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**Terms of Reference and Scope of Services**

**FOR**

**International Consultancy to Develop the Incubation Center Operational Framework in Maldives**

**Maldives: Enhancing Employability and Resilience of Youth Project (MEERY; P163818)**

**Ministry of Higher Education**

**Republic of Maldives**

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 (MoHE), with a Project Steering Committee that will be co-chaired by the MoHE and the Ministry of Economic Development.

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**

**2. Objective of the Assignment**

The overall objective of this assignment is to develop the proposed business incubation center operational framework for business incubator center and develop an operational guideline to support and stimulate new entrepreneurship in Maldives under MEERY project.  The PMU is looking for a qualified consultant for this assignment to be selected under “Individual Consultant” procurement method.

**3. Scope of Work**

It is expected that the following key activities will be completed for this assignment:

1. Carry out a feasibility assessment for a business incubator in Maldives that will include primary data collection and consultations with key stakeholders in entrepreneurship ecosystem of the country, and result in the analysis of: stakeholders ‘buy in’; market demand; pool of entrepreneurs that could be potential clients for the incubator and of their barriers to success; ease of access to facilities/infrastructure (office space, electricity, telecom) and services, availability of skills and financial feasibility of future incubator.
2. Based on the outcomes of feasibility assessment, development of a draft operational framework for business incubator (defining the structure) that will include the following key elements:
* Definition of target market (or customer segment): startup companies, individuals with business ideas only, existing MSMEs wanting to grow, etc;
* Value Proposition: which problems of the target customer segment the incubator will solve and how? What products and services should be offered? What will be marketing strategy and channels to reach out to the target customers segment;
* Revenue Model: which of the following revenue model is the most feasible and how it will be implemented: Property Based model (traditional property based incubation model, co-work and maker space models), Sponsored  models (governments, donors, corporates and/or universities), Success sharing models (small Percentage of equity, Royalty, brokerage fees, own seed investment fund models), Seed Accelerator model (equity, sponsored, fee for service), Commercial activities models (sales and market access, Training, Consulting, etc.).;
* Sustainability strategy: assessment of medium and long-term sustainability and key scenarios;
* Location and Facilities: suggestions on potential location, key amenities to be offered (Reception, Offices, Meeting rooms, Training rooms, Cafeteria, etc.);
* Governance structure and incubator team profiles: Role and composition of Board of Directors, profiles for the manager and key personnel;
* Operational policies: selection of entrepreneurs, duration of incubation process for entrepreneurs, graduation criteria, agreements on usage of space and services, M&E framework, Performance Monitoring – outcomes, risks and risks mitigation strategy; and
* Champions and Partners.

**4. Deliverables and Timeline**

* Inception report with feasibility assessment methodology
	+ 4 working days
* Feasibility assessment report
	+ 13 working days
* Draft operational framework
	+ 5 working days
* Final operational framework
	+ 3 working days

**Total: 25 working days (5 weeks)**

**5. Qualifications**

* Post Graduate Degree in Business Administration or related
* At least 10 years of experience working with incubation center, preference will be given for experience in Islands
* Experience establishing and implementing incubation centers/activities
* Fluency in English

**6. Evaluation criteria**

The award of the contract will be made to the consultant whose offer has been evaluated and determined as having received the highest combined score of the technical and financial scores.

* Technical Criteria weight: 80%
* Financial Criteria weight: 20%

Only candidates who obtain a minimum of 70 points out of 100 points at the technical evaluation will be considered for financial evaluation.

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| **Criteria** | **Points** |
| Relevant educational background | 25 |
| Experience working with incubation center, preferably in Islands  | 40 |
| Experience establishing and implementing incubation centers/activities | 30 |
| Fluency in English | 5 |

**7. Institutional Arrangements**

The International Consultant will report to the Project Director and the Project Coordinator of the PMU.

**8. Duration**

The assignment is expected to be for 5 weeks. The position is based in Male’, Maldives.

**9**. **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 Client. Any draft reports and other documents produced by the consultant will be discussed and cleared with the Client before their final issue.

**10.** **Duty of Care**

* 1. The MEERY Project will share available information with awardees on security status and developments in Maldives where appropriate.
	2. The Consultant will be responsible for ensuring appropriate safety and security briefings for all their personnel working under the MEERY Project and ensuring that their expatriate personnel are registered.