**Terms of Reference**

**Formulation of National Development Plan (NDP)**

1. **Project:** Formulation of National Development Plan (NDP)
2. **Location:** Based at Ministry of Housing, Land and Urban Development with travel to islands for consultations across the country
3. **Type of Contract**: Team of Specialists
4. **Type of Consultancy**: Maldivians (Local Firm)
5. **Estimated Starting Date:** November 2024
6. **Duration of Contract:** 12 Months
7. **Project Cost:** To be proposed by the Proponent

## **Background**

Maldives is an upper middle-income country facing unique challenges of a small island developing state (SIDS). The economic activities as well as the mere existence of the country depend on its natural resources and environmental viability. The rapid pace of urbanization together with ecosystem degradation increases the vulnerability to climate change impacts, underscoring the need for adoption of sustainable development practices such as balancing social, economic, governance and environmental considerations. Moreover, with the population widely dispersed across small islands and the country's susceptibility to global developments, it's imperative to approach the process holistically, fully integrating local, regional, national and international perspectives.

With its transition to a full-fledged democracy in 2008 and the introduction of a multi-party system in its political arena, the country’s national development plans have waned in prominence, replaced by campaign manifestos of presidential candidates. These manifestos, usually prepared by each political party or coalition group before a presidential election, lists out pledges that the respective party will aim to achieve in its administration. However, these documents focus on things that it may deliver to the citizens during the five-year presidential term, lacking details on how the government resources may be allocated to attain these goals. Hence, there is a great need for Maldives to ensure political manifestos are geared to support and achieve national development goals and aspirations towards economic, social and environmental priorities in achieving a longer-term vision and development agenda.

The new government administration taking over in late 2023, intends to bring a transformative paradigm shift to streamline and fortify the national development process. This entails establishing a 20-year National Development Plan bolstered by requisite legal framework. This plan is expected to lay out the framework on resource allocation for sectoral and regional development, address socio-economic challenges of the country, tackle urban planning issues, particularly in the Male’ region together with resource management, with the overarching goal of fostering sustainable socio-economic growth in the long term.

This plan will also have strategies and actions with concrete results-based outcomes with clear policies, strategies, actions and timelines to achieve the development objectives of the nation. This will also be the overarching guidance for national, regional and local level planning and investment decisions in the plan period.

Given this scenario, the government seeks a team of local experts from various aspects of development planning: urban planning, economic development, social development, environment and governance in formulating the National Development Plan of the Maldives, 2025-2045 (20 years). The experts will work closely with the local National Planning Specialist, an international expert team, Ministry of Housing, Land and Urban Development and The President’s Office. The experts will also work with other stakeholders including government agencies, civil society organizations, private sector entities, development partners and community representatives, to gather inputs for analysis to establish the plan. This plan is intended to complement existing policies and strategic documents, such as the Strategic Action Plan (2023-2028) currently in formulation and the National Urban Development Strategy, among others.

To address the issue of urbanization with the concentration of population and services in Malé and to address issues in infrastructure and efficient allocation of natural and other resources; the need to develop a spatial and infrastructure plan to complement the plan along with a monitoring and evaluation framework with targets and clear objectives is required for operationalization of the plan. The development plan should be based on cross-cutting themes such as human rights, gender mainstreaming, inclusivity and social equity, aligned with the SDGs, and should be developed through an inclusive and consultative process.

## **Objective:**

The primary objective of this assignment is to outline and develop a comprehensive 20-Year National Development Plan that addresses key economic, social, environmental, urban development and governance priorities for the sustainable growth and prosperity of Maldives. The plan should include mechanisms for effective implementation, monitoring and evaluation of the NDP objectives and targets with an objectively verifiable indicator framework. The NDP will serve as a strategic roadmap guiding public policy decisions, resource allocation, and partnership opportunities with international stakeholders.

## **Scope:**

The scope encompasses all areas of development of the Maldives, including but not limited to areas such as infrastructure, education, healthcare, tourism, climate resilience, energy, fisheries, agriculture, water supply & sanitation, waste management, good governance, gender equality and inclusivity, youth empowerment, poverty reduction, financial stability, institutional reforms, and international and regional cooperation. The scope Includes:

1. Conducting a comprehensive review of existing and ongoing national policies, strategies, and development plans, sectorial plans;
2. Engaging with key stakeholders, including government and state agencies, civil society, private sector, state owned enterprises, development partners and public, to gather inputs and ensure a participatory and collaborative approach to planning;
3. Undertaking a thorough analysis of Maldives' socio-economic context, including demographic trends, environmental challenges, economic performance, and institutional capacity;
4. Identify the existing strengths and weaknesses within sectors, thereby identifying potential sub industries, and to project on which industries would possibly thrive towards the latter period of the 20 years;
5. Identifying priority sectors such as tourism, fisheries, infrastructure, education, and healthcare, social and cross-cutting issues such as climate change, gender equality, youth empowerment, and social inclusion that require special attention in the NDP. Undertake a prioritization assessment of the identified strategies and actions for the sectors;
6. Developing a results-based framework with clear targets, indicators, timelines and monitoring mechanisms with a progress evaluation mechanism to track the implementation of the NDP;
7. Develop a strategic investment plan reflecting priority intervention areas and strategies for investments featuring a phased action approach (short, medium, and long term) accompanied with indicative cost for implementation;
8. Analyse human capacity development by considering the current workforce, both local and expatriate. Provide detailed recommendations to enhance the workforce and identify future human capacity needs and the required skill sets;
9. Develop a targeted capacity-building strategy aligned with the development plan;
10. Identify the essential critical infrastructure needed for the country's 20-year development, based on an analysis of the existing infrastructure;
11. Assess that progress made under international such as the Sustainable Development Goals (SDGs), Nationally Determined Contributions (NDCs), and other international obligations whilst reviewing the progress made toward these commitments and identify strategies for incorporating them into the national development agenda to ensure successful implementation;
12. Align the findings with the longer-term concepts such as regional development and urbanization;
13. Undertake stakeholder discussion and validation workshops to get their feedback and consensus;
14. Organizing and facilitating meetings with key stakeholders involved in the project or initiative;
15. Provide required technical support to MHLUD for the Ministry’s role in the formulation, implementation and monitoring of the NDP;
16. Provide required technical support to sectors to derive the outputs and outcomes stated;

## **Deliverables:**

1. The following table lists key deliverables and milestones and serves as a guideline for the consultancy.
2. The Specialists is expected to propose a work plan outlining the consultancy sub-task (e.g. additional internal review/consultations session) and refine the timeline to meet the objectives of the consultancy effectively. Any changes to the agreed work plan shall be supported by valid justifications and shall require prior approval of the Client.
3. A minimum of 2 weeks shall be given to the client to review and provide feedback after each deliverable. In addition, the work in progress shall be reported to the client every 2 weeks via report/email/meetings.
4. It is expected that the consultants work on the next Phase during the review period of the previous stage.

The Specialists will be expected to deliver the following key outputs:

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| **No.** | **Deliverables** | **Requirements** |
| **Phase 1:**  **(Inception stage, Data Collection from Sector Technical Consultations)** | | |
| 1.1 | Inception Report  (To be submitted 2 weeks after contract commencement) | Desk Review and Inception report outlining the revised methodology, work plan, and stakeholder engagement strategy. The inception report should include the following:  1. Detailed Methodology. 2. Work plan including a breakdown of activities, timeframe for each activity, the major milestones identified and duration for client feedback. 3. Stakeholder Engagement Strategy including roles identified for each stakeholder, stakeholder engagement process, number of National and Local consultations, etc. 4. Any other areas of importance identified by the team including new and efficient suggestions or missing elements to develop the NDP. |
| 1.1 | Data Collection | 1. Review Island/City/Atoll Development Plans and Sectoral plans 2. Conducting a comprehensive review of existing and ongoing national policies, strategies, and development plans, sectorial plans. 3. Conduct Sector Technical Consultations for data collections |
| 1.3 | Review and Feedback | Review and incorporation of comments into the draft |
| **Phase 2:**  **(First Round of Stakeholder Consultations, Submission of First Draft of the Plan)** | | |
| 2.1 | First Round of Stakeholder Consultations | Conduct National and Regional Stakeholder Workshops and Sessions |
| 2.2 | Submission of First Draft | The National Development Plan (NDP) for the next 20 years with concrete results-based outcomes, clear policies, strategies, to achieve the development objectives of the Nation in the medium-term and long term, complementing the Strategic Action Plan (2023-2028) that is being formulated. It also should include a monitoring and evaluation framework of the NDP. A potential financial or budgetary requirement plan for the NDP. Include a results-based framework with clear targets, indicators, and monitoring mechanisms to track the implementation and impact of the NDP. |
| 2.3 | Review and Feedback | Review and incorporation of comments into the draft |
| **Phase 3:**  **(Second Round of Stakeholder Consultations, Validation, Submission of Final Plan)** | | |
| 3.1 | Second Round of Stakeholder Consultations | Receive feedbacks for the First draft of the Plan |
| 3.2 | Validation Workshop | Conduct a Validation Workshop to finalize the plan |
| 3.4 | Submission of Final Document | Submission of Final document that includes all the activities in the scope of the Formulation of National Development Plan |
| 3.5 | Review and Feedback | Review and incorporation of comments into the plan |

## **Reporting and Coordination:**

## The team shall provide bi- weekly progress reports to MHLUD. These reports should detail the activities undertaken, milestones achieved, challenges encountered, and next steps planned.

## The team shall actively participate in coordination meetings with MHLUD, and other stakeholders as required. These meetings may include work planning sessions, progress review meetings, and stakeholder consultations. Consultants should contribute inputs, provide updates on their respective areas of responsibility, and collaborate with other consultants to ensure alignment and coherence in work implementation.

## The team shall review and update the work plan regularly to reflect changes in activities, timelines, and resource requirements. Work plan updates should be submitted to MHLUD for review and approval. Consultant should proactively identify any risks or challenges to project implementation and propose mitigation measures as needed.

## A Steering committee will be set up to oversee the work. The team shall prepare any materials if required for the steering committee and participate in the meeting when necessary.

## **Implementation of the Planning Process:**

A team of specialists will be involved in developing a National Development Plan for Maldives spanning for 20 years, with **one consultant identified as a team leader** who will be responsible for coordinating, overseeing the work of the other specialists and leading the team. The team will be based within the dedicated work centre for the National Development Plan.

The Ministry is seeking a Local firm to develop the National Development Plan and the team should include the following **five** specialists.

1. Economic Development Specialist
2. Social Planning Specialist
3. Environment and Climate Change Specialist
4. Governance Specialist
5. Spatial Planning Specialist

## **Responsibilities and Qualifications of the Team**

## ***12.1 Responsibility of the Team Leader***

1. Responsible for overall lead, coordination, assign works, overseeing the work of other specialists, team management and delivery of NDP together with other relevant supporting documentation;
2. Develop the methodology to formulate the NDP in consultation with other team members;
3. Coordinate with relevant stakeholders to execute and monitor the NDP;
4. Ensure that input from all relevant stakeholders is integrated into a comprehensive integration of all relevant sectors, and provide a comprehensive framework for the NDP;
5. Ensure that the process of developing the NDP is consultative and inclusive;
6. Demonstrate strong leadership and coordination skills;
7. Responsible for conducting workshops, which includes preparing workshop materials, delivering presentations, gathering participant feedback, and submitting workshop reports;
8. Bi-weekly submit progress report of the work.

## ***12.2 Responsibility of the Team Members***

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| **Responsibilities** | **Qualifications** |
| **Economic Development Specialist** | |
| 1. Lead the formulation of economic development strategies and policies aligned with the overall goals of the NDP; 2. Conduct a desk review of all existing laws, policies and procedures relevant to economic sector; 3. Analyse trade patterns, market dynamics, international competitiveness, and develop trade promotion strategies using proper economic modelling, forecasting, and risk assessment. 4. Conduct Comprehensive analysis of the Maldives economy, including revenue generation, public expenditure, debt sustainability, fiscal policy and macro-economic stability. Identify ways to streamline them to support the National Development Agenda. 5. Formulate a development and investment plan that identifies priority areas for investment, estimated funding requirements. The plan should feature a phased action approach (short, medium, and long term) accompanied with indicative cost for implementation. 6. Identify potential economic activities that can enable the growth of Maldives in line with the national development agenda, and provide policy recommendations on how to incentivize such activities; Identify opportunities to strengthen financial regulation, supervision, and governance. 7. Ensure that input from all relevant stakeholders is integrated into a comprehensive integration of all relevant sectors, and provide a comprehensive framework for the NDP. 8. Provide statistical evidence for policy formulation and evidence-based decision-making. 9. Identify the bottlenecks that contribute to inefficiencies in the conduct of economic activities in Maldives and provide policy recommendations on how to overcome such constraints to harness the potential of the country. 10. Identify the bottlenecks that contribute to inefficiencies in the conduct of economic activities in Maldives, and provide policy recommendations on how to overcome such constraints to harness the potential of the country. 11. Design performance indicators and monitoring mechanisms to track progress towards economic development targets. 12. Ensure gender mainstreaming and inclusivity throughout the designated chapters | 1. A Masters degree or higher in economics, development studies, macroeconomics or any other relevant field. 2. Experience in formulating national development plans or similar strategic documents (added advantage for development of NDPs in Small Island Developing States (SIDs) context). 3. Experience in sectors relevant to the Maldives such as tourism, fisheries, environment, and climate change adaptation. 4. A minimum of 10 years practical experience working in the area of economic development, experience in SIDs will be an added advantage. 5. Experience in project management, including planning, implementation, and monitoring projects. 6. Professional experience in conducting research and analysis, policy formulation, and strategy development initiatives in the area of development planning. 7. Familiarity with international best practices in development planning and sustainable development. 8. Strong communication skills in English, and ability to liaise with various stakeholders, including government agencies, other state agencies, civil society, private sector and public. |
| **Responsibilities** | **Qualifications** |
| **Social Development Specialist** | |
| 1. Lead the formulation of social development strategies and policies aligned with the overall goals of the NDP 2. Conduct a desk review of all existing laws, policies and procedures relevant to social services and social protection sector. 3. Assess the current social dynamics and issues in Maldives and identify ways to streamline them to support the national development agenda. 4. Work in coordination with Ministries and Institutions in the Social sector in identifying key areas of focus and establishing social sector priorities for the NDP. 5. Provide recommendations to strengthen the data system in the country and propose relevant improvements to current data collection and data analysis methods for policy formulation. 6. Provide statistical evidence for policy formulation and evidence-based decision-making. 7. Provide practical policy recommendations on how to integrate gender mainstreaming in national policies, projects and programs; 8. Identify vulnerable groups in the country and provide practical policy recommendations on how to address the issues faced by the vulnerable groups in the national policies, projects and programs. 9. Establish monitoring and evaluation frameworks to track progress towards social development goals and targets. Develop indicators and data collection tools to assess the impact of social policies and programs. 10. Ensure gender mainstreaming and inclusivity throughout the designated chapters | 1. A Masters degree or higher in social sciences, sociology, development studies or any other relevant field. 2. A minimum of 10 years practical experience working on national development, specializing in social sector (added advantage for development of NDPs in Small Island Developing States (SIDs) context) 3. experience in working with Small Island Developing States 4. Professional experience in conducting research and producing policy papers on socio-economic sector; 5. Knowledge of social planning frameworks, methodologies, and tools, and familiarity with international standards and best practices in social development, including human rights-based approaches and participatory methodologies. 6. Strong communication skills, and ability to liaise with various stakeholders, including government officials; other state agencies, civil society and private sector. 7. Experience in project management, including planning, implementation, monitoring, and evaluation of social development projects. 8. Professional experience in conducting research and analysis, policy formulation, and strategy development initiatives in the area of development planning. |
| **Responsibilities** | **Minimum Qualifications** |
| **Environment and Climate Change Specialist** | |
| 1. Conduct comprehensive environmental assessments to understand the current environmental situation and vulnerability to climate change. This assessment should give a priority focus, but not limiting to the areas identified as the key development areas in the NDP. 2. Analyse existing policies, regulations, and practices related to climate change resilience building 3. Input for a framework on the roles of the central government and local governments in the management of natural resources. 4. Identify key environmental and climate change challenges and opportunities relevant to the formulation of the national development plan. 5. Provide statistical evidence for policy formulation and evidence-based decision-making. 6. Input for recommendations to strengthen the environmental data system in the country and propose relevant alternative data collection methods for policy formulation. 7. Input for policy formulation for protecting the environment and climate change and minimizing negative impact from other sectors. 8. Develop strategies to address the existing environment and climate change challenges faced by Maldives and to provide solutions to overcome the current, medium-term and long-term issues in the areas but not limited to waste management and reduce pollution from solid waste, wastewater, energy, hazardous chemicals, etc 9. Develop strategies to address the future environment and climate change challenges faced by the Maldives for the current, medium-term and long-term issues in the areas but not limited to waste management and reduce pollution from solid waste, wastewater, energy, hazardous chemicals, etc 10. Use climate projections and scenario analysis to assess future climate change impacts on key sectors and regions. Incorporate future climate projections into risk and vulnerability assessments to better understand potential climate-related challenges and opportunities. 11. Provide technical expertise and guidance on integrating climate-proofing considerations into the National Development Plan, including sectoral and regional development strategies 12. Develop recommendations for policy reforms, institutional capacity building, and stakeholder engagement to support effective implementation of environmental and climate change initiatives 13. Input for policy formulation for conservation, restoration, and sustainable management of natural resources and minimize negative impact from other sectors. 14. Prioritize strategies and actions aimed at reducing emissions and promoting sustainability 15. Input to strengthen environmental governance mechanisms to ensure effective implementation and enforcement of environmental laws, regulations, and standards. 16. Provide input for integrating climate change and environment considerations in other sectoral programs, projects and policies to mitigate climate and environmental impacts. 17. Develop strategies to increase renewable energy and energy efficiency over the 20 year period. This should cover all the national emissions sectors such as energy generation, transportation, Industrial Processes and Product Use (IPPU), waste generation. 18. Establish monitoring and reporting systems to track environmental indicators, trends, and progress towards environmental goals and targets. 19. Ensure gender mainstreaming and inclusivity throughout the designated chapters | 1. A Masters degree or higher in environmental science, environmental management, natural resource management, or related field. 2. A minimum of 10 years practical experience working on environmental management projects. (added advantage for development of NDPs in Small Island Developing States (SIDs) context) 3. Professional experience in conducting research and producing policy papers on environmental and climate issues; 4. Proficiency in environmental impact assessment methodologies, tools, and regulations. 5. Familiarity with environmental governance frameworks, policies, and institutional arrangements. 6. Experience in project management, including planning, implementation, monitoring, and evaluation of environmental projects. 7. Strong communication skills in English, and ability to liaise with various stakeholders, including government officials; other state agencies, civil society and private sector. 8. Knowledge and use of Geographic Information Systems (GIS), other spatial planning tools 9. Professional experience in conducting research and analysis, policy formulation, and strategy development initiatives in the area of development planning. |
| **Responsibilities** | **Qualifications** |
| **Governance Specialist** | |
| 1. Conduct an in-depth analysis of the current governing system of Maldives by reviewing and assessing current practices in the country with regard to all executive, local government and other arms of the state. 2. Provide practical policy recommendations on how to make the governance system more efficient, including access to services, human rights and fiscal impacts. 3. Provide a framework on the roles of the central government and local government in service provision, governance, municipal services, and management of resources. 4. Provide statistical evidence for policy formulation and evidence-based decision-making 5. Provide recommendations to strengthen the data system in the country and propose relevant alternative data collection methods for policy formulation 6. Ensure gender mainstreaming and inclusivity throughout the designated chapters | 1. A Masters degree or higher in public administration, political science or other relevant discipline, preferably with a specialization in governance and/or public administration. 2. A minimum of 10 years practical experience in the field of governance, public administration (added advantage for development of NDPs in Small Island Developing States (SIDs) context). 3. Expertise in governance assessments, policy analysis, institutional reform, and capacity-building initiatives. 4. Familiarity with governance principles, frameworks, international standards and best practices in governance, transparency, accountability, and rule of law. 5. Strong communication skills in English, and ability to liaise with various stakeholders, including government officials; other state agencies, civil society and private sector. 6. Professional experience in conducting research and producing policy papers on governance related areas 7. Strong communication skills, and ability to liaise with various stakeholders, including government officials; other state agencies, civil society and private sector. 8. Experience in project management, including planning, implementation, monitoring, and evaluation of governance projects. 9. Professional experience in conducting research and analysis, policy formulation, and strategy development initiatives in the area of development planning. |
| **Responsibilities** | **Qualifications** |
| **Spatial Planning Specialist** | |
| 1. Conduct spatial analysis to assess land use patterns, urban growth trends, and spatial development dynamics in the Maldives. Utilise latest technologies to analyse spatial data, develop maps, and visualise spatial relationships. 2. Identify areas where urgent land use plans must be made, and provide policy recommendations on how such plans can be made; 3. Identify the current urban planning challenges and issues in Maldives and identify ways to overcome them to support the national development agenda; 4. Analyse existing challenges and bottlenecks and provide policy guidance and recommendations to bring in more efficacies. 5. Provide guidelines and frameworks to maximise use of land and natural resources to achieve the desired socioeconomic dynamics of the country in a sustainable manner over the 20-year period. 6. Provide statistical evidence for policy formulation and evidence-based decision-making. 7. Provide recommendations to strengthen the data system for spatial and urban planning and propose relevant alternative data collection methods for policy formulation. 8. Ensure gender mainstreaming and inclusivity throughout the designated chapters | 1. A Masters degree or higher in urban/spatial planning and design, development studies or development planning or other relevant field 2. A minimum of 10 years practical experience working on urban issues in the context of national development; and expertise in SIDs countries will be an added advantage. 3. Familiarity with spatial analysis devices, urban planning software and modelling tools. 4. Strong communication skills in English, and ability to liaise with various stakeholders, including government officials; other state agencies, civil society and private sector. 5. Experience in project management, including planning, implementation, and monitoring of urban planning projects. 6. In-depth knowledge and use of Geographic Information Systems (GIS) or other spatial planning tools. 7. Professional experience in conducting research and analysis, policy formulation, and strategy development initiatives in the area of development planning. |

## ***12.3 Responsibilities of the team in Administrative Tasks and Logistics***

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| **Tasks** | **Responsibilities** |
| **Meetings:** | Organize and facilitate stakeholder engagement sessions, ensuring effective communication with all parties involved.Coordinate meeting schedules, venues, and resources required for successful interactions.Prepare agendas, presentations, and other materials necessary for productive discussions.Record minutes from meetings and distribute them promptly among participants. |
| **Event Management:** | Collaborate with local partners and host organization to organize workshops, seminars, and conferences associated with NDP formulation.Lead and execution of these meeting, workshops, seminars and conference under the guidance of MHLUD.Liaise with speakers, panellists, and attendees to guarantee their participation and satisfaction. |
| **Documentation and Reporting:** | Maintain accurate records of project activities, progress, and challenges encountered during the consultation phase.Produce regular reports, summarizing key findings, recommendations, and next steps for decision-makers.Share updates and insights with relevant stakeholders through appropriate channels.All data accumulated throughout the course of the project shall be compiled into a comprehensive database. This database is to be submitted to the Ministry upon completion of the designated project. |

## **Detailed Tasks for the Team**

The team must provide and support the specialists team and ensure the following.

1. Develop the NDP through an inclusive process in consideration of the present conditions and future projections of the local, regional, national and international settings.
2. Ensure that the NDP embodies a sustainable developmental process tailored to build the resilience and adaptive capacity of the nation to withstand the impacts of climate change and environmental degradation.
3. Ensure that the socio-economic dimensions of the country are taken into consideration when formulating the strategy.
4. Identify relevant stakeholders and define their roles and responsibilities with regard to the NDP.
5. Liaise with sectors and all stakeholders in getting required input to the NDP and facilitate discussion for input from stakeholders
6. Liaise and provide technical support to MHLUD’s National Planning Department for informed decision-making, identifying issues and implications of policy options.
7. Provide guidance, technical support and advisory services in areas of policy, regulations and administrative procedures relating to the National Planning Department and tasks assigned to the division.
8. Develop or facilitate material needed for public information dissemination where necessary in the area of National Development (new policies, initiatives, etc) and associated tasks in an effective and timely manner through appropriate mediums.
9. Provide technical advice and support in the development of key development projects identified by the Government.
10. Provide technical support and advisory services to develop and implement the NDP.
11. Facilitate, as necessary, informed discussion and consensus building amongst senior officials of MHLUD.
12. Provide evidence-based policy advice and forecasts to MHLUD on areas related to development planning, where relevant.
13. Support MHLUD in facilitating input to the High-level Steering committee on National Planning and Regional Development and other such bodies where necessary.
14. Conduct consultations with government and state agencies, civil society, private sector, state-owned enterprises, development partners and public, etc. to map out the development strategy for the country.
15. Review the information from consultations and prepare the NDP document.
16. Identify the bottlenecks and challenges in areas but not limited to social, economic, governance and environment, and provide policy recommendations on how to overcome such constraints to harness the potential of the country.
17. Provide relevant training and assistance to MHLUD and sectors where needed in formulating the NDP.
18. Monitoring and evaluation framework for the NDP with objectives and targets identified at national and sector, regional levels where needed.
19. Perform other required administrative and technical tasks that are related to the assignment.

## **Evaluation criteria:**

a. a) A minimum of 10 year general experience

b) A minimum of 10 years Similar Experience in National Assessment studies

c) Experience in Capacity Building

d) Availability of Key Experts

## **Schedule of Payment:**

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|  | **Stages of Work**  ***(Detail of the Phase is included in the Deliverables)*** | **Amount Payable** |
| 1 | Phase one | 40% of the contract amount |
| 2 | Phase two | 30% of the contract amount |
| 3 | Phase three | 30% of the contract amount |