



Ministry of National Planning Housing and Infrastructure
Republic of Maldives

TERMS OF REFERENCE

CONSULTANCY FOR DEVELOPMENT OF LOCAL DEVELOPMENT PLAN **(FAADHIPOLHU AND THILADHUNMATHI REGION)**

(REF No: MV-MONPI-153644-CS-QCBS)

MALDIVES URBAN DEVELOPMENT AND RESILIENCE PROJECT

A. PURPOSE

The Government of the Republic of Maldives through Ministry of National Planning Housing and Infrastructure (MNPHI) is implementing “Maldives Urban Development and Resilience Project” (MUDRP) financed by the World Bank and intends to apply part of the proceeds for the selection of a consultancy firm for the assessment of the National Spatial Plan and Development of Local Development plans under this project by Ministry of National Planning Housing and Infrastructure.

Background

1. A well-functioning and productive system of urban centers is essential for catalyzing and supporting the transformation of the Maldivian economy and efforts to translate economic growth into poverty reduction. The Maldives’ National Spatial Plan (NSP) (2020-2040) and regional development plans are intended to develop a system of competitive, environmentally sustainable and resilient regions. The development of this system of regional hubs is based on the fostering of economic growth in urban centers outside of Greater Malé, a process which is intended to produce a more spatially balanced distribution of economic opportunities, while at the same time reducing congestion in the capital and bolstering overall national economic growth.
2. MNPI is currently developing the NSP. The Plan has identified 21 Regional Centers and developed a typology of two tiers of Urban Centers, Satellite Centers, and a Central Urban Centre of the Greater Malé area. These 14 Urban Centers include 5 upper tier Urban Centers and 9 lower tier Urban Centers, where the upper tier centers will cover a radius of 40 km and the lower tier centers will cover a radius of 35km. As the 5 upper tier Urban Centers will be developed to support a larger population than the other regions, a higher order of services have been allocated for these centers. Each Urban Center has a host island which forms a nucleus covering approximately 20km. The NSP defines service allocations for the hierarchy of Regions identified within the Plan, which should be well reflected within the Regional and Sectoral Master Plans of the country. Establishing an integrated transportation network is taken as a prerequisite for decentralized development and hence inter and intra-regional multi-modal connections will be established as an integral part of this Plan. Satellite Regions identified will be provided with direct and fast connections to these Urban Centers, facilitating to mitigate the marginalization of isolated island clusters and limited economies of scale and resources. All Centers/Regions identified through this plan are not limited to a single island and rather consist of island clusters which will be developed in an integrated manner to support unified functionality through a transportation and ICT connections.

3. Maldives National Spatial Plan 2020-2030 (NSP) steer the country towards an inclusive and sustainable regional development and ensure better management and allocation of resources. NSP addresses spatial development from a macro scale, keeping the needs of the average person as the focus.

The strategic framework of the plan depends on:

- the collective socioeconomic functionality especially within and between clusters of islands in a region.
- Healthy interdependencies between regions and also between zones
- strategic spatial organization and connection of resources and activities in the best possible manner to capitalize on economies of scale and generate regional development
- The key factors influencing the framework include:
 - Demography
 - Resources
 - Socio economic
 - Environmental
 - Climate Change and Disaster Risk
- Accounted for in all processes involving spatial planning & development:
 - Baseline conditions
 - Challenges
 - Emerging Issues
 - Opportunities
 - Projections
 - Research & Analysis
 - Collaboration and Participation
- Levels of planning:
 - National
 - Zonal
 - Regional
 - Urban
- Initially the NSP shall focus to:
 - Provide a common vision and clear direction;
 - Establish the strategic framework;
 - Conceptual framework of the National Transportation Network;
 - Establish key milestones under major themes
 - Identification of key services generally required for the regional levels and strategically locate of these services to optimize resources and accessibility
 - Initiate the streamlining of the ad-hoc nature of development activities through
 - Create developmental stimulants
 - Discourage outward migration and encourage inward migration in regions other than the Greater Male' Area
- As we look to shift a deeply ingrained set of development dynamics that which also for the past 10 years continued rapidly in an ad-hoc manner with the absence of national planning, it would take a transition phase to fully integrate the spatial planning and development process into our system.
- To be detailed progressively
 - Relevant implementation, financing, legislative, review , monitoring and communication frameworks
- Key themes
 - Connectivity including that of transportation and ICT

- Social and well-being
 - Public services
 - Blue Economy
4. In order to realize the vision of a system of regional Urban Centers, the Government of Maldives (GoM) has initiated a national-level program to manage the development of strategic centers and to ensure a consistent and coherent approach in developing key cities. The World Bank and GoM have embarked on the first phase to support this program under the Maldives Urban Development and Resilience Project (MUDRP), focused on an assessment of the implementation of the NSP and selected Regional Centers as case studies. MUDRP is currently under preparation and scheduled for World Bank Board approval in January 2020. Its regional development Technical Assistance will provide a comprehensive look at economic development, land use and transport planning, service delivery and social development within a larger lens of resilient regional development—with the aim of improving livability and resilience of these areas and identifying a model that works for the country and that would provide a blueprint for the development of the rest of the country. From the results of the analytical work, the project plans to provide suggestions and recommendations to GoM on how best to structure institutional development and municipal service delivery in an integrated manner involving key stakeholders. The Regional Hubs/Centers are:
- Thiladhunmathi Urban Region (R2) comprises of 29 islands from 3 atolls, Haa Alif, Haa Dhaalu and Shaviyani.¹ It has a population of 38,610 which is the highest aggregated population among the designated Spatial Regions, excluding Greater Malé. The islands in this Region are well known for their wetlands and mangroves, including the Baarah Mangrove Area and Neykurendhoo Mangrove Area. Keylakunu and Farukolhu are also significant protected areas. There are many services of different levels already established in this region such as an international and domestic airport, regional hospital, bank branch, regional business development center, regional commercial domestic port, university campus and higher education hostel. The Region is a high-tier Urban Center and has been identified by GoM as having high potential for the development of services and businesses.
 - Faadhippolhu Urban Region (R6), comprising of 20 islands from 4 atolls, Lhaviyani, Noonu, Raa and Baa, has a total population of 23,100.² Some of the notable Environmentally Protected Areas include Kuredhu Kandu Olhi, Fushi Faru Kandu, Bathalaa Region and Hanifaru Area. Some of the major services established in this Region includes Atoll Hospital, bank branch, Regional Commercial Domestic Port, Regional Business Development Service Centre and university campus, showing potential for socioeconomic development in this region. The Region was developed in the 1980s to alleviate congestion from Greater Malé, which lies 130km to the south. It is a high-tier Urban Center.
5. The objectives of MUDRP are to enhance resilient urban services in selected cities in Maldives and strengthen the Government’s capacity to provide effective response to disasters. The proposed

¹ The islands in Thiladhunmathi Urban Region are: HDh. Kulhudhuffushi, HDh. Hirimaradhoo, HDh. Hanimadhoo, HDh. Vaikaradhoo, HDh. Nohivaranfaru, HDh. Finey, HDh. Kumundhoo, HDh. Nohivaramu, HDh. Neykurendhoo, HDh. Naivaadhoo, HDh. Nellaidhoo, HDh. Kurin’bee, HA. Vashafaru, HA. Utheemu, HA. Kelaa, HA. Dhihdhoo, HA. Maarandhoo, HA. Muraiddhoo, HA. Ihavandhoo, HA. Thakandhoo, HA. Baarah, HA. Filladhoo, Sh. Goidhoo, Sh. Noomaraa, Sh. Foakaidhoo, Sh. Bileiyfahi, Sh. Kan’ditheemu, Sh. Feydhoo and Sh. Feevah.

² The islands in Faadhippolhu Urban Region are: Lh. Naifaru, Lh. Hinnavaru, Lh. Kurendhoo, Lh. Olhuvelifushi, N. Fohdhoo, N. Manadhoo, N. Holhudhoo, N. Velidhoo, N. Magoodhoo, N. Miladhoo, R. Rasmaadhoo, R. Innamadhoo, R. Fainu, R. In’guraidhoo, R. Maakurathu, R. Kinolhas, B. Kudarikilu, B. Dhonfanu, B. Kihaadhoo and B. Kamadhoo

project will target strategic service delivery investments in Greater Male and technical assistance benefiting the country. The project comprises of three components: Component 1, encompassing resilient infrastructure and emergency preparedness; Component 2, which focuses on sustainable urban planning, development, and management; Component 3, which provides implementation support; and Component 4, which provides a contingent response in case of emergency. Details of the MUDRP Components are attached in Annex 1.

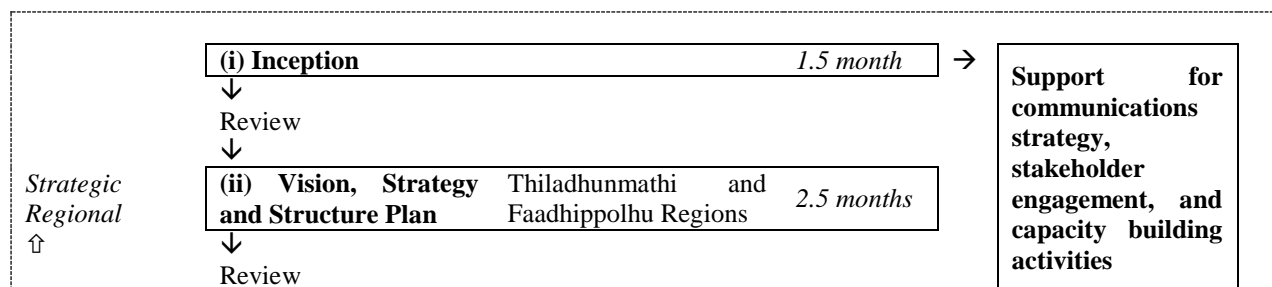
6. The scope of this consultancy has been designed to provide direct support to: (i) creation of conceptual master plans, urban design guidelines and local development plans for the selected Urban Centers in line with NSP; and (iii) capacity building support for Project Partner Agencies (PPAs), in particular the Ministry of National Planning and Infrastructure (MNPI) to plan and design regional development plans under Component 2 of MUDRP. The development of the guidelines and local development plans must be integrated with the activities being carried out under MUDRP, MNPI, and the local City Councils.

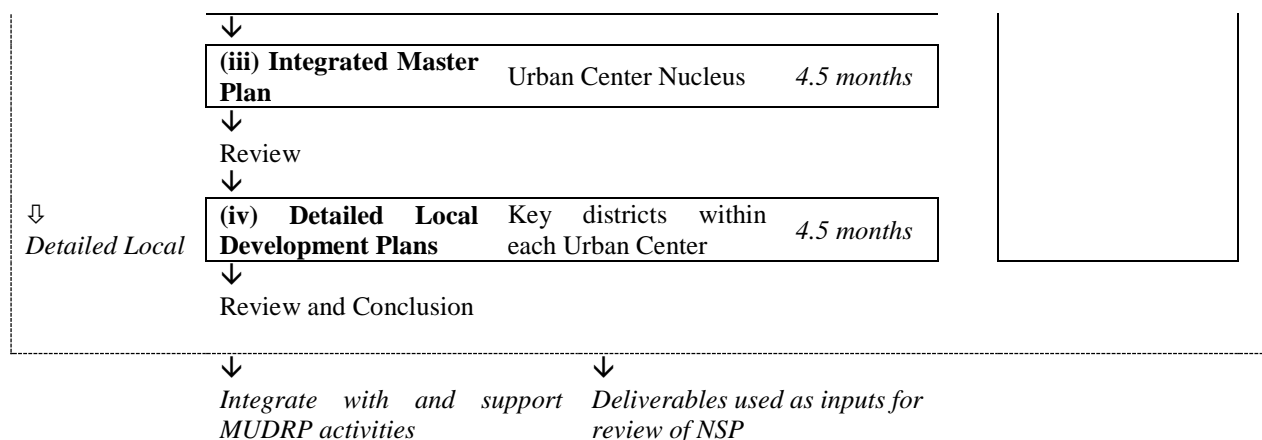
Suggestions:

7. (i) creation of Regional Spatial Plans (RSPs), conceptual urban center master plans, urban design guidelines and local development plans for the selected Regions in line with NSP; and (iii) capacity building support for Project Partner Agencies (PPAs), in particular the Ministry of National Planning, Housing and Infrastructure (MNPI) to plan and design regional development plans under Component 2 of MUDRP. The development of the guidelines and local development plans must be integrated with the activities being carried out under MUDRP, MNPI, and the local City Councils.

Objectives

8. The overall objective of this consultancy is to develop and detail out Regional Spatial Plans and the successive urban plans for the selected Regions which include Thiladhunmathi (R1) and Faadhippolhu. (R2) in line with the NSP and any plans, policies and documents. This assessment and local development plans will encapsulate the key development strategies to achieve significant urban transformation to support socioeconomic growth and enhance livability in the Regions and provide a case study and roadmap in the implementation of the NSP. The consultancy shall support the technical assistance and capacity building activities under MUDRP and MNHPI’s regional development vision. These activities will be carried out in close consultation with key stakeholders through a highly participatory process.
9. The specific objectives of this consultancy can be grouped into 4 broad components: (i) to develop a Regional Spatial Plans for the selected Regions (ii) to develop Developmental Master Plans for all the Island Clusters grouped within each of these Regions (iii) to develop local development plans for the Urban Centers; and (iv) to develop and implement a communications strategy, stakeholder engagement plan, and capacity building activities.
10. The duration of this consultancy is 13 months.





Scope of Consultancy, Deliverables, and Timeline

11. At the outset, the Consultant Team shall discuss the requirements outlined in this ToR, including expectations of and possible constraints for the implementation of the activity with the Client. The outcome of these discussions shall form the basis for the preparation of the Local Development Plans.
12. The following table lists key deliverables and milestones and serves as a guideline for the consultancy. The Consultant Team is expected to propose a work plan outlining project sub-tasks (e.g. additional internal review/consultations session) and refine the timeline to meet the objectives of the assignment effectively for MNPI's agreement. Any changes to the agreed work plan shall be supported by valid arguments and shall require prior approval of the Client.

| No. | Deliverables | Format | Duration |
|--|---|--|---|
| Stage 1: Inception | | | 1.5 month |
| 1.1 | <i>Inception Report</i> | <ul style="list-style-type: none"> • 3 hardcopy reports in A4 size • A softcopy of reports. • A PowerPoint presentation. | 2 weeks after contract commencement. |
| 1.2 | <i>Communications Strategy and Engagement Plan</i> | | |
| <i>Review and incorporation of comments into final version</i> | | | 3 weeks |
| Phase 2: Regional Development Plans | | | 2.5 months |
| 2.1 | <i>SWOT Analysis</i> | <ul style="list-style-type: none"> • 3 hardcopy reports in A4 and/or A3 size, plans in A1. • A PowerPoint presentation. • A softcopy of all reports, plans and related GIS and CAD files. | 7 weeks after approval of the Inception Report. |
| 2.2 | <i>Structure Plan and Development Strategy Report</i> | | |
| <i>Review and incorporation of comments into final version</i> | | | 3 weeks |
| Phase 3: Developmental Master Plans | | | 4.5 months |
| 3.1 | <i>Draft Master Plan and Report to solicit comments from stakeholders</i> | <ul style="list-style-type: none"> • 3 hardcopy reports in A4 and/or A3 size, plans in A1. • A PowerPoint presentation. • A softcopy of all reports, plans and related GIS and CAD files. | 6 weeks after approval of the Vision and Structure Plan |
| <i>Stakeholder workshop and incorporation of comments</i> | | | |
| <i>Stakeholder workshop and incorporation of comments</i> | | | 4 weeks |

| | | | |
|--|---|--|---|
| 3.2 | <i>Master Plan and Report</i> | <ul style="list-style-type: none"> • 3 hardcopy reports in A4 and/or A3 size, plans in A1. • A PowerPoint presentation. • A softcopy of all reports, plans and related GIS and CAD files. | 6 weeks after receipt of comments of the 1 st draft. |
| 3.3 | <i>Planning Standards, Development Controls, and Enforcement Measures</i> | | |
| 3.4 | <i>Policy Recommendations</i> | | |
| 3.5 | <i>Investment and Implementation Plan</i> | | |
| <i>Review and incorporation of comments into final version</i> | | | 3 weeks |
| Phase 4: Local Development Plans | | | 4.5 months |
| 3.1 | <i>Draft Local Development Plans, Urban Design Plans and Guidelines</i> | <ul style="list-style-type: none"> • 3 hardcopy reports in A4 and/or A3 size, plans in A1. • A PowerPoint presentation. • A softcopy of all reports, plans and related GIS and CAD files. | 6 weeks after approval of Assessment report |
| <i>Stakeholder workshop and incorporation of comments</i> | | | |
| 3.2 | <i>Site Plans, Plans, Urban Design Plans and Guidelines</i> | <ul style="list-style-type: none"> • 3 hardcopy reports in A4 and/or A3 size, plans in A1. • A PowerPoint presentation. • A softcopy of all reports, plans and related GIS and CAD files. | 4 weeks after receipt of comments on the 1 st draft |
| <i>Review and incorporation of comments into final version</i> | | | |
| | | | 3 weeks |

- 1 to 2 weeks has been given for Client review of documents

Detailed Scope of Consultancy

13. The following outlines the necessary phases in the development of the urban development master plan. The Consultant Team is expected to further refine these activities with sub-tasks.

Phase 1: Inception

Inception Report

14. Two weeks after contract commencement, an inception report should be submitted. The report should cover: (i) overall assignment objectives and strategies; (ii) a work plan - outlining project sub-tasks, methodology, timeline, dedicated resources etc.; (iii) list of key and supporting staff, their qualifications and experiences, tasks assigned and time allocations; (iv) literature reviewed and data referred; (v) list of reports, drawings and maps to be submitted; (vi) outline of an a strategy for engaging various stakeholders, questionnaires/checklists for information gathering, key respondents to be interviewed and consulted etc.; and (vii) planned field visits.

Communications Strategy and Engagement Plan

15. A Communications Strategy and Engagement Strategy is to be developed at the start of the consultancy for the purpose of engaging stakeholders during the planning process. The strategy will: (i) identify key groups of stakeholder and mobilization strategies for these groups; (ii) propose key messages to be disseminated, and the best ways of delivering them. The Consultant Team will also (iii) propose plan dissemination strategies to be used once the plans are approved.

16. The Consultant is required at each stage of the work to closely coordinate with the Regions' City Councils, MNPI, and other stakeholder agencies. Any comments, advice and instructions on study/design works should be strictly and immediately executed by the Consultant Team. The

nature and frequency of coordination and consultation meetings shall be determined by discussion between the Consultant Team and the Client.

17. The Consultant Team shall organize a minimum of two public consultation meetings in each Region.

Phase 2: Strategy and Concept Plan

SWOT Analysis

18. Carry out SWOT (strengths, weaknesses, opportunities, and threats) Analysis for Thiladhunmathi and Faadhippolhu Regions. These would include, but not be limited to, the following activities:
 - Conduct data collection and review of existing planning-related studies, plans, reports, policies, and proposals
 - Undertake a baseline assessment and analyze the general and focused challenges, emerging issues and projections. The key factors including but not limited to demography, resources, socioeconomic, environment as well as climate change and disaster risks should be also assessed and evaluated. Conduct data collection and review of existing conditions such as land use, transportation network, service provision and amenities, environmental, social, and economic characteristics through primary and secondary sources (e.g. land and topography surveys, satellite imagery, existing plans, etc.).
 - Conduct settlement studies, including land to built-form relationship, vital building elements, building heights, traditional Maldivian architecture, and significant cultural landscape areas
 - Review existing planning related guidelines and regulations applicable to Thiladhunmathi and Faadhippolhu
 - Carry out a benchmarking exercise against similar local and international examples; and
 - Conduct consultations with technical and economic agencies (MNPI, City Councils)
19. The SWOT Analysis should aim at responding to the following questions:
 - What makes Thiladhunmathi and Faadhippolhu unique and what are the key characteristics of the atoll?
 - What are the competitive and comparative advantages of the atoll?
 - What are the roles of Thiladhunmathi and Faadhippolhu within the national urban structure (e.g. transport, tourism, and related commercial activities)?
 - What are the economic development drivers (e.g. industrial and service sector, domestic consumption, tourism)?
 - What are the domestic and foreign investment sources for urban development?
20. The deliverables for these activities are: (i) a list of prioritized opportunities and key constraints; and (ii) identified trade-offs and mitigation measures where possible (opportunity costs, alternative development potential, environmental impact, etc.)

Concept Plan

21. Develop a spatial structure and key planning parameters for the selected Regions. These would include, but not be limited to the following activities:
 - Propose and recommend suitable options to structure the Urban Center
 - An evaluation of NSP in Thiladhunmathi and Faadhippolhu Regions as a roadmap to implementation

- Overlay key constraints (e.g. environmentally sensitive areas, infrastructure gaps, etc.) and areas for opportunity (e.g. underdeveloped, under-serviced areas, etc.)
- Define appropriate strategic key planning parameters for the Urban Centers to meet the vision such as, but not limited to:
 - Planned/target population and activities (include different scenarios where appropriate, e.g. high/medium/low growth)
 - Propose a broad land use mix, identify major land use zones and estimate dwelling units and gross floor area for various land use types
 - Density and average plot ratio
 - Development control regulations, containing detailed information on the land use and building construction, procedure for building permits and regulations on aspects such as plot coverage, building height, floor-area ratio (FAR) for different land use zones/precincts with clear 3D illustrations and sections
 - Amount of green spaces, open public spaces, public amenities, etc.
 - Determine the timeline milestone for the parameters

22. The deliverables for these activities are: (i) a concept plan for the Urban Center; and (ii) a set of development strategies and key planning parameters

Phase 3: Urban Development Master Plan

Master Plan

23. Develop master plans for the selected Urban Center's Nucleus, based on the vision, strategy and structure plan. These would include, but not limited to the following layers:

- *Undevelopable and Developable Land layer* identifying the locations and extent of development constrained areas such as:
 - *Physical constraints* such areas with difficult topography and areas susceptible to landslides and flooding etc.
 - *Protected areas* such as forest reserves, lakes, cultural heritage sites, landfills, areas with ownership/regulatory constraints etc.
 - *Investment-heavy areas* such as un-serviced land, brownfields, contaminated sites etc.
 - *Vacant state-owned land* such as empty state-owned land that can be readily developed and earmarked for investments.
 - *Buildings and land slated for redevelopment* such as buildings or land that will be vacated or slated to be redeveloped in the near to medium term.
- *Land Use layer* including the proposals for accommodating future growth, land use, land requirements, population and development densities. The Consultant Team will undertake an assessment to analyze issues of inefficient use and under-utilization and of existing land usable land area and make recommendations to reorganize, integrate and harmonize the different land uses within the existing fabric, and identify suitable locations for infrastructure, open spaces, public parks, public facilities, and community services in the planned extensions as well as unserviced and/or underserviced areas within the existing urban fabric. The plans will also identify the areas that should be preserved and protected from development and areas where development should be encouraged.
- *Informal Settlement and Unserviced Land layer* identifying underserved settlements, define their needs for land tenure security, infrastructure and social services, and propose a preliminary upgrading strategy. The upgrading strategy should indicate the criteria to be used in identifying and prioritizing upgrading interventions and identify the areas that need to be legalized and/or upgraded, the transport network required, the infrastructure, public facilities

and community services needed, and the appropriate population density and general design/planning standards that result in sanitary living conditions while avoiding to the maximum extent involuntary resettlement. Where it is not feasible to avoid resettlement, the Consultant Team shall strive to minimize it and shall identify appropriate relocation sites and resettlement procedures in accordance with the World Bank operational policy on involuntary resettlement;

- *Public Amenities layer* to identify suitable locations and the land requirements for proposed administrative, educational, health, recreation and other public facilities;
- *Parks and Open Spaces layer* identifying the network of existing and proposed open spaces and parks, selecting suitable locations for proposed open spaces and parks and specifying their land requirements, and proposing measures to ensure the maintenance and upkeep of such spaces. Suitable locations for open spaces and parks should also include cultural and social considerations so that they are easily accessible for families, especially women and children.
- *Cultural Heritage layer* for the revitalization of the historical monuments by supporting commercial uses, cultural and recreational activities. The effective use of open spaces, landmarks, and marketplaces, and the rehabilitation of any historic buildings must also be considered.
- *Transportation layer*, including the road network and all other transportation infrastructure (e.g. air, port, ferry). Special attention should be made to the identification and organization of existing and proposed public transit and multi-modal transfers.
- *Infrastructure and Urban Services Layer* for drainage, water supply, sewerage network, power supply and telecommunications network. This layer should also include firefighting facilities, solid waste collection and disposal system, and street lighting. The master plan will identify the proposed utility networks, the suitable locations and the lands needed for locating new facilities (e.g. power generation and transmission stations, water storage tanks, etc.) in the existing fabric and planned urban development.
- *Environmental protection, climate change adaptation, and disaster mitigation measures*
- *Investment plan* for the proposed infrastructure development, including sequencing and prioritization of infrastructure development works

Policy Recommendations

24. The Consultant Team will develop a set of prioritized key policy actions that can accompany the implementation of the master plan. These recommendations must be focused on enabling the implementation of the master plan to achieve its vision. The Consultant Team is not expected to conduct detailed analysis for this component; rather these recommendations will be used to identify future activities.

Planning Standards, Development Control and Enforcement Measures

25. The Consultant Team shall review existing planning standards and development control guidelines and assess their appropriateness. The Consultant Team is expected to specify any variances, if needed, to the existing standards, with justification.
26. Where possible, the Consultant Team should suggest appropriate enhancements and changes to the planning standards and development control guidelines. These should be discussed and reviewed in detail with MNPI and the respective City Councils.
27. In addition, appropriate strategies and measures for enforcement of planning standards and development controls should be proposed. This will be discussed with each of the PPAs, bearing in mind practical resource constraints.

Investment and Implementation Plan

28. Develop an infrastructure and urban upgrading investment plan reflecting priority intervention areas. This will include:
 - A phased action plan (short, medium and long term); and
 - Indicative costs to implement the identified infrastructure projects. This output is expected to be used for the selection and prioritization of urban upgrading and infrastructure projects during the plan implementation stage.

Phase 3: Detailed Local Development Plans

Urban Design Plans and Guidelines

29. The Consultant team will conduct a site planning exercise for the NSP-recommended services and infrastructure for each Region to better understand the requirements of the investments and possible locations.
30. Prepare the detailed urban design plans and guidelines that can be used as development parameters for 2 districts/neighborhoods within Thiladhunmathi, and Faadhippolhu Urban Centers. The urban design plan should build upon NSP and include the following elements:
 - *Well-defined district character, of the various districts and boundaries within the Center*
 - *Appropriate building heights and massing*, in context with the natural environment, urban character, landmarks, view corridors etc.;
 - *Attractive streetscape elements* such as street furniture, landscaping, street lighting, building-street interface, facades etc.
 - *Comprehensive pedestrian network and circulation* such as sidewalks, through-block links, road crossings, connections to open spaces;
 - *Accessible public open spaces and parks* to encourage social interaction and provide areas of respite; and
 - *Clear traffic network* including key vehicular circulation routes, vehicular access, drop-off points, parking areas, minimal disruption to pedestrian network, clear signage etc.
31. The sites and scale of the detailed local development urban design plans should be agreed with MNPI and the respective City Council of each Region. These will provide a case study of how to provide high quality urban design to each Region and how to integrate the NSP infrastructure into the existing urban fabric.

Qualifications

32. A multi-disciplinary team of professional and technical personnel will be required for the execution of the project. The Consultant Team should be led for the full term of the project by a Team Leader with extensive experience in physical planning and project management. Other professionals will be required to provide specialized inputs to the exercise. The consultant's key personnel shall satisfy the following requirements.
33. The Consultant Team has the obligation of carrying out the consultancy with due diligence, efficiency and a high standard of professionalism. The Consultant Team shall employ competent staff and use appropriate planning approaches and methods. The Consultant Team will also act, in respect of any matter relating to the consultancy, as a faithful adviser to the client.
34. The following list of qualifications serves as a guide and the Consultant Team may, with justification, propose additional staff for effective and efficient execution of the assignment. The Consultant Team shall also propose the time allocation for each of the staff dedicated to their respective tasks, and whether they will be performed on location or remotely.

| Designation | Qualifications | Years of Experience |
|---|--|----------------------------|
| Team Leader (1) Spatial/Regional Planner | Master of Spatial/ Regional Planning, Urban Development/Management, with at least five years of professional work experience OR Bachelor of Spatial/ Regional Planning, Urban Development/Management, with at least ten years of professional work experience | 5 / 10 / 15 |
| Urban Designer (1) | Master's degree with at least five years of work experience OR Bachelor's degree with at least ten years of work experience OR Diploma degree with at least fifteen years of professional work experience. | 5 / 10 / 15 |
| Engineer / Infrastructure Specialist (1) | Degree in Civil Engineering plus demonstrable experience in planning of urban infrastructure. | 5 years |
| Social-Economist Specialist (1) | Minimum five years of relevant work experience and should be a socio-economist with degree/specialization in Economics. | 5 years |
| Environmental Specialist (1) | Degree in environment management/ Science. | 5 years |
| Financial | | |
| GIS | | |
| Marine Spatial Planning | | |

Notes:

- The Team Leader should be a spatial or regional planner
- There shall be at least a spatial/regional planner and urban designer each in the consultants' team
- All work experience of key personnel shall be supported by proper work completion certificates and degree certificates with CVs signed by the key personnel and countersigned by the employers
- People with work experience in Maldives or similar regions will be considered an advantage

Reporting and Client Support

40. The Consultant Team will work under the supervision of the Fathimath Shaana Farooq, Director of Project Management Unit, MNPI.
41. MNPI undertakes to avail to the consultant all such documents, laws, reports, maps, and plans in its possession as will be indicated in the inception report. In addition, MNPI will provide the Consultant Team with relevant letters of introduction to any stakeholder when required by the

Consultant Team. MNPI will provide timely feedback on the draft reports and plans submitted by the Consultant Team and coordinate presentations and meetings convened at MNPI.

Schedule of Payment

42. The mode of payment shall be as follows:

| | Stages of Work | Amount Payable |
|---|--|----------------------------|
| 1 | Upon submission and review of the inception report | 10% of the contract amount |
| 2 | Upon submission and review of the NSP Assessment | 25% of the contract amount |
| 3 | Upon submission and review of the Investment and Implementation Plan | 25% of the contract amount |
| 4 | Upon submission and review of the Final Local Development Plans | 40% of the contract amount |

ANNEX 1: MALDIVES URBAN DEVELOPMENT AND RESILIENCE PROJECT

1. The Project Development Objective of the Maldives Urban Development and Resilience Project (MUDRP) is to enhance resilient urban services in selected cities in Maldives and strengthen the Government's capacity to provide effective response to disasters.
2. MUDRP comprises of 4 components:
 1. **Component 1: Resilient Infrastructure and Emergency Preparedness (US\$ 12.5 million).**
 - a. **Component 1.1 Resilient Infrastructure (US\$ 11 million).**
 - i. **Sewage Treatment Plant (STP) in Hulhumalé Phase 1 (Feasibility Study and construction) and feasibility study of an STP in Malé and Hulhumalé Phase 2 (US\$6 million).** GoM has articulated a vision of partnering with the private sector to provide sustainable urban infrastructure, in order to ensure standards are maintained. In line with this vision, the construction of the sewage treatment plant (STP) in Hulhumalé phase 1 – identified as one of the resilient pieces of infrastructure needed in the country – is planned to be designed, built and operated (DBO) by the private sector. The Project will finance feasibility studies, design and construction of the facility to cater to 80,000 residents of the Hulhumalé Phase 1 development. As stated earlier, the sewerage network was established to prevent contamination of the groundwater. The sewer network covers all of Phase 1 and all households, commercial and institutions are connected to the network, a remarkable achievement as elsewhere connecting households to sewer network is reported as a challenge and limiting the functionality of the system. However, the collected sewage is discharged untreated to the sea, posing significant risks to fisheries and tourism, major contributors to Maldives economy. This is even more critical in Hulhumalé, reclaimed at high cost and dependent on high end tourism for financial sustainability. In addition, advances in sewage treatment technology make possible production of high-quality water that could be substituted for expensive desalinated water and used for non-potable applications, contributing to sustainability of the proposed sewage treatment plant and enhancing water security. MUDRP will not finance any modules required to treat the sewage from Phase 2 development area as residents are yet to move in; however, should land be unavailable in the phase 2 area, and if the current land allocation in phase 1 is determined through the feasibility studies to be adequate for the over 240,000 or so people envisaged to live in Hulhumalé (phase 1 and 2) by the time it is fully developed, the Housing Development Corporation (HDC) will be encouraged to design and finance the necessary infrastructure to convey the wastewater from Phase 2 development to the Phase 1 STP. A design-build-operate and transfer model is proposed to ensure a technologically-sound and cost-effective STP supported by the Government's plan to use tariffs to cover costs of operation. Options to recover the cost of operations from the sale of treated wastewater will also be explored, and a strategy and roadmap for cost recovery will be developed.
 - ii. **Storm Water Drainage and Rainwater Harvesting and Storage Systems in Malé (US\$5 million).** The rudimentary storm water drainage system in Malé is over forty years old and has not been functional over the past decade. The streets in the city have been mostly constructed with interlocking paving blocks to allow direct infiltration of

rain water to help recharge the aquifer and replenish the water table. However, the system has not been performing as expected due to cementation in between and underneath the paving blocks, lack of regular maintenance and higher volumes of precipitation as a result of climatic change. This has led to regular floods (several times a year) in the city while increasing rainfall intensities have exacerbated the problem. Meanwhile, the only water source for Malé and Hulhumalé is brackish underground water extracted approximately 70m below ground which is desalinated before use. This treated water is being used for household consumption, firefighting, irrigation/watering of green public spaces and others. Both Malé and Hulhumalé have potential for rainwater harvesting and storage which can make water supply more sustainable. In Malé, the Project will support a comprehensive stormwater and drainage masterplan, and construction of primary drainage network in some districts to be connected to underground storage tanks. Captured rainwater will be stored in constructed underground storage facilities/reservoirs for use in feeding existing water hydrants to support firefighting and reduce flooding.

b. Sub-Component 1.2: Strengthening emergency response systems (US\$ 1.5 million).

- i. Establishment of Emergency Operation Coordination Center, Malé (US\$1.1 million).** The project will enhance the GoM's emergency preparedness and response capacity by supporting the operationalization of the National Emergency Operations Plan (NEOP) through the establishment of an Emergency Operations Coordination Center (EOCC) within the NDMA. When activated, the Center will be used to perform the following functions: information and communication management, including public information and media management; coordination with stakeholders; resource management; and liaison with external stakeholders. To efficiently coordinate disaster and emergency response, the EOCC will, *inter alia*, consist of: a community incident reporting system; a GIS system with data and information essential for efficient emergency response coordination; a call center function; and a coordination system based on Standard Operating Procedures. The EOCC will also be provided with adequate capacity to ensure that risks around safety and access to services of women are mitigated by adopting components from the UN Inter-Agency Standing Committee (IASC) guidelines for integrating gender-based violence actions in humanitarian settings and Sendai Framework. The Center will be connected to all the key agencies involved in emergency preparedness and response, including the Maldives National Defense Force (MNDF), Coast Guard, Fire and Rescue Service, Maldives Meteorological Service (MMS), and Health Emergency Operations Center (HEOC) at the Ministry of Health.
- ii. Strengthening of fire rescue system, Malé (US\$ 0.4 million).** Until late 2018, Maldives Fire and Rescue Service lacked resources for fire and rescue operations, especially for firefighting in high-rise buildings beyond seven stories. The Government of Japan has recently provided significant resources to strengthen its capacity, including two platforms with vertical capability up to 15 stories. Therefore, the project will not invest in fire trucks or rescue platforms. The Project will support important trainings for the fire and rescue personnel in urban search and rescue operations.

2. Component 2: Regional Sustainable Urban Planning, Development and Management (US\$ 2.5 million).

- a. **Sub-Component 2.1: Analytical studies on sustainable urban infrastructure and services (US\$ 2.2 million):** This technical assistance (TA) sub-component will finance analytical and feasibility studies requested by GoM regarding sustainable urban infrastructure and services, including affordable housing development, building regulations, and regional development.
- i. ***Affordable Housing*** Studies linked to sustainable urban services provision will focus on (i) consumer affordable housing and rental study to inform the housing deficit gap by income and location; (ii) housing supply and demand-sides to identify constraints to the provisioning and financing of affordable housing; and (iii) assessment of the GoM social housing programs to strengthen targeting, design and implementation effectiveness. The outcomes of this TA would be a comprehensive roadmap on housing regulatory, policy and program reforms as well as institutional arrangement enhancement. The project will coordinate with IFC to expand and encourage private sector participation in the housing sector.
 - ii. ***Regional Development*** In support of longer-term strategies including regionalization as a national planning priority, the Project will support integrated urban development plans for GoM-identified Regional Hubs/Centers—providing a comprehensive look at economic development, land use and transport planning, service delivery and social development within a larger lens of resilient regional development—with the aim of improving livability and resilience of these areas and identifying a model that works for the country and that would provide a blueprint for the development of the rest of the country. From the results of the analytical work, the project plans to provide suggestions and recommendations to GoM on how best to structure institutional development and municipal service delivery in an integrated manner involving key stakeholders.
 - iii. ***Fire Safety and Building Regulations.*** The fire risk in the built environment requires a strategic approach particularly in Malé where the physical density of the buildings allows fire to spread quickly. The project will support studies to assess the fire risks of existing building stocks and develop a retrofitting strategy with clear action plans for short-, medium- and long-term implementation.
- b. **Sub-Component 2.2: Strengthening enforcement mechanism of building code and regulations (US\$0.3 million):** This sub-component will finance the development of a building permit procedure and development of an online building approval system, alongside a capacity enhancement program for officials in charge of building permit and code-compliance operations on the ground, to be tested mainly in Hulhumalé for possible adaptation for other local authorities in Maldives.
3. **Component 3: Project implementation, management and reporting (US\$ 1.5 million).** The component will support project management and implementation by financing incremental operating costs, project implementation staff and consultants, monitoring and evaluation, and relevant trainings. The Project will support a range of technical assistance and capacity building activities to build urban planning capacity and strengthen technical, financial and institutional sustainability of the participating agencies. Annex 1 details the implementation arrangements and procedures agreed with the Government.

4. **Component 4: Contingent Emergency Response Component (CERC) (US\$ 0 million).** This component will allow for reallocation of project funds from other components to provide immediate emergency recovery support following an eligible crisis or emergency. An Emergency Response Manual (ERM) will be developed with fiduciary, safeguards, monitoring and reporting, and any other necessary coordination and implementation arrangements as a condition for disbursement. To trigger this component, the GoM would need to declare an emergency, a state of a disaster or provide a statement of facts justifying the request for emergency funding.³ Funds may be drawn down based on evidence satisfactory to the Bank, that a State of Disaster has been declared by the Recipient either (a) by the Chairperson of the NDM Council on the recommendation of the National Disaster Management Authority as per the provisions of the Disaster Management Act read with section 3, Volume 1 of the National Emergency Operations Plan;⁴ or (b) by the Recipient's Minister of Health as per the provisions of the Public Health Protection Act, read with Section 1 of the Health Emergency Operations Plan; or (c) by the President under Article 253 of the Constitution, each through the form of a public notice/announcement in such manner as the Recipient deems fit, to respond to an imminent or occurring natural catastrophe (including any health-related shock).

³ The causal relationship between the eligible emergency and the need to activate the CERC in order to withdraw funds will be established by an official letter stating Declaration of a State of Disaster by the National Disaster Management Council as established under the DRM ACT, Law Number: 28/2015, with the recommendation from the National Disaster Management Authority (NDMA) as established under the DRM ACT, Law Number: 28/2015. In accordance with Clause 7(a) under the DRM ACT, Law Number: 28/2015, the decisions of the National Disaster Management Council shall be publicly announced by the chairperson of the National Disaster Management Council or any other person designated by the council. In accordance with Clause 7(b) under the DRM ACT, Law Number: 28/2015, the public announcement of the decision shall not be made for a period exceeding 30 (thirty) days from the day of proclamation. If the period needs to be extended, then each extension shall not exceed 30 (thirty) days.

Alternatively, the causal relationship between the eligible emergency and the need to activate the CERC in order to withdraw funds can be established by a Statement of Facts from a designated authority of the GoM that is also acceptable to the Bank³. The Statement of Facts can also be a third-party declaration of emergency, such as the United Nations (UN) Flash Appeal.

⁴ The NEOP provides an alert level system that includes emergencies at the national and atoll or island level. The NDMA recommendation for the declaration of a state of disaster can be based on this alert level system, when the level is significant (level 3) or catastrophic (level 4) due to the occurrence or anticipation of hazardous events including those at the atoll or island level.

ANNEX 2: GOVERNMENT OF MALDIVES REGIONAL DEVELOPMENT PLAN SERVICES FOR SELECTED REGIONAL URBAN CENTERS

| Sector | Service | Thiladhummathi – Proposed Island | Faadhippolhu - Proposed Island | |
|--|--|----------------------------------|--------------------------------|---------------|
| Transport | International Airport | HDh. Hanimadhoo | N. Maafaru | |
| | Central Ferry Terminal | HDh. Kulhudhuffushi | Lh. Naifaru | |
| | Inland Public Transport | | HDh. Hanimadhoo | |
| | | | HDh. Kulhudhuffushi | |
| | | | HA. Dhihdhoo | |
| | Regional Commercial Domestic Port | HDh. Kulhudhuffushi | Lh. Felibaru | |
| Regional Boat Building and Repair Facility | HDh. Neykurendhoo | R. Vandhoo | | |
| Health | Regional Hub (Tertiary) Hospital | HDh. Kulhudhuffushi | Lh. Naifaru | |
| | Dhamanaveshi | HDh. Kulhudhuffushi | Lh. Naifaru | |
| | Paramedics Service | | HDh. Hanimadhoo | Lh. Naifaru |
| | | | HDh. Kulhudhuffushi | Lh. Hinnavaru |
| | | | HDh. Nolphivaranfaru | N. Holhudhoo |
| | | | HA. Dhihdhoo | N. Magoodhoo |
| | | | | N. Velidhoo |
| | | | | N. Maafaru |
| Education | Private Boarding Schools (Dhanaalu) | HDh. Hanimadhoo | Lh. Naifaru | |
| | | | Lh. Hinnavaru | |
| | Family Student Hostel | HDh. Kulhudhuffushi | Lh. Naifaru | |
| | | | Lh. Hinnavaru | |
| | | HA. Dhihdhoo | N. Holhudhoo | |
| | | | N. Velidhoo | |
| | Special Education Therapy and Occupational Therapy | HDh. Hanimadhoo | Lh. Naifaru | |
| | | | Lh. Hinnavaru | |
| | | HDh. Kulhudhuffushi | N. Holhudhoo | |
| | Higher Secondary Education | | HDh. Kulhudhuffushi | Lh. Naifaru |
| | | | HDh. Nolphivaramu | |
| | | | HDh. Kumundhoo | |
| | | | HDh. Nolphivaranfaru | Lh. Hinnavaru |
| | | | HDh. Neykurendhoo | |
| | | | HDh. Vaikaradhoo | |
| | | | HDh. Nellaidhoo | N. Holhudhoo |
| | | | HDh. Nellaidhoo | |
| | | | HDh. Hanimadhoo | |
| | | | HA. Baarah | N. Manadhoo |
| | | | HA. Dhihdhoo | |
| | | | Sh. Foakaidhoo | |
| | | HA. Ihavandhoo | N. Velidhoo | |
| | Sh. Kan'ditheemu | | | |
| | HA. Kelaa | | | |
| Vocational Training | | HDh. Kulhudhuffushi | Lh. Naifaru | |
| | | HA. Dhihdhoo | Lh. Hinnavaru | |
| | | | R. In'guraidhoo | |
| Junior College | | HDh. Kulhudhuffushi | Lh. Hinnavaru | |
| | | HA. Dhihdhoo | | |
| University Level Education | | HDh. Kulhudhuffushi | Lh. Hinnavaru | |

| | | | | |
|------------------------------------|--|---------------------|---------------------|-----------------|
| | | HA. Dhindhoo | | |
| | Other Training Centers | HA. Dhindhoo | Lh. Hinnavaru | |
| | | HDh. Neykurendhoo | | |
| | Higher Education Hostel | HDh. Kulhudhuffushi | Lh. Naifaru | |
| | | | Lh. Hinnavaru | |
| | | | N. Holhudhoo | |
| | | HA. Dhindhoo | R. In'guraidhoo | |
| | | | N. Magoodhoo | |
| Social Services | Children's Home | HDh. Kulhudhuffushi | Lh. Naifaru | |
| | Aged Care Service | HDh. Kulhudhuffushi | Lh. Hinnavaru | |
| | Safe Home | HDh. Kumundhoo | Lh. Hinnavaru | |
| | Rehabilitation Facility (Substance-Abuse Related) | HDh. Neyurendhoo | N. Velidhoo | |
| Public Administration | Regional Civic Centre | HDh. Kulhudhuffushi | Lh. Naifaru | |
| Police | Regional Police Stations | HDh. Kulhudhuffushi | Lh. Naifaru | |
| Civil Defense | Regional Civil Defense Facility | HDh. Kulhudhuffushi | Lh. Naifaru | |
| | Regional Emergency Response Centers | HDh. Kulhudhuffushi | Lh. Naifaru | |
| | Central Fire Fighting Station | | Lh. Naifaru | |
| | | | Lh. Hinnavaru | |
| | | N. Manadhoo | | |
| Banking | Bank Branch | HDh. Kulhudhuffushi | Lh. Naifaru | |
| | | HDh. Hanimadhoo | | |
| Judicial and Correctional Services | District Courts Complex | HDh. Kulhudhuffushi | Lh. Naifaru | |
| | Remand Facilities | HDh. Neykurendhoo | N. Manadhoo | |
| | Juvenile Justice Service-Regional Branches | HDh. Kulhudhuffushi | Lh. Hinnavaru | |
| | Dispute Resolution Centers | HDh. Kulhudhuffushi | Lh. Naifaru | |
| | Public Defender's Office, AG, PG regional branches | HDh. Kulhudhuffushi | Lh. Naifaru | |
| Utilities | Waste Transfer Facility | HDh. Neykurendhoo | Lh. Felivaru | |
| | Regional Waste Management Centre | HA. Filladhoo | R. Vandhoo | |
| ICT | Regional Data Centre | HDh. Kulhudhuffushi | Lh. Naifaru | |
| | Regional Technology Park | HDh. Kulhudhuffushi | Lh. Hinnavaru | |
| | Technology Park Stations | HDh. Kulhudhuffushi | Lh. Hinnavaru | |
| | High Speed Internet | | HDh. Kulhudhuffushi | Lh. Naifaru |
| | | | HA. Baarah | |
| | | | HA. Dhindhoo | |
| | | | Sh. Feevah | Lh. Hinnavaru |
| | | | Sh. Feydhoo | |
| | | | Sh. Foakaidhoo | |
| | | | HDh. Hanimadhoo | N. Holhudhoo |
| | | | HA. Ihavandhoo | |
| | | | Sh. Kan'ditheemu | R. In'guraidhoo |
| | | | HA. Kelaa | |
| | | | HDh. Kumundhoo | R. Maakurathu |
| | | | HDh. Nellaidhoo | |
| | | | HDh. Neykurendhoo | N. Manadhoo |
| | | HDh. Nolvivaramu | | |
| | | HDh. Nolvivaranfaru | N. Velidhoo | |
| | HDh. Vaikarandhoo | | | |
| Essential goods storage | Food Reserve | HDh. Nolvivaramu | Lh. Felivaru | |
| | Fuel Reserve | HDh. Hanimadhoo | Lh. Felivaru | |
| | Water Reserve | HDh. Kulhudhuffushi | Lh. Felivaru | |

| | | | |
|---|--|---------------------|-----------------|
| | Construction Warehouse | HDh. Kulhudhuffushi | Lh. Felivaru |
| Sports and Recreation | Regional Sports Complex | HDh. Hanimadhoo | Lh. Hinnavaru |
| SME | Regional Business Development Service Centers | HDh. Kulhudhuffushi | Lh. Naifaru |
| | Sarahahdhee Bazaar | HDh. Kulhudhuffushi | Lh. Naifaru |
| Tourism | Marina for Yachts and Safaris | HA. Baarah | N. Maafaru |
| | Decompression Chambers | HDh. Kulhudhuffushi | Lh. Naifaru |
| Fisheries | Ice Plant | HA. Dhidhoo | Lh. Felivaru |
| | | HA. Ihavandhoo | |
| | | HA. Huvarafushi | |
| | Fish Purchase Facility (Cold Storage) | HA. Ihavandhoo | Lh. Felivaru |
| Manufacturing | Industrial Zones | HDh. Kulhudhuffushi | Lh. Felivaru |
| | Manufacturing Zones | HDh. Kulhudhuffushi | Lh. Felivaru |
| Agriculture | Agricenters | HDh. Kulhudhuffushi | R. Kinolhas |
| | | HDh. Hanimaadhoo | |
| | Nurseries | HDh. Finey | R. Kinolhas |
| | | HDh. Hanimaadhoo | |
| Nature | Conservation Office | HDh. Kulhudhuffushi | Lh. Naifaru |
| Islamic Affairs and Scientific Research | House of Wisdom (Bayt Al Hikma) – public academy and intellectual centre | HDh. Kulhudhuffushi | Lh. Naifaru |
| Community Empowerment | Educational Camp Facility | HDh. Nolvivaranfaru | Lh. Hinnavaru |
| Arts, Culture and Heritage | Regional Library (Public) | HDh. Kulhudhuffushi | Lh. Naifaru |
| | Arts and Culture Center B | | N. Velidhoo |
| | | | Lh. Naifaru |
| | Arts and Culture Center C | | B. Kudarikilu |
| | | | N. Manadhoo |
| | | | Lh. Naifaru |
| | Arts and Culture Center D | HDh. Vaikaradhoo | Lh. Hinnavaru |
| | | | N. Holhudhoo |
| | | | R. In'guraidhoo |
| | Arts and Crafts Center | HDh. Vaikaradhoo | R. In'guraidhoo |
| R. Kinolhas | | | |
| Heritage Site and Site Museum | HDh. Vaikaradhoo | B. Kudarikilu | |
| | | HA. Ihavandhoo | Lh. Kurendhoo |
| | | HA. Utheemu | N. Maafaru |
| Cultural Village | HA. Baarah | N. Manadhoo | |

ANNEX 2: NATIONAL SPATIAL PLAN (2020-2040)

