

بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ



**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

Consultant to Enhance Corporate Governance Standards in Business Center Corporation (BCC).

(Procurement Ref: MV-MOHE-210429-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/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 objective of the assignment is to develop and update the internal operations, and quality management practices of the Business Center Corporation in accordance with the ISO standards set forth in ISO standard numbered ISO 9001. As ISO is not a certification body, the consultant will also be required to commence the process of certification through a certification body.

Additionally, the consultant will be required to make further recommendations on how the internal operations of the organization can be streamlined, especially with regard to the operations of facilities outside of the headquarters.

3. Scope of Work:

The consultant will be required to undertake the following responsibilities.

1. Development of an initial inception report with the consultancy timeline
2. Conduct a review of the function of the organization by interviewing key persons of the organization to gauge the relative complexity of the organization as they are now and as is intended to be in the future.
3. Ensure that the functions relating to Corporate Governance in the organization are in accordance with the requirements set forth by the Privatization and Corporations Board and as in ISO 9001. This shall include a written review and recommendations on:
 - a. The board and the company secretary, its composition, its functions and the operating and reporting standards.
 - b. Any committees or subcommittees appointed by the board.
 - c. Risk Management and Audit functions
 - d. Codes of conduct and ethics
 - e. Social and environmental safeguard guidelines
 - f. Transparency and disclosure policies
 - g. Stakeholder analysis
4. A summary of the ISO 9001 standard and the process needs to be shared with the Management of the Business Center Corporation in the form of a 30-minute presentation (preferably in PowerPoint). A clear and concise plan for the certification process of the functions of the organization needs to be shared through this presentation.
5. Shortlisting potential certification bodies to whom we should approach to acquire the certification.
 - a. Shortlist several ISO 9001 certification bodies to whom BCC can approach. This shall include the recommendation of several bodies that the organization may approach in seeking the certification, the projected price of certification, the duration that we may anticipate for the process underlying full certification and the administrative complexity of registration. The consultant must ensure that they are following the ISO's Committee on

Conformity Assessment (CASCO) standards. The certification body must be accredited as an ISO accreditation body.

6. Develop the management system and relevant documentation as required and recommended by the ISO 9001 standard.
 - a. Clearly state the functions (both planned and ongoing) of the organization, their objectives and intended outcomes.
 - b. Clearly state the roles of employees, the recommended organizational hierarchy; including the several different projects of the organization, the reporting hierarchy, methods for assigning work and the types of work that can and cannot be assigned to employees in a particular designation.
 - c. Have every document, process and recommendation reviewed and endorsed by:
 - i. Key staff handling a specific function.
 - ii. The management of the organization
 - iii. The Managing Director of the organization
 - iv. The board of the organization
7. Facilitate the implementation of the system.
 - a. Ensure that the system is being implemented as was recommended in the documents developed through point 6.
 - b. Ensure that the management is trained and versed in the documents developed.
 - c. Ensure that the staff of the organization are trained to implement the system developed and the many reporting requirements set forth in the documentation developed. This will include the identification of potential problem areas and recommendations on how the organization may resolve these conflicts.
 - d. Create effective reporting systems to cover inspection, testing, corrective actions, preventive actions, management review meetings, monitoring of objectives, statistical techniques and so on.
 - e. Review problem areas and recommend how they may be resolved.
8. Verification of point 7.f
 - a. Review the system for compliance. Where non-compliance is recorded, work to resolve the issues arising and provide further training where required. If the recommended can be eased while still following the standards set forth in ISO 9001, the consultant may consider reviewing and reducing the scope of the system to offer more leniency.
 - b. Conduct a SWOT analysis of the system and submit a written system monitoring report for the review of the management of Business Center Corporation
 - i. The review of the system must be conducted periodically and as required by the consultant.
 - ii. Each review must be accompanied by a system monitoring report and an updated SWOT analysis
 - iii. Only once the consultant provides written confirmation of the functionality of the system can point 8 be considered complete. Confirmation of functionality refers to its full adoption within Business Center Corporation as required by ISO 9001 and as intended by the consultant in drafting the quality management system.
9. Register the system after having validated that the system is effective and functional and meets the requirements and objectives of ISO 9001.
 - a. Submit the documents with proof of functionality to the external certification body.

- b. Anticipate and prepare for the audit of the system developed while still looking for any friction in the system and resolving them as they are identified.

4. Timeline:

The timeline of the consultancy assignment shall be agreed to on approval of the inception report. This timeline shall not extend beyond the 1 calendar year.

5. Minimum Qualifications:

Education: PhD in Business Development, Quality Management, Commercial/Economic Law or a related field

Or

A Master's degree in Business Development, Quality Management, Commercial/Economic Law or a related field AND a professional certification in consulting for ISO 9001

Experience: 10 years of industry experience in a relevant field:

- Relevant fields include not limited to Business Development, Quality Management and work directly related to ISO 9001.
- Please submit proof of successful completion of similar projects. Similar project may include projects related to quality management, quality assurance or ISO 9001 certification etc.

Other Competencies:

The consultant must be well versed in the international corporate governance code of conduct guidelines.

Knowledge of Commercial and Economic Laws, regulations and norms is a mandatory requirement.

These competencies will be evaluated; where required, through interview.

6. Institutional Arrangements, Reporting and Supervision:

The work will be carried out under the guidance and direction of the BCC. The consultant will be required to work in their own place of work in drafting documentation. However, and given the nature of the assignment and the operations of the organization the consultant will be required to visit the physical offices, shops and other premises of the organization. This includes travel within Maldives.

7. Duration of Services:

The duration of this agreement shall be for 1 calendar year

8. Payment:

Consultant will be paid in accordance with the agreed financial proposal upon completion of outputs specified in ToR and contract.

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 confidentially 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 documents produced by the consultant will be discussed and cleared with the Client before their final issue.

10. Institutional Arrangements, Reporting and Supervision

The work will be carried out under the guidance and direction of the implementing agency. The consultant will be stationed in the premises of the channel office. The implementing agency shall provide the consultant with an appropriate workspace, equipment to commence work and any other facilities that may be required for the consultant to effectively carryout their responsibilities as stated in the TOR.