



MINISTRY OF HEALTH, FAMILY AND WELFARE
MALE'
REPUBLIC OF MALDIVES

Job Readiness Program for Persons with Disabilities– Batch 3, Terms of Reference

Background

The Ministry of Social and Family Development is committed to advancing inclusive employment and equal participation of persons with disabilities in the workforce. Building on the outcomes and lessons learned from previous batches, the Job Readiness Program Batch 3 is designed to strengthen employability outcomes through a structured, practical, and individualized approach.

This program integrates life enhancement skills, employability training, on-the-job exposure, parental engagement, and psychosocial support to ensure participants are adequately prepared to transition into employment and sustain participation in the workplace and community. The program will be delivered with reasonable accommodations and individualized progression plans tailored to each participant's needs.

Objective

The primary objective of this program is to prepare at least 10 individuals with disabilities for employment by developing their employability and life enhancement skills. This training will:

1. Equip participants with core employability competencies required to access, perform, and retain employment.
2. Strengthen functional independence and essential life skills that directly impact workplace performance and reliability.
3. Provide continuous, structured progressive workplace exposure through job training and job shadowing to support informed job matching.
4. Support participants' psychosocial well-being and workplace adjustment, recognizing emotional regulation and resilience as key employment enablers.
5. Engage parents and caregivers to reinforce employment related behaviors and independence outside the training environment.
6. Establish a robust system for monitoring progress.

Program Requirements

The selected implementing partner will be responsible for the design, implementation, and management of a holistic and inclusive job readiness program comprising the components outlined below:

1. Core Program Modules

1.1 Employability Skills:

- 1.1.1 Workplace communication and professional conduct
- 1.1.2 Teamwork and interpersonal skills
- 1.1.3 Time management, punctuality, and task completion
- 1.1.4 Problem-solving and adaptability in work settings
- 1.1.5 Understanding professional behavior, boundaries, and workplace norms
- 1.1.6 Understanding workplace safety and reporting concerns

1.2 Essential Life Skills for Employment:

- 1.2.1 Personal hygiene and presentation for the workplace
- 1.2.2 Money management and understanding wages
- 1.2.3 Daily routines, attendance, and reliability
- 1.2.4 Independent travel and navigation to and from work
- 1.2.5 Self-advocacy and requesting reasonable support

1.3 Job Preparation and Career Development:

- 1.3.1 CV development and job applications
- 1.3.2 Interview preparation and mock interviews
- 1.3.3 Understanding workplace rights, responsibilities, and expectations

1.4 Basic Psychosocial Skills

- 1.4.1 Emotional awareness and regulation
- 1.4.2 Stress management and coping strategies
- 1.4.3 Confidence-building and self-esteem enhancement
- 1.4.4 Workplace adjustment and help seeking behaviors
- 1.4.5 Social skills development for positive workplace relationships

1.5 Digital and Technology Skills

- 1.5.1 Use of workplace general applications
- 1.5.2 Online safety
- 1.5.3 Assistive/adaptive technologies

The service provider should define clear learning outcomes for each module and establish measurable indicators. Participant-specific benchmarks shall be set within the first eight (8) sessions and used to guide individualized progression and support throughout the program.

2. Workplace Exposure: Job Training and Job Shadowing

- 2.1 The service provider shall secure suitable internship or job training placements by the end of the second month of the program.
- 2.2 Placements shall align as closely as possible with participant interests; where this is not feasible, the next most suitable option shall be identified and arranged.
- 2.3 Structured on-the-job training shall be provided, with a recommended duration of up to two (2) months or more, depending on participant readiness and progress.
- 2.4 Participants may be rotated across different job roles to enhance exposure and learning.
- 2.5 Employer feedback reports, together with the service provider's report and recommendation, shall be submitted to the Ministry within one week of completion of each placement.
- 2.6 The intensity and frequency of job shadowing may be increased or individualized based on participant needs.
- 2.7 Job shadowing support levels can be gradually reduced based on participant progress.
- 2.8 Participant readiness for workplace exposure shall be determined based on competency ratings and participant benchmarks.

3. Parental and Caregiver Engagement:

- 3.1 A formal orientation shall be conducted for parents and caregivers at the commencement of the program.
- 3.2 Structured engagement sessions shall be conducted at the beginning, mid-point, and end of the program.
- 3.3 Through the sessions, parents and caregivers shall be guided on reinforcing skill development at home and in community settings.
- 3.4 Regular updates and feedback shall be shared with the Ministry.

4. Reporting and Assessment

Participant progress shall be assessed using a competency-based rating system.

Each participant shall be assessed across key competency domains, including:

- 1. Employability skills
- 2. Essential life skills related to work
- 3. Workplace behavior and reliability
- 4. Psychosocial adjustment and engagement
- 5. Digital and technology skills

Ratings shall be assigned on a five-point scale, as follows

Rating	Description
1	Requires intensive support, limited demonstration of competency
2	Demonstrates emerging skills with significant support
3	Demonstrates basic competency with moderate support
4	Demonstrates consistent competency with minimal support
5	Demonstrates independent and reliable competency

Each rating shall be accompanied by a brief qualitative justification, outlining strengths, challenges, and recommended next steps.

Assessment tools and criteria shall be shared with the Ministry at program commencement.

Progress against module outcome indicators and participant-specific benchmarks shall be monitored and reflected in monthly reporting.

Participants will receive a progress record or transcript summarizing their achievements at the end of the program.

5. Certification

Certificates will only be issued to participants who complete the program successfully. The selected service provider shall communicate detailed certification requirements to participants and parents/caregivers at program commencement.

6. Deliverables

The implementing partner shall be responsible for the following deliverables:

Deliverable 1: Program Plan and Curriculum

- 1.1 Provide detailed structure, methodology, duration, and training content (the proposal should outline this part).
- 1.2 Provide module outcome indicators

Deliverable 2: Benchmark Assessments

- 2.1 Baseline assessments conducted prior to program commencement.
- 2.2 Provide benchmarks against module outcomes and indicators for each participant at the end of the first 8 sessions

Deliverable 3: Reporting

3.1 Monthly Attendance and Progress Reports: reports should be submitted to the Ministry aligned with individual participant benchmarks

3.2 Psychosocial Support Summary: Non-clinical summary of psychosocial guidance and referrals if provided.

Deliverable 4: Final Outputs

4.1 Final Report: Comprehensive summary of outcomes, individual progress, challenges, and recommendations.

4.2 Parent and Caregiver Engagement Records: Documentation of sessions conducted, attendances, and materials shared.

Deliverable 5: Implementation Requirements

5.1 Implementation Venue: Accessible and inclusive facilities at the service provider's premises (excluding on-the-job components). The proposal should outline the facilities available and how they will accommodate the participants' needs, ensuring accessibility and an inclusive environment.

Participant Profile

The program shall accommodate diverse support needs through individualized adjustments and inclusive practices and prepare individuals for employment.

Duration

- Total program duration is six (6) months.
- Workplace exposure, including on-the-job training and job shadowing, shall be prioritised in the latter part of the program, with timing and duration determined based on participant readiness and progress.
- Participants not yet ready for workplace exposure shall continue structured training during this period.
-

Participant Exit and Replacement

The Ministry shall be informed immediately of any participant withdrawal or termination. Participant replacement shall be permitted only if withdrawal occurs within the first two (2) months. Replacement participants shall undergo accelerated orientation and baseline assessment, and benchmarks will be adjusted accordingly.

Persistent non-attendance or disengagement for more than one month may be treated as withdrawal, with exceptions for documented medical reasons.

Initial and mid-program assessments shall be conducted to confirm suitability and monitor progress.

Participants who demonstrate achievement of defined competency benchmarks prior to completion of the full program duration may be recommended for early transition to employment, internship, or alternative pathways, subject to Ministry approval. Where a participant is not progressing against agreed benchmarks, the Ministry shall be informed and alternative pathways recommended.

Evaluation Criteria for Service Provider Selection

Proposals shall be evaluated out of a total of 100 marks, based on the criteria and weightings set out below.

1. Technical Expertise and Experience (40%)

a) Educational Qualifications of Key Personnel (10 marks)

Marks shall be awarded based on verified qualifications of proposed experts relevant to disability services, employment, psychology, social work, education, or related fields.

- Diploma in a relevant field: 2 marks per qualification
- Bachelor's degree in a relevant field: 3 marks per qualification
- Master's degree or higher in a relevant field: 5 marks per qualification

b) Experience in Conducting Similar Programs (15 marks)

Marks shall be awarded based on documented experience in implementing comparable programs.

- 7 months–1 year of experience: 5 marks per program
- More than 1 year of experience: 10 marks per program
- Previous experience specifically delivering job-readiness programs for persons with disabilities: additional 5 marks per program

(Maximum: 15 marks)

c) Experience in Delivering Life Skills and Employability Training (10 marks)

Marks shall be awarded based on evidence of prior training delivery.

- Evidence of relevant training programs conducted: 5 marks per program
- Programs with more than 10 participants trained: additional 5 marks

d) Designing Accessible and Inclusive Training Materials (5 marks)

- Submission of sample training materials demonstrating accessibility and adaptations for persons with disabilities: 5 marks

2. Program Design and Methodology (20%)

a) Alignment with Program Objectives (10 marks)

- Clear and coherent program framework aligned with the objectives of this ToR: 10 marks

b) Structured Training Plan for Diverse Support Needs (5 marks)

- Defined modules addressing diverse disability-related support needs: 3 marks
- Inclusion of participant benchmarks and outcome-based monitoring framework: 2 marks

c) Implementation Methodology (5 marks)

- Detailed course content with timelines and sequencing: 3 marks
- Submission of session plans with defined learning outcomes: 2 marks

3. Capacity and Resources (20%)

a) Qualified Trainers and Facilitators (10 marks)

Number of trainers proposed:

- 3 or more trainers: 5 marks
- Demonstrated expertise in disability-inclusive service delivery: 5 marks

b) Adequacy of Training Facilities (5 marks)

- Accessibility features of the training venue: 3 marks
- Availability of assistive technology and training resources: 2 marks

c) Ability to Facilitate Workplace Exposure (5 marks)

- Partnerships with employers for job training or job shadowing: 3 marks
- Submission of commitment letters or MoUs from partner organizations: 2 marks

4. Monitoring and Evaluation Approach (10%)

a) Participant Progress Tracking (8 marks)

- Pre- and post-program assessment mechanisms: 4 marks
- Monthly progress monitoring and reporting system: 4 marks

b) Defined Success Indicators (2 marks)

- Clear and measurable indicators for skill development and employment readiness: 2 marks

5. Cost-effectiveness and Sustainability (10%)

a) Budget Feasibility and Resource Utilization (5 marks)

- Clear, justified, and reasonable cost breakdown aligned with the ToR: 5 marks

b) Sustainability and Scalability (5 marks)

- Demonstrated potential for replication or scaling for future program batches: 5 marks

Criteria	Weightage (%)
Technical Expertise and Experience	40
Program Design and Methodology	20
Capacity and Resources	20
Monitoring and Evaluation Approach	10
Cost-effectiveness and Sustainability	10
Total	100

Timeline

- September 2026: Finalize selection of implementing partner
- October 2026: Program launch
- April 2027: Program evaluation, final reporting, and recommendations for future iterations.