



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

Ministry of Higher Education
Republic of Maldives

TERMS OF REFERENCE AND SCOPE OF SERVICES

For

The Manager of the Business Incubation Center in Maldives

(Procurement Ref: MV-MOHE-181080-CS-INDV)

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 with the rapid growth in low-skill service jobs associated with tourism and construction sectors, leading to a mismatch in skills supply and demand. Despite the high growth rate and labor market conditions in public investments, tourism, fisheries and non-tradable tourism related activities, critical 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 (iii) 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 is co-chaired by the MoHE and the Ministry of Economic Development.

The project comprises three components and a Contingent Emergency Response 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

The project will support the establishment of Maldives Business Incubation Center under the mandate of Business Center Corporation (BCC) within the MoED. The incubation center will support local entrepreneurs to design and develop their business ideas. The incubation center will also provide a platform to create national and international business-to-business linkages, enhance knowledge sharing, networking, mentoring and facilitate trade. The incubation center services would include but be not limited to technical and professional entrepreneurial development programmes, such as entrepreneur’s needs assessment, business mentoring and coaching, personal development, business advisory, access to markets, customized technical assistance, access to facilities, investment readiness, and marketing. etc.

2. Objective of the Assignment

The MEERY project seeks to engage a qualified and experienced incubation center manager, who will be responsible for developing and executing the incubation center strategy and taking strong ownership of the day-to-day activities and overall coordination at the incubation center.

3. Scope of Work

The Incubation Center manager, shall undertake all responsibilities related to managing the incubation center. This incubation center is intended to operate as a “business incubator/accelerator” where early stage businesses are stationed and nurtured. The beneficiaries of the facility are largely intended to be youth-led start-ups and hence familiarity with this segment is desirable.

The manager will be required to attend to all general office administration responsibilities, client service delivery, and staff management and supervision. .

3.1 General office management responsibilities:

1. Lead preparation and implementation of annual operating plan and submission for approval by BCC management;
2. Prepare financial statements, budgets and forecasts;
3. Maintain a register of assets and inventory;
4. Ensure smooth day-to-day overall functioning of the incubation center activities;
5. Ensure a proper mechanism is in place to systematically archive documents relating to incubation center
6. Develop tools and processes for center management and innovation efforts;

3.2 Staff Management and Supervision responsibilities

1. Manage all aspects related to staffing of the center;

2. Supervise the work of business service providers to ensure that clients are getting quality business advisory service, training and other services;
3. Ensuring that attendance of staff is maintained as recommended by the BCC management; Undertake all Human Resource related activities such as hiring and maintaining employee performance;
4. Assist the BCC management in ensuring the success of the incubation center;

3.3 Client services delivery responsibilities;

1. Lead the implementation of the incubation center operational framework;
2. Develop the strategic goals and objectives for the incubation center and closely work with BCC to meet the strategic objectives;
3. Develop and execute strategy for outreach, attracting and onboarding deserving and qualified entrepreneurs and start-ups and brand and promote the incubation center widely;
4. Assess and review the capacity and needs of potential center clients;
5. Provide high-quality coaching, mentoring and advisory support for clients of the center;
6. Develop relevant, quality training and networking programs for clients of the center;
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8. Provide continued strategic guidance to entrepreneurs and start-ups in areas such as fundraising, market access, business modelling, sales and marketing, operations, etc.;
9. Develop and maintain adequate and accurate record keeping systems for client records and details of client interaction;.
10. Perform as a liaison between the clients, the BCC management and all stakeholders involved;
11. Provide leadership and establish a proper monitoring and evaluation system;
12. Function as a back-end manager of the incubation center software;
13. Train regional business center staff on incubation related technical queries when atoll incubation services are operationalized
14. Manage and increase the effectiveness and efficiency of the incubation center's support services;
15. Communicate success stories of incubator clients Develop a business plan for the center and future incubation centers/activities of the Business Center Corporation;
16. Build and manage strategic stakeholder relationships with private sector, academic sector, and government including representation of the incubation center to the media, speaking engagements etc.

4. Timeline

The duration of this agreement shall be **1 year**. The agreement may be renewed based on work performance and need.

It is expected of the manager to provide sustained commitment to the assignment within this duration.

5. Reporting

The consultant will report to Business Center Corporation.

Prior to the establishment of the incubation center, the consultant will be required to work in the BCC headquarters. Once the incubation facility is completed, the station of the Consultant may be moved to the facility.

6. Minimum qualifications and required competencies

The Assignment requires a high degree of technical knowledge and understanding, as well as the ability to interact with partners, including potential investors, senior BCC officials, the MEERY project team and technical experts.

The selected individual shall meet the following minimum competencies.

Minimum requirements

1. Bachelor's degree in business, Economics, Commerce, Finance or a related field;
2. Possess the ability to identify and recruit potential entrepreneurs and start-ups for the incubation center; The Consultant is required to have a strong understanding of economics and commerce and hence, if the Applicant is from a "finance"/ "accounting" background, preference may be given to candidates that hold a Bachelor's Degree and especially a Bachelor of Science Degree rather than a professional certificate.
3. Practical experience working with business enterprises and providing training and capacity building services.
4. At least 3 years of progressive experience working with SMEs in the Maldives; preferably engaged in business development or related programs or;
5. At least 3 years of progressive work experience in finance, human resources or another relevant area of business management.
6. High-grade proficiency in computer applications, including Microsoft Office Suite (Word, Excel, PowerPoint, Outlook, Publisher, MS Project).

Required competencies

1. Proven leadership skills and ability to motivate and lead teams and engender trust.
2. Excellent organizational, interpersonal and communication skills.
3. A team player characterized by strong analytical skills, sharp critical thinking and problem-solving abilities.
4. Effective project management abilities.
5. Excellent customer service attitude.
6. Good conflict resolution, negotiating and relationship-building skills.
7. Excellent judgment

8. Confidentiality, Ethics and Conflict of Interest

The selected Manager 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 PMU. Any draft reports and other documents produced by the manager will be discussed and cleared with the PMU before their final issue.

9. Remuneration

This is a time-based contract and the Consultant will be paid on a monthly basis based on their financial proposal.