



## *Terms of Reference (TOR)*

## **Consultant – Project Implementation Lead**

## 1. Background

The Government of Maldives is implementing the Picnic Island Development Project as part of its broader efforts to expand safe, inclusive, and environmentally sustainable public recreational spaces across the country. The initiative aims to provide accessible and affordable leisure environments that cater to families, workers, and visitors, while promoting social cohesion, well-being, while ensuring the responsible use of natural resources.

Implementation of the project involves the coordinated delivery of multiple infrastructure and service components across key functional areas, including visitor access and management, basic public services and facilities, recreational and leisure amenities, and supporting commercial and operational services. The development is guided by principles of universal accessibility and Environmental and Social Management Framework (ESMF).

Given the multi-sectoral nature of the project and the involvement of multiple stakeholders, dedicated project leadership is required to ensure coordinated planning, timely implementation, and alignment with national policies and standards. Accordingly, the Ministry intends to engage a consultant to provide overall leadership and oversight for the Picnic Island Development Project.

## 2. Objectives of the Consultancy

The primary objective of this assignment is to provide strategic project leadership and technical oversight for the planning, design, implementation, and monitoring of the Picnic Island Development Project.

Specific objectives include:

- Developing an integrated concept framework for picnic islands defining functional zoning, service mix, accessibility principles, and visitor experience.
- Ensuring project activities align with government policy priorities, environmental safeguards, accessibility standards, and international best practices in sustainability.
- Providing high-quality technical, operational, and administrative leadership for efficient program implementation.

### 3. Scope of Work

The Consultant shall be responsible for the following key tasks:

### 3.1. Project Leadership and Operational Management

- Serve as the overall project lead, coordinating across ministries, agencies, councils and contractors
- Facilitate regular technical and coordination meetings with relevant stakeholders
- Act as the primary focal point for project-related communications
- Leading project activities in accordance with the Project Implementation Plans and Governments Financial Management Plan

### 3.2. Planning and Design Oversight

- Oversee the development and refinement of concept designs, layouts, and phasing plans for picnic island amenities
- Ensure compliance with universal accessibility standards, environmental protection and sustainability guidelines, and applicable safety, health, and operational requirements.
- Review and provide technical inputs on design submissions and revisions

### 3.3. Implementation Support

- Develop and maintain a project implementation plan, including timelines, milestones, and dependencies
- Monitor progress against approved workplans and flag delays or risks in a timely manner
- Support procurement-related processes, including preparation and review of TORs, RFPs, and evaluation inputs, where required

### 3.4. Stakeholder Engagement

- Coordinate with local councils, community representatives, and relevant stakeholders to ensure local context and needs are reflected
- Support consultation processes and incorporate feedback into project planning and implementation

### 3.5. Monitoring, Reporting, and Safeguard Compliance

- Establish a simple project monitoring framework
- Prepare periodic progress reports, briefs, and presentations for senior management and decision-making forums
- Maintain proper documentation of project decisions, risks, and lessons learned

- Facilitating the implementation and monitoring of environmental and social safeguards, including conducting baseline studies if necessary.

#### **4. Duration of the Assignment**

The assignment is expected to be for a period of 24 months, commencing from 1st February 2026, with the possibility of extension subject to performance and project requirements.

## 5. Remuneration

The Consultant shall be paid a fixed monthly fee of MVR 45,000. Payments shall be made on a monthly basis.

## 6. Duration of the Assignment

The assignment is expected to be for a period of 24 months, commencing from 1st February 2026, with the possibility of extension subject to performance and project requirements.

## 7. Reporting Arrangements

The Consultant shall report to directly to the Minister within the Ministry and work closely with relevant technical teams and partner institutions.

## **8. Required Qualifications and Experience**

- i. Education: A Postgraduate qualification (Master's Degree) in Public Policy, Urban Planning, Marine/Environmental Science, Project Management, or a related field
- ii. Experience: At least 10 years of experience in leading multi-stakeholder development or infrastructure projects, with a preference for experience in donor-funded or government initiatives
- iii. Technical Expertise: Proven understanding of environmental sustainability considerations, inclusive design principles, and project management frameworks.

iv. Communication: Exceptional analytical and writing skills, with the ability to resolve difficult issues with multidisciplinary teams in English and Dhivehi

## 9. Documents to Submit

- i. Cover Letter for Expression of Interest with Technical Proposal
- ii. CV including information that demonstrates that the candidate is qualified to undertake the scope of work.
- iii. Copy of National Identification Card
- iv. Work experience documentation. (Description of similar assignments, and experiences in similar field of work).
- v. Copies of attested academic qualifications certificate accredited by Maldives Qualification Authority.
- vi. Reference letters from current and/or previous employers.

## 10. Technical Proposal and Interview

The applicants are required to submit a Technical Proposal in accordance with the requirements outlined below, and participate in an interview as part of the evaluation process, during which the Consultant's understanding, experience, and suitability for the assignment will be assessed. Based on the proposals submitted, the Ministry may request additional information or clarification, if necessary.

## 10.1. Technical Proposal

The Technical Proposal shall include, at a minimum:

- Understanding of the assignment and proposed approach and methodology
- Workplan, including timelines and key deliverables
- Curriculum Vitae (CV) highlighting relevant qualifications and experience
- Samples of similar previous work or assignments (where available)
- References from recent and relevant assignments

## 11. Evaluation and Selection Criteria

The evaluation will be carried out in four areas, (1) Minimum Qualification, (2) Additional Experience in a relevant field, (3) Additional technical expertise in a relevant field and (4) Technical Proposal and Interview.

## Point distribution

**A. Minimum Qualification – 30 Points**

| Criteria                             | Description  | Marks |
|--------------------------------------|--|-------|
| Meets minimum required qualification | Meets the minimum academic qualification required for the assignment | 20    |
| Higher relevant qualification        | Possession of a higher qualification relevant to the assignment      | 10    |

**B. Additional Experience in a Relevant Field – 20 Points**

| Criteria                             | Description  | Marks    |
|--------------------------------------|--|----------|
| Meets minimum experience requirement | Meets the minimum years of experience required   | 10       |
| Additional relevant experience       | Additional years of relevant experience beyond the minimum requirement – for each additional year 1 marks to be given. | Up to 10 |

### C. Additional Technical Expertise in a Relevant Field – 20 Points

| Criteria                          | Description  | Marks    |
|-----------------------------------|--|----------|
| Relevant technical expertise      | Demonstrated expertise relevant to the assignment            | Up to 10 |
| Experience in similar assignments | Experience in similar public sector or donor-funded projects | Up to 10 |

#### **D. Technical Proposal and Interview – 30 Points**

## D.1. Technical Proposal

| Criteria                        | Description   | Marks |
|---------------------------------|---|-------|
| Understanding of the assignment | Demonstrates clear understanding of objectives, scope, and requirements | 8     |
| Methodology and approach        | Appropriateness and clarity of proposed approach and methodology        | 6     |
| Workplan and timelines          | Realistic workplan with clear timelines and deliverables                | 6     |
| Subtotal                        |   | 20    |

## D.2. Interview

| Criteria                                    | Description  | Marks |
|---|--|-------|
| Understanding of the assignment             | Demonstrates clear understanding of project objectives, scope, and expected outcomes | 4     |
| Relevant experience and practical knowledge | Demonstrates relevant experience and ability to address implementation challenges    | 3     |
| Communication and coordination skills       | Ability to clearly communicate, coordinate, and respond to questions                 | 2     |
| Professional competence and suitability     | Overall suitability for the assignment based on the interview                        | 1     |
| Subtotal                                    |  | 10    |