



Ministry of Fisheries, Agriculture and Ocean Resources

Malé, Republic of Maldives

Transforming Fisheries Sector Management in South-West Indian Ocean Region and Maldives Project
(Transform, Swiofish5) - P179242

TERMS OF REFERENCE (TOR)

Hiring of a consultant for Technical Capacity Building and Proposal Preparation Support Consultant for the Matching Grant Scheme.

(Procurement Ref : MV-MoFMRA-561894-CS-INDV)

1. INTRODUCTION

The Government of the Republic of Maldives through the Ministry of Fisheries, Agriculture and Ocean Resources (MFAOR) is implementing the Maldives –Transforming Fisheries Sector Management in South-West Indian Ocean Region and Maldives Project (TransFORM) financed by the World Bank. The project is managed by the Project Management Unit (PMU) set up within the Ministry of Fisheries and Ocean Resources. The project is implemented in accordance with the Project Implementation Plan (PIP), the Project's Procurement Manual, and the Project's Financial Management Manual all of which are consistent with the World Bank's guidelines and procedures on procurement and financial management.

The aim of the Project is to strengthen regional, evidence-based fisheries management in the South-West Indian Ocean Region and to improve competitiveness in the fisheries sector in the Maldives. The project comprises of three components, of which Component 1 will be implemented by Indian Ocean Commission and Components 2 and 3 implemented by the Ministry of Fisheries and Ocean Resources of Maldives.

The objective of Component 2 is to support Maldives as a Regional Lighthouse for strengthened capacity fisheries governance and management, with the objective of Component 3 being to enhance competitiveness and private sector participation for improving business climate for fisheries in Maldives and South-west Indian Ocean Region.

2. BACKGROUND

Under Component 3 of the project, a Matching Grant Scheme (MGS) is to be introduced as financial support to eligible Individuals and Small and Medium Enterprises (SME) in order to leverage additional funds and provide support for development projects in fisheries, mariculture and circular economy activities. Individuals and SMEs will apply for Matching Grants Scheme (MGS) through a competitive process.

The project is seeking to hire a qualified consultant to conduct training workshops and one-on-one sessions to assist applicants in developing their approved concepts into comprehensive and bankable proposals.

A number of steps will be involved in selecting those applications that will receive MGS. The initial step in the MGS process will be an announcement of a call for the submission of project concept notes. The project



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concept notes will be prepared by applicants and will need to present the initial ideas of projects which could potentially be cofinanced by the MGS. They will need to be prepared according to a set of requirements and templates which will be made available and submitted along with various supporting documentation which will be specified.

Following screening for eligibility and completeness, concepts notes will be evaluated and scored based on transparent and objective selection criteria, and approved or rejected. Those that are approved will move to the next stage, which will require applicants to submit full proposals. A similar process will take place to accept or reject full proposals into the MGS.

3. OBJECTIVE OF THE ASSIGNMENT

- The objective of this consultancy is to increase awareness and strengthen the capacity of eligible individuals and Small and Medium Enterprises (SMEs) to develop high-quality and comprehensive project proposals under the Matching Grant Scheme (MGS).
- The consultant shall design and deliver a structured capacity building program that enables applicants to understand the requirements of a complete business technical & financial proposals, economically feasible evaluation, identify eligible investment opportunities and prepare complete and compliant project documentations.
- The consultant shall provide support through technical workshops, training materials and one-on-one advisory services where required. The consultant shall guide applicants in proposal preparation and provide recommendation to improve, but shall not prepare proposals on behalf of applicants.

4. SCOPE OF WORK

The consult will undertake the following tasks:

4.1 Inception and Training Plan

- Review the Matching Grant Scheme Manual, application forms, eligibility criteria and evaluation procedures
- Review the requirements of select local financial institutions for loan applications
- Develop a detailed training plan for the approval by the PMU. It Should include:
 - Training objectives
 - Target audience
 - Workshop agenda and methodology
 - Delivery approach

4.2 Development of Training Materials

The Consultant shall develop comprehensive training materials including but not limited to:

- Training materials
- Presentation slides.
- Proposal preparation guides.
- Business planning and budgeting templates.
- Financial planning guidance notes.
- Application checklists.
- Frequently Asked Questions (FAQ) documents.
- Practical exercises and case studies.



All training materials shall be submitted to the PMU for review and approval prior to delivery.

4.3 The Consultant shall deliver a minimum of three (3) workshops for applicants who have advanced past the concept note stage. These sessions must comprehensively address all required criteria to enable applicants to develop highly competitive, bankable project proposals.

- Matching Grant overview and opportunities
- Business proposal development
- Technical proposal development
- Financial proposal development
- Economic Feasibility preparation
- Environment, Social & Safeguard Management planning
- Monitoring & Evaluation planning
- Business, marketing & HR planning

The workshop shall include practical exercises, group discussions, Q&A sessions and proposal development clinics

4.4 One-on-One Technical Assistance

- Provide individualized technical support to applicants on an as-needed basis, online or in-person at the PMU office during a designated weekly window for a duration of 6-7 weeks
- Support applicants in understanding application requirements and preparing proposal documentation
- Provide feedback on draft proposals and supporting documents
- Maintain records of all advisory sessions conducted

4.5. Reporting: The consultant shall:

- Submit workshop reports following each workshop.
- Document participant attendance, collect feedback and assess workshop effectiveness.
- Maintain records of one-on-one advisory sessions
- Submit a final report summarizing activities undertaken, lessons learned, challenges encountered, and recommendations for future capacity-building activities.

5. AREAS ELIGIBLE FOR THE MATCHING GRANT

1. Energy efficiency in fishing vessels
2. Circular economy in the fisheries or agriculture sector which aims to eliminate waste and reuse resources. These projects should focus on designing systems, products, and services that keep materials in use for as long as possible, reduce environmental impact, and regenerate natural systems
3. Development of mariculture in lagoons by individuals, small and medium-sized businesses
4. Enhancing private sector processing competitiveness through:
 - Waste valorization
 - Introduction of technology driven automation
 - New product development
 - Packaging materials for fish products

5. Value addition of fish products for small-scale and medium-scale businesses



6. REQUIRED QUALIFICATIONS OF THE CONSULTANT:

Required minimum qualifications and experience are:

- Master's Degree in Business Administration, Economics, Finance, Fisheries Management, Agricultural Economics, Development Studies, or a related field
- A minimum of 3 years of experience in business development, proposal development, SME support, investment planning or entrepreneurship development.
- Demonstrated experience in designing and delivering training programs and workshops
- Proven experience conducting workshops for SMEs, entrepreneurs, fisheries, aquaculture, agriculture, or private sector development programs.
- Ability to work fluently in English and Dhivehi
- Strong facilitation and communication skills in both English and Dhivehi.

Familiarity with fisheries, aquaculture, mariculture and agriculture sector development initiatives would be an added advantage.

7. ASSIGNMENT TIMELINE, BUDGET AND EXPECTED DELIVERABLES

The consultancy contract will run for a period of **4 months**, subject to extension based on the requirement.

Deliverables	Timeline
D1: Inception Report and Training Plan	Within 15 days from the date of contract signing
D2: Training Materials and Workshop packages	Within 45 days from the date of contract signing
D3: Conduct Workshops and Submit reports	Within 90 days from the date of contract signing
D4: One-on-One advisory Support	Commence after the first workshop and continue throughout the consultancy period
D5: One-on-one session reports	Submitted monthly throughout the consultancy.
D6: Final Report	Within 30 days after completion of all activities, but no later than 120 days from the date of contract signing

8. PAYMENT STRUCTURE

Payments shall be made upon the satisfactory completion and acceptance of the deliverables specified in these Terms of Reference and in accordance with the following payment schedule. Acceptance of each deliverable by the Client shall be a prerequisite for the corresponding payment.

Description	Payment %
Upon approval of Inception Report and Training Plan.	15%
Upon approval of training materials.	20%
Upon completion and acceptance of the three workshops, supported by workshop reports.	35%
Upon completion of one-on-one sessions.	20%
Upon submission and acceptance of the final report	10%

9. REQUIRED DOCUMENTS:

Interested consultant shall submit:

a) Technical Proposal

- Letter of Expression of Interest
- Copy of National Identity Card
- Curriculum Vitae (CV)
- Copies of accredited education certificates
- Evidence of similar assignments completed:
 - A detailed list of similar assignments conducted as proof of evidence. Evidence may be reference letters/ work completion letters as well as contracts successfully concluded.
- Maximum 5 pages) describing methodology and work schedule.

b) Financial Proposal

For the purpose of financial proposal preparation, bidders shall note the following:

- Only the Consultant ranked highest in the technical evaluation shall be invited to submit a Financial Proposal / Fee Structure.
- The Financial Proposal shall be based on the Consultant's estimated workload assumptions specified in the scope of works. The finalization of the proposed price shall be subject to negotiation, taking into consideration the allocated budget.
- Estimated total number of workshops: three (03) workshops, estimated 20 participants per workshop.
- One-on-one online / in person sessions with requested applicants at the PMU, once a week (for 6-7 weeks)

A "full proposal" shall include, at minimum:

- Preparation of full technical proposal
- Development of financial model and budget
- Submission-ready documentation package in accordance with MGS templates

10. EVALUATION CRITERIA

EOIs submitted will be evaluated against pre-determined technical criteria. The selection criteria are as follows:

Evaluation Criteria	
Education Qualification • Master's Degree in Business Administration, Economics, Finance, Fisheries Management, Agricultural Economics, Development Studies, or a related field. (20 points)	20 Points
Experience • A minimum of 3 years of experience in business development, proposal development, SME support, investment planning or entrepreneurship development. (10 Points) • Demonstrated experience in designing and delivering training programs and workshops. (10 Points) • Proven experience conducting workshops for SMEs, entrepreneurs, fisheries, aquaculture, agriculture, or private sector development programs. (10 Points)	30 Points

Technical Proposal - Methodology and Approach (10 points) - Understanding of Assignment (10 points) - Workplan Feasibility (10 points)	30 Points
Financial proposal	20 Points
Total Points	100 Points

Note: Consultant should score a minimum of 70 points to pass in the technical evaluation.

Note: The Consultant will be selected in accordance with the World Bank Procurement Regulations for IPF Borrowers under the Selection of Individual Consultants method. Consultants will be evaluated based on their qualifications and relevant experience. The highest-ranked consultant will be invited to negotiate the contract and shall be requested to submit a financial proposal prior to contract negotiations.

11. SERVICES AND FACILITIES PROVIDED BY THE CLIENT

- Necessary documentation and information
- Access to MGS guidelines and applicant data
- Support on key areas such as Environmental, Safeguard, Social, Gender, Monitoring & Evaluation from within the Project Management Unit
- Coordination with key stakeholders including financial institutions
- Arrangement of workshop venues
- Tickets, accommodation and other arrangements if and when local travel is required

