



MALDIVES: ENHANCING EMPLOYABILITY AND RESILIENCE OF YOUTH PROJECT (MEERY: P163818)

Ministry of Higher Education
Republic of Maldives

International Consultant to Develop the Incubation Center Operational Framework in Maldives

(Procurement Ref: MV-MOHE-149968-CS-CQS)

TERMS OF REFERENCE AND SCOPE OF SERVICES

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 eLearning 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.

3. Scope of Work:

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

1. Conduct a feasibility assessment for establishing a business incubator in the Maldives inclusive of the following outputs
 - Collection of primary data and compilation of available secondary data on SME engagement, performance and other key variables that the contracted believes would be useful for carrying out the feasibility assessment.
 - Analysis and reporting of said data.

- Detail a proper methodology to determine plausible engagement with the incubator facility given the recommendations provided in the framework and the data analyzed.
 - Estimate the capital cost of establishing the incubator and the recurrent cost for the following 2 years.
 - Recommend plausible revenue earning strategies for the facility and estimate the revenue earning potential of the facility for the following 2 years under the recommended strategies.
 - Determine different strategies to accommodate groups of varying size and activity in the facility.
 - A final feasibility assessment report shared with the stakeholders of the Business Incubator Facility.
2. Development of the Operational Framework for the Business Incubator Facility inclusive of the following outputs
- Establish coherent definitions for the clients of the facility based on their stage of business operation. For example, aspirants with an idea only, clients in their earliest inception stages, clients in their mid-inception stages and clients in their late-inception stages.
 - Details of value proposition for the potential client base including the details of services that should be offered by the facility and how these proposed services would contribute to solving existing challenges facing MSMEs.
 - Detail how the revenue earning strategy recommended as per the feasibility assessment would be implemented for long term sustainability of the facility.
 - Determine the key amenities required at the facility referencing the data collected during the feasibility assessment.
 - Detail and establish the operational policies and procedures of the facility including staffing requirements, procedure for the selection of beneficiaries, procedure for determining the duration of incubation, criteria for graduation, and procedures for allowing the usage of certain common items in the facility.
 - Development of the Monitoring and Evaluation Frameworks for beneficiaries.
 - Development of the Monitoring and Evaluation Frameworks for the facility.

- Development of appropriate interior design drawings for the proposed site
- TOR development for the software and applications required for the facility

4. Deliverables and Timeline:

The following must be submitted to Project Management Unit (PMU):

- Detailed document of intended methodology for review - 5 days
- Feasibility Assessment report - 15 days
- (First Draft) Operational Framework inclusive of - 25 days
 - Definitions
 - Value Proposition
 - Revenue earning strategy
 - Key amenities
 - Operational Policies
 - Monitoring and Evaluations Framework for beneficiaries
 - Monitoring and Evaluations Framework of the facility
 - Interior design drawings
 - Software and Application TORs
- (Final Draft) Operational Framework - 10 days

Total: 55 days

5. Key Staff:

#	Position	Required No.	Qualification requirement	Minimum Experience Requirement
1.	Team Leader:	1	<ul style="list-style-type: none"> • Master's Degree in Commerce, Economics, Business or or a related field. 	<ul style="list-style-type: none"> • 3 years of experience in setting up and/or management of incubation center. • 2 years of experience facilitating, consulting or operating SMEs in developing countries or SIDS countries.

			<ul style="list-style-type: none"> • Fluency in English. 	
2.	Interior Designer	1	<ul style="list-style-type: none"> • Master's Degree in Interior Design or a related field • Fluency in English 	<ul style="list-style-type: none"> • Respectable portfolio of interior design work • 3 years of experience in the field of Interior Design
3.	System Developer		<ul style="list-style-type: none"> • Master's Degree in Computer Science or a related field • Fluency in English 	<ul style="list-style-type: none"> • 3 years of experience working in the field of programming • Respectable portfolio

7. Institutional Arrangements, Reporting and Supervision:

The work will be carried out under the guidance and direction of Ministry of Economic Development (MoED) and the progress of the work carried out shall be reported to both MoED and PMU. The consultant will work at their own workplace. However, the consultant will be required to attend all the relevant meetings arranged by MoED and/or PMU.

8. Duration of Services:

The assignment is expected to be completed in 55 days including non-working days.

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 confidentiality. The Consultant shall maintain confidentiality 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

The MEERY Project will share available information with awardees on security status and developments in Maldives where appropriate.

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.



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SELECTION CRITERIA

1. Selection Criteria for Firm:

- The firm must have at least 3 years of experience establishing and implementing incubation centers/activities and/or working with incubation center or related field.
- The firm must have at least 2 years of experience facilitating, consulting or operating SMEs in developing countries or SIDS countries.
- Organisation Chart of proposed team (including key staff as in ToR).
- Written Documentation stating availability of each staff of proposed team for the assignment.

Notes to Applicant:

**The required experience (as stated in criteria) of the firm should reflect similar assignments completed as a firm. Nature and duration of such assignments should be indicated.*

**Firm must submit supporting documents (such as completion certificates) showing evidence of the above stated requirements.*

** The applicant must ensure to explicitly state the elected staff clearly in their application.*

**All personnel (including key staff as per ToR) in the Team proposed by the Firm for this Service must submit a signed Commitment Letter indicating his/her acceptance of the assignment for this Consultancy Service according to the TOR.*

** Curriculum Vitae (CV) of key staff/proposed team must be submitted. The supporting documents are not required at this stage.*

2. Documents comprising the Expression of Interest

Minimum Requirements that the Consulting Firm must provide with documentary evidence to prove the validity of the information:

- Letter of Expression of Interest
- Firm/Institute Registration Certificate (Valid)
- Company Profile
- MIRA Tax Registration - For Locals Only
- Pension Registration - For Locals Only

Based on the above criteria, only the selected firm will be invited to submit the Technical and Financial Proposal (whereby more information will be requested).

Selection will be made based on Consultant's Qualification-Bases Selection (CQS) method set out in the World Bank Procurement Regulations for IPF Borrowers' Procurement in Investment Project Financing- Goods, Works, Non-Consulting and Consulting Services, July 2016 Revised November 2017 and August 2018.ssss