload and staffing levels are appropriate to carry out the core functions and mandate of the Department/Division/Units.
- A plan detailing the implementation of the recommendations, covering reallocation of tasks, responsibilities and staff (matching and placing impacted staff), if and when needed.

## Submission of Proposals

Interested parties must submit bid proposals in a sealed envelope by 12:00 hrs, on 6<sup>th</sup> November 2019, addressed to:

Managing Director,  
Maldives Sports Corporation Limited  
Youth Accommodation Block, 1<sup>st</sup> Floor  
Shabnam Magu,  
Male' 20102  
Rep. of. Maldives

The submission envelope shall also indicate the Name, Address and Contact number of the firm to enable the bid to be returned unopened in case it is declared late.

Bid Proposals must contain a Technical proposal and a Financial proposal, sealed in separate envelopes.

### **Technical proposals should include:**

- Methodology and workplan including the timeline for identified deliverables
- Detail CVs of all team members submitted in the format as proposed in Annex 1 which demonstrates their expertise and experience in relevant fields
- Details of similar assignments undertaken previously (in the format given in Annex 2)
- Delivery period

**Financial proposals should include:**

- Total price in MVR (including GST) and payment schedule.

**Evaluation Criteria**

Technical proposals (70%)

Technical competency of the team members involved in the consultancy	30%
Experience in conducting Management Audit/organizational review	20%
Experience in conducting consultancies of similar nature and complexity	20%

Financial proposal (30%)

Note: Financial proposals shall only be opened if the Technical proposals received 55% or above. Following documents should be sent along with the Technical proposal.

- Copy of Company Registration Certificate.
- Company profile / work profile

**Eligibility**

- The firm/company must propose a team of experts/consultants including a team leader. The team should include experts in the following areas.
- 1. Human Resource – an expert with a post graduate qualification in Human Resource Management (HRM) or Organizational Behavior (OB) or Public Administration
  2. Finance - an expert with a post graduate qualification in Financial Management or Administration
  3. Business – an expert with post graduate qualification in Business Development or Marketing.
- The firm/Company should have been in operation since at least 2 (two) years prior to the date of Bid Submission.
- The bidder shall not be an Employee of the Employer within the past 3 years.

## Period of Completion

A delivery period should be mentioned in the Technical proposal. A maximum delivery period of 45 days is allowed under this TOR. Days will be counted without public/government holidays

Any proposal which exceeds the above duration would be disqualified.

## Services and Facilities to be provided by Maldives Sports Corporation

During the Management Audit period, Maldives Sports Corporation should facilitate meetings between the following and the Management Audit team

- Board of Directors of Maldives Sports Corporation
- Managing Director
- Senior Management Team (SMT)
- All staff of Maldives Sports Corporation Limited (if required)

If required, Maldives Sports Corporation shall make arrangements for the Management Audit team to work within the premises of Maldives Sports Corporation limited on official working days and official working hours during the Management Audit period.

## Award of Contract

Maldives Sports Corporation will award the Contract to the firm/company whose has scored the highest number of points, provided that such bidder has been determined to be qualified (as and eligible (in accordance with that given under "Eligibility Criteria").

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Maldives Sports Corporation Ltd  
Male', Maldives

## ANNEX 1

### 1. PERSONAL DETAILS

NAME				
ADDRESS		DATE OF BIRTH		
MOBILE		EMAIL		
Capacity	Team Leader		Team Manager	

#### AREA(S) OF EXPERTISE:

Human Resource Development

Finance

Business Development


### 2. EDUCATION BACKGROUND

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### 3. EMPLOYMENT RECORD RELEVANT TO ASSIGNMENT

	Employment Period	Institution/Location	Summary of activities relevant to assignment
1			
2			
3			
4			
5			
6			

#### 4. WORK EXPERIENCE

	Designation	Organization	Duration	Brief Description of Responsibilities	Reference (name and Contact details)
1					
2					
3					
4					
5					
6					

#### 5. MEMBERSHIPS/AFFILIATIONS (IF ANY)

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#### 6. PUBLICATIONS (IF ANY)

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**Maldives Sports Corporation Ltd**  
Male', Maldives

## ANNEX 2: SIMILAR ASSIGNMENTS

	Assignment/ Project	Client/Organization	Date of Commencement	Date of Completion	Brief Description of the Assignment/Project	Reference (Name and Contact Details)
1						
2						
3						
4						
5						
6						

- *If Additional space is required, please add extra pages.*
- *Please attached reference letters showing the assignments/projects that have been successfully completed.*