



Ministry of Infrastructure, Housing and Urban Development
Male', Maldives

Terms of Reference

Lead Consultant – Strategic Communications & Public Engagement

Advertisement Reference: (IUL)491-CDS5/491/2026/137

Date: 2nd September 2026

1. BACKGROUND

The Government of Maldives has identified housing as one of its foremost national development priorities through the President's pledge of **Housing for Everyone**.

Over recent years, significant progress has been made in expanding access to residential land. As the national housing agenda evolves, the focus is now shifting towards enabling landowners to successfully develop their properties, increasing housing supply, creating stronger communities and establishing a modern property development ecosystem that supports sustainable urban development across the Maldives.

To support this vision, the Government is introducing a number of policy and legislative reforms, including modern property ownership frameworks, long-term development arrangements, planning reforms and measures that encourage responsible participation by the private sector and financial institutions in housing delivery.

These reforms represent a significant evolution in how housing and urban development will be delivered in the Maldives.

However, the successful implementation of these reforms depends not only on legislative and institutional readiness, but also on public understanding, stakeholder confidence and effective engagement across multiple sectors.

Recognising the importance of this transition, the Ministry intends to implement a comprehensive Strategic Narrative and Public Engagement Programme designed to build awareness, strengthen confidence and facilitate informed public dialogue



surrounding the reforms.

The Ministry therefore seeks to engage a suitably qualified consultant to provide strategic leadership and oversight for the planning, coordination and implementation of this programme.

2. PURPOSE OF THE CONSULTANCY

The purpose of this consultancy is to provide strategic communications leadership for the Housing & Urban Development Reform Programme by developing, coordinating and overseeing an integrated national communications and public engagement strategy.

The consultant will work closely with the Minister, senior management and relevant government agencies to ensure that the objectives of the reforms are communicated clearly, consistently and transparently to all stakeholders.

The assignment is expected to strengthen public understanding, support stakeholder engagement, manage strategic communications risks and promote confidence among citizens, financial institutions, developers, professional bodies and the wider community.

The consultant will act as the Ministry's principal adviser on strategic communications relating to the Housing & Urban Development Reform Programme throughout the duration of the consultancy.

3. OBJECTIVES OF THE ASSIGNMENT

The consultant shall support the Ministry in achieving the following objectives:

Strategic Communications

Develop and oversee the implementation of a comprehensive communications strategy that effectively communicates the Government's housing and urban development reforms.



Public Awareness

Increase public understanding of the objectives, benefits and implementation of the reforms through clear, accessible and evidence-based communication.

Public Engagement

Design and coordinate public engagement initiatives that encourage dialogue, answer public concerns and improve trust in the reform process.

Stakeholder Confidence

Strengthen confidence among developers, financial institutions, professional associations and other strategic stakeholders by facilitating timely communication and engagement.

Strategic Advisory

Provide ongoing strategic communications advice to the Minister and senior management on messaging, stakeholder engagement, public perception and communications risks.

Programme Coordination

Coordinate communications activities across the Ministry and external partners to ensure consistency of messaging and effective implementation of campaign activities.

4. SCOPE OF SERVICES

The consultant shall provide strategic advice, technical expertise and implementation support across the following workstreams.

Workstream 1

Strategic Communications Planning

The consultant shall:

- Lead the implementation of the Strategic Narrative & Public Engagement Framework.
- Develop annual and quarterly communications strategies.
- Prepare campaign messaging and key communication narratives.
- Develop communication plans for major policy announcements and milestones.
- Ensure consistency of messaging across all communication channels.
- Review communication materials produced by the Ministry and external service providers.



- Provide strategic advice on emerging communication opportunities and challenges.

Workstream 2

Public Engagement & Community Outreach

The consultant shall:

- Design and implement a national public engagement programme.
- Develop engagement strategies targeting different stakeholder groups.
- Coordinate Town Hall meetings and public consultation sessions.
- Develop Binveriyaa Information Clinics and similar engagement initiatives.
- Facilitate community discussions and stakeholder dialogue.
- Establish mechanisms for receiving and analysing public feedback.
- Develop awareness initiatives targeting youth and educational institutions.

Workstream 3

Stakeholder Engagement

The consultant shall develop and coordinate engagement strategies for key stakeholder groups, including:

- Financial Institutions
- Developers and Investors
- Professional Associations
- Architects
- Engineers
- Surveyors
- Lawyers
- Local Councils
- Government Agencies
- Civil Society Organisations
- Development Partners
- Media Organisations

The consultant shall identify engagement opportunities, coordinate stakeholder meetings and ensure consistent communication throughout programme implementation.



Workstream 4

Campaign Development & Creative Direction

The consultant shall provide strategic oversight for all campaign development activities.

This includes:

- Development of campaign concepts.
- Creative direction.
- Communication themes.
- Campaign branding.
- Content strategy.
- Creative briefing of external agencies.
- Quality assurance of communication materials.
- Campaign scheduling.

The consultant shall ensure that all campaign materials align with the Ministry's strategic objectives and approved messaging.

Workstream 5

Ministerial Communications Support

The consultant shall provide communications advisory support to the Minister by preparing:

- Speaking points.
- Keynote presentations.
- Ministerial briefing notes.
- Talking points.
- Frequently Asked Questions.
- Interview preparation.
- Parliamentary communication briefs where required.
- Strategic messaging for major announcements.

The consultant shall provide communications support during major public engagements, media interviews and official events.



Workstream 6

Monitoring, Evaluation & Reporting

The consultant shall establish systems for monitoring the effectiveness of the communications programme.

This shall include:

- Media monitoring.
- Social media monitoring.
- Public sentiment analysis.
- Stakeholder feedback analysis.
- Campaign performance reporting.
- Communications risk assessments.
- Recommendations for continuous improvement.

Regular reports shall be submitted to the Ministry outlining campaign performance, stakeholder engagement outcomes and recommended strategic actions.

5. DELIVERABLES

The Consultant shall be responsible for the planning, coordination, supervision and reporting of the Ministry's Strategic Communications and Public Engagement Programme throughout the consultancy period.

The Consultant shall deliver, at a minimum, the following outputs.

A. Strategic Planning & Advisory

5.1 Strategic Communications Framework

Review, refine and oversee implementation of the Ministry's Strategic Narrative & Public Engagement Framework.

5.2 Annual Communications Strategy

Prepare and maintain a comprehensive annual communications strategy aligned with the Ministry's policy objectives and implementation milestones.



Deliverable:

- One (1) Annual Strategy

5.3 Communications Implementation Plan

Develop a detailed implementation plan outlining campaigns, stakeholder engagement activities, timelines and communication priorities.

Deliverables:

- One (1) Annual Implementation Plan
- One (1) 100-Day Campaign Plan

5.4 Monthly Communications Plans

Develop monthly communication plans aligned with policy milestones and campaign objectives.

Deliverables:

- Twelve (12) Monthly Communications Plans

B. Strategic Advisory

The Consultant shall provide continuous strategic communications advice to the Minister, Permanent Secretary and senior management.

This shall include:

- Communication strategy
- Messaging
- Public engagement
- Stakeholder management
- Reputation management
- Crisis communications
- Policy communication

Deliverable

Ongoing advisory support throughout the consultancy period.



C. Ministerial Communications

The Consultant shall prepare communication materials supporting the Minister's public engagements.

These include:

Ministerial Briefing Notes

Preparation of briefing notes for meetings, interviews, public events and stakeholder consultations.

Minimum Deliverable

Twenty-Four (24)

Speeches & Keynote Addresses

Preparation of speeches and keynote presentations for official functions.

Minimum Deliverable

Twelve (12)

Talking Points

Preparation of concise talking points for media interviews, meetings and stakeholder engagements.

As Required

Frequently Asked Questions

Preparation and regular updating of a comprehensive FAQ document relating to housing reforms.

Deliverable

One (1) Living FAQ Document

D. Campaign Management

The Consultant shall oversee implementation of all communications campaigns relating to the Housing & Urban Development Reform Programme.

This includes:

- Campaign planning
- Campaign scheduling



- Creative supervision
- Coordination of external suppliers
- Campaign monitoring
- Quality assurance

The Consultant shall supervise implementation of the following flagship campaigns:

- From Land to Home
- Ask the Minister
- Life After Binveriyaa
- Building the Future
- Your Land. Your Choice.
- Building Communities

E. Public Engagement

The Consultant shall coordinate and supervise public engagement initiatives. Minimum annual deliverables include:

Town Hall Meetings

Minimum Eight (8)

Binveriyaa Information Clinics

Minimum Six (6)

Public Consultation Sessions

Minimum Six (6)

University Engagement Sessions

Minimum Four (4)

Community Awareness Events

As required.

F. Stakeholder Engagement

The Consultant shall coordinate stakeholder engagement activities involving:

Developers

Banks



Professional Associations

Local Councils

Government Agencies

Civil Society Organisations

Media

Minimum Deliverables

National Developers Forum

One (1)

Banking Roundtable

Two (2)

Professional Workshops

Minimum Four (4)

Stakeholder Consultation Meetings

Minimum Twelve (12)

G. Content & Creative Oversight

The Consultant shall provide strategic oversight for all communication materials produced under the programme.

This includes supervision of:

- Campaign Branding
- Visual Identity
- Videos
- Documentaries
- Animations
- Social Media
- Photography
- Graphic Design
- Publications
- Website Content



- Infographics
- Presentation Materials
- Printed Information Guides

The Consultant shall approve communication briefs and ensure consistency of messaging across all outputs.

H. Media Relations

The Consultant shall coordinate strategic media engagement.

Minimum Deliverables

Media Briefings

Minimum Twelve (12)

Press Releases

Minimum Twenty-Four (24)

Opinion Articles

Minimum Twelve (12)

Editorial Background Briefings

As Required

Media Response Notes

As Required

I. Monitoring & Reporting

The Consultant shall establish and maintain a monitoring and evaluation framework.

Minimum Deliverables

Monthly Communications Report

Twelve (12)

Each report shall include:

- Activities undertaken
- Media coverage



- Public sentiment
- Stakeholder engagement
- Campaign performance
- Emerging risks
- Recommendations

Quarterly Performance Report

Four (4)

Including strategic review and recommendations.

Annual Programme Evaluation

One (1)

Providing an assessment of campaign performance, lessons learned and recommendations for future implementation.

J. Communications Risk Management

The Consultant shall provide strategic advice on communications risks throughout the consultancy period.

This includes:

- Monitoring emerging public issues.
- Identifying misinformation.
- Preparing communication responses.
- Advising on crisis communications.
- Recommending proactive engagement strategies.

Support shall be provided throughout the consultancy period as required.

6. EXPECTED OUTCOMES

By the conclusion of the consultancy, the Consultant is expected to have supported the Ministry in achieving the following outcomes:

- Improved public understanding of the Housing & Urban Development Reform Programme.



- Greater confidence among developers, financial institutions and professional stakeholders.
- Increased public participation in engagement activities.
- Stronger coordination of the Ministry's communications.
- Consistent and unified messaging across all communication channels.
- Effective management of communications risks and public concerns.
- A sustainable communications framework capable of supporting the long-term implementation of housing and urban development reforms.

7. DURATION AND COMMENCEMENT OF SERVICES

- a) Expected contract commencement date: September 2026
- b) Successful candidates will be contracted for an initial term of 12 (twelve) months, with the possibility of renewal based on the Ministry's requirements and the Consultant's performance.
- c) The contract may be terminated by the Ministry with a notice period ranging from two (2) weeks to thirty (30) days in circumstances including, but not limited to, failure to perform duties as expected, breach of contractual obligations, prolonged absenteeism, suspicion of involvement in a criminal offence, or conduct that falls below the ethical standards of the legal profession. Detailed terms and conditions related to contract renewal and termination will be outlined in the agreement to be executed upon selection.

8. QUALIFICATION AND EXPERIENCE CRITERIA

The Ministry seeks to engage an experienced communications professional with demonstrated expertise in strategic communications, public engagement, stakeholder management and the development of large-scale public awareness programmes.

The Consultant shall possess the ability to advise senior leadership, coordinate multidisciplinary teams and oversee the implementation of complex communication programmes involving multiple stakeholders.



The Consultant should demonstrate a strong understanding of the Maldivian communications landscape together with the ability to communicate complex policy matters in a manner that is accessible, transparent and engaging.

a) Education & Professional Experience

1. MNQF Level 10 Certificate in a relevant field with at least 4 years of experience in a related field which includes 2 years of managerial experience.

OR

2. MNQF Level 9 Certificate in a relevant field with at least 8 years of experience in a related field including 2 years of managerial experience.

OR

3. MNQF Level 7 or 8 Certificate in a relevant field with at least 12 years of experience in a related field including 2 years of managerial experience.

Academic Discipline:

- Public Relations
- Media Studies, Media Design, Media Communication, Media and Arts Technology, Digital Media Design, Interactive Media Practice, Emerging Media.
- Communications, Political Communications, Communication Design, Digital and Visual Communications, Visual Communications, Audio-Visual Communication.
- Journalism, Multimedia Journalism, Print Journalism, Journalism and Communication, Digital Journalism, Journalism and Digital Media Platforms, Broadcast Journalism, Broadcast and Digital Journalism, Journalism and Media Studies, Investigative Journalism, TV and Radio Journalism, Television Journalism, Multimedia Journalism, Financial Journalism.
- Multimedia Design, Multimedia Technology, Multimedia Public Relations
- Design, Digital Design, Visual Design, Animation Design, Digital and Interaction Design, Interaction and Experience Design, Design and Advertising,



Illustration, Visual Arts, Visual Effects (VFX), Creative Arts and Design, Animation, Digital Marketing

Career Fields;

- Managerial, professional and research work related to the fields of Public Relations, Communications, or Journalism.

9. TECHNICAL COMPETENCIES

The successful applicant should demonstrate competency in:

- Strategic communications planning
- Public engagement and consultation
- Stakeholder management
- Campaign management
- Media relations
- Crisis communications
- Reputation management
- Strategic messaging
- Speech writing
- Executive communications
- Project management
- Monitoring and evaluation

10. PERSONAL COMPETENCIES

The Consultant shall demonstrate:

- Excellent leadership and organisational skills.
- Strong analytical and strategic thinking abilities.
- Excellent written and verbal communication skills in both English and Dhivehi.
- Ability to communicate complex policy matters in simple, accessible language.
- Excellent interpersonal and stakeholder management skills.
- Ability to work independently while coordinating multiple stakeholders.
- High standards of professionalism, integrity and confidentiality.



- Ability to perform under pressure and manage competing priorities.

11. REMUNERATION AND LEAVE DETAILS

1. The Consultant will be paid Basic Salary of **MVR 18,280**, Job Allowance of **MVR 10,465** and Attendance Allowance of **MVR 285** per present day.
2. Successful candidates will be entitled to Pension deduction as per Maldivian Pension Act from the Monthly Basic Salary (7%).
3. Any additional allowances payable to the individual for duty travel assignments shall be compensated at the government's prevailing rates by the Client.
4. Ramadan allowance shall be compensated at the government prevailing rates.
5. Leave entitlement shall be as follows.
 - a) Annual Leave: The Consultant may take up to 30 (Thirty) working days' of annual leave per calendar year upon the completion of the first 12 (Twelve) months.
 - b) Sick Leave: The Consultant may take Thirty (30) days of paid sick leave.
 - i. The Consultant is allowed to take 30 days sick leave with a medical certificate specifying the nature of the illness and recommended duration of sick leave by a licensed medical practitioner, which is to be submitted on the first day back at work.
 - ii. Notwithstanding the above, the Consultant is allowed to take 15 days sick leave without a medical certificate and can be taken for two consecutive days.
 - c) Family Responsibility Leave: The Consultant may take Ten (10) days of paid leave in a year to attend to important obligations such as tending family members during illness.
 - d) Unpaid Leave: The Consultant will not be paid for leave(s) that exceed the maximum allowed and the Ministry may terminate the contract if the unpaid leave exceeds more than thirty (30) working days.



- e) Other leaves: The Consultant is entitled to leaves as per the Maldives Employment Act (Law no. 2/2008).

12. REPORTING OBLIGATIONS AND DELIVERABLES

The Consultant shall report directly to the Permanent Secretary or an officer designated by the Ministry.

The Consultant shall work closely with the Minister, senior management and relevant technical departments to ensure effective implementation of the Strategic Communications & Public Engagement Programme.

The Consultant shall also coordinate, where required, with other government institutions, state-owned enterprises, local councils, financial institutions, professional associations and external service providers involved in programme implementation.

13. SERVICES AND FACILITIES TO BE PROVIDED BY THE MINISTRY

The Ministry shall provide the Consultant with:

- Access to relevant policy documents and technical information.
- Access to relevant officials and stakeholders necessary for the execution of the assignment.
- Office space and meeting facilities where required.
- Administrative support for coordinating official meetings and stakeholder engagements.
- Access to communication platforms and official communication channels where appropriate.
- Assistance in arranging official travel and stakeholder consultations required under the assignment.



14. SELECTION CRITERIA

The Consultant will be selected based on the following criteria.

Criterion	Maximum Points awarded
Education	
Relevant Experience & Qualifications	30
Understanding of the Assignment	20
Proposed Methodology & Work Plan	25
Demonstrated Experience in Strategic Communications & Public Engagement	15
Financial Proposal	10

15. APPLICATION INSTRUCTIONS

Interested applicants shall submit the following:

- a) **Copy of National Identity Card**
- b) **Copies of attested / accredited Academic qualifications**
- c) **Reference Letters from current/previous employers**
- d) **Technical Proposal**

Including;

- Understanding of the assignment.
- Proposed methodology and approach.
- Work plan.
- Risk management approach.
- Public engagement strategy.
- Team structure (where applicable).



e) Financial Proposal

Providing a detailed breakdown of consultancy fees and any reimbursable expenses in accordance with the requirements of the Ministry.

f) Curriculum Vitae

A detailed CV demonstrating qualifications and relevant experience.

g) Portfolio of Relevant Work

Applicants shall submit examples of previous work demonstrating experience in:

- Strategic communications.
- Public awareness campaigns.
- Government communications.
- Stakeholder engagement.
- National campaigns.
- Policy communications.

h) References

Minimum two (2) professional references from previous assignments of similar scope and complexity.

16. CONFIDENTIALITY

The Consultant shall maintain strict confidentiality regarding all information obtained during the course of the assignment.

No information, documentation or communication materials shall be disclosed to third parties without the prior written approval of the Ministry.

All materials produced during the consultancy shall become the property of the Ministry of Infrastructure, Housing and Urban Development unless otherwise agreed in writing.



17. SUBMISSION

Interested candidates must submit their complete application package before the deadline specified in the advertisement to the following address:

Human Resource Section

Ministry of Infrastructure, Housing and Urban Development,
Dharubaaruge, Ameenee Magu, Henveyru, 20344,
Republic of Maldives.

Email: jobs@infrastructure.gov.mv

Note: Incomplete or late submissions will not be considered. Only shortlisted candidates will be contacted for further evaluation.

18. END OF TERMS OF REFERENCE

This Terms of Reference establishes the requirements for engaging a Lead Consultant – Strategic Communications & Public Engagement to support the implementation of the Housing & Urban Development Reform Programme and to strengthen public understanding, stakeholder confidence and national engagement throughout the reform process.