

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



Ministry of Homeland Security, Labour and Technology
Republic of Maldives

**DIGITAL MALDIVES FOR ADAPTATION, DECENTRALIZATION AND
DIVERSIFICATION (D'MADD) PROJECT
P177040**

TERMS OF REFERENCE

for

**Consultancy Services for the Development of the Personal Data Protection
Bill/ Law Awareness and Training Toolkit
Reference No: MV-MOECCT-DMADD-578984-CS-QCBS**

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1. INTRODUCTION

The Digital Maldives for Adaptation, Decentralization and Diversification (D'MADD) Project (P177040) aims to support the Maldives' digital transformation. The project is funded by a World Bank grant and implemented by the Ministry of Homeland Security, Labour and Technology (MoHSLT). Key stakeholders include the Maldives Digital Service (MDS), the Communications Authority of Maldives (CAM), the Department of National Registration (DNR), and the Ministry of Climate Change, Environment and Energy (MoCCEE).

The Project aims to enhance the enabling environment for the digital economy in the Maldives, improve identification for in-person and remote service delivery, and leverage data and analytics for green, resilient, and inclusive development. It is designed around three components, and the proposed activities are conceived following the country's priorities and funding needs in the medium term. The components are as follows:

Component 1: Enabling environment for improved digital connectivity and competitiveness.

1.1. Improving regulatory frameworks, oversight, and enforcement for a competitive broadband market

1.2. Empowering public institutions for digital transformation in Government

Component 2: Digital identification for improved online and in-person service delivery.

2.1. Legal and institutional enablers and safeguards for secure data and identity management

2.2. Modernizing the foundational ID system and credential

2.3. Strengthening the digital authentication ecosystem

Component 3: Digital technologies and data platform for climate resilience

3.1. Establishing a climate data platform

3.2. Leveraging digital technologies and tools for climate adaptation
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2. BACKGROUND

The Government of Maldives is undertaking a range of initiatives to strengthen the country's digital transformation, digital governance, cybersecurity, and responsible data use. As government services and private-sector activities increasingly rely on the processing of personal data, a robust data protection framework is essential to safeguard individuals' privacy and establish clear responsibilities for organizations handling personal data.

Under the Digital Maldives for Adaptation, Decentralization and Diversification (D'MADD) Project (P177040), the Government is supporting initiatives to strengthen the enabling environment for digital transformation and improve institutional capacity for the secure and responsible use of digital technologies and data.

The Personal Data Protection Bill Draft

(https://majlis.gov.mv/storage/action_files/1871/v7hvTlfhjkcKxWxjNzUydqiU4hughD11g4ZF9QbJ.pdf) is expected to provide the legal foundation for protecting personal data and establishing rights, obligations, responsibilities, and safeguards relating to the processing of personal data. Effective implementation of the Law will require stakeholders to understand its requirements and have practical guidance and tools to comply with their obligations.

There is therefore a need to develop a comprehensive Personal Data Protection Bill/ Law Awareness and Training Toolkit that can be used for awareness campaigns, institutional capacity building, professional training, and public education which are required to operationalize the provisions of the Law and provide greater clarity to data controllers, data processors, data subjects, and relevant government institutions.

The Government therefore intends to engage a qualified consultant to undertake these activities.

3. OBJECTIVE OF THE CONSULTANCY

The overall objective of the consultancy is to support the effective implementation of the Personal Data Protection Bill/ Law by:

- Developing a comprehensive, practical, and audience-specific Personal Data Protection Bill/ Law Awareness and Training Toolkit
- Building the capacity of government institutions, private-sector organizations, and other relevant stakeholders
- Developing practical compliance tools, templates, checklists, case studies, and training materials.

4. SCOPE OF SERVICES

The consultant shall undertake the following major activities.

4.1 Component A – Inception and Assessment

Review i) the draft Personal Data Protection Law/Bill; ii) existing regulations, policies, guidelines and standards related to data protection across sectors; iii) existing legislation related to cybersecurity, electronic transactions, digital identity, information access, records management and other relevant areas; iv) government data-sharing policies; v) relevant international frameworks; and vi) existing awareness and training materials. Map out institutional roles and key stakeholders based on existing legal and regulatory frameworks and consultations with relevant authorities.

Undertake high-level stakeholder and training needs assessment with relevant agencies. The high-level assessment shall identify awareness levels, knowledge gaps, training priorities, institutional compliance challenges, preferred delivery channels and capacity-building needs.

4.2 Component B – Data Protection Law Awareness and Training Strategy

Develop a comprehensive Awareness and Training Strategy covering objectives, target audiences, key messages, communication channels, awareness campaigns, suggested training methodologies, training delivery, Training of Trainers approach, and implementation roadmap.

4.3 Component C – Data Protection Law Awareness and Training Toolkit

Develop a comprehensive reusable toolkit for government officials comprising:

- Training modules
- Editable training presentation package
- Case studies and practical exercises
- Pre-and post-training assessments
- Training evaluation forms
- Training of Trainers materials

Training modules shall cover, at minimum: introduction to data protection; data protection principles; roles and responsibilities; lawful processing; rights of data subjects; sensitive/special categories; data sharing and disclosure; data security and breaches; cross-border transfers; organizational compliance; privacy by design and impact assessment; enforcement and penalties; and practical compliance for government and private-sector organizations.

The training modules should be guided by the provisions of the Personal Data Protection Bill and guide participants in its application in Maldives, while drawing on international frameworks and good practice to explain and illustrate core concepts.

The case studies shall be relevant to the Maldives and cover 3-4 relevant areas, which may include government services, healthcare, education, finance, telecommunications, employment,

customer databases, digital identity, CCTV, mobile applications, online services, inter-agency data sharing, cloud services, outsourcing and personal data breaches.

4.4 Component D – Practical Compliance Toolkit

Develop practical tools to support compliance with the (draft) Personal Data Protection Bill, including:

- Data Protection Compliance Checklist
- Data Processing Register
- Privacy Notice template
- Consent form
- Data Subject Access Request template
- Data correction and deletion request templates
- Data breach reporting template
- Privacy/Data Protection Impact Assessment template
- Data retention schedule template
- Personal data inventory
- Data protection audit checklist
- Organizational Data Protection Readiness Assessment

The templates/tools shall comply with the applicable provisions in the (draft) Personal Data Protection Bill, where these are specified. Where these are not specified, good international practice should be followed.

4.5 Component E – Awareness and Communication Materials

Develop public awareness materials including brochures, quick-reference guides, FAQs, infographics, posters and a social media content package. Materials shall explain personal data, individual rights, organizational responsibilities, good data protection practices, and complaint/reporting mechanisms in accessible language.

4.6 Component F – Training of Trainers

Develop and deliver a Training of Trainers programme (for MDS staff) covering training methodology, use of the Trainer's Guide, delivery of modules, facilitation, case studies, exercises, assessment, handling questions and future adaptation of materials.

5. STAKEHOLDER CONSULTATION AND VALIDATION

Undertake structured consultation through at least one workshop with relevant government ministries and agencies, regulators, Maldives Digital Service, Communications Authority, Department of National Registration, financial institutions, health and education institutions, telecommunications operators, the private sector, legal professionals, IT/cybersecurity professionals, civil society, and other stakeholders.

Organize validation workshops for the Awareness and Training Strategy, Training Toolkit, Practical Compliance Toolkit. Document stakeholder feedback and explain how substantive comments were incorporated or addressed.

6. LOCALIZATION AND ACCESSIBILITY

All materials shall be appropriate to the Maldivian context, use clear and accessible language, reflect Maldivian institutions and circumstances, explain technical terminology, present legal concepts accurately, and be accessible to non-technical audiences. Materials should be available in English and Dhivehi.

7. FINAL REPORT

The Final Report shall summarize activities, stakeholder consultations, findings, training needs, awareness strategy, toolkit development, regulatory review, consultation feedback, revisions, training activities, lessons learned, recommendations and a roadmap for continued implementation and awareness.

8. EXPECTED DELIVERABLES

The Consultant shall produce:

No.	Deliverable	Indicative Timeline
1	Inception Report and detailed work plan	Week 1
2	Stakeholder and training needs assessment	Week 3
3	Data Protection Awareness and Training Strategy	Week 4
4	Draft Training Toolkit	Week 6
5	Draft Practical Compliance Toolkit	Week 7
6	Draft Public Awareness and Communication Package	Week 8
7	Stakeholder consultations and validation workshops	Week 9
8	Revised Training and Awareness Toolkit	Week 10
9	Training of Trainers	Week 11
10	Final Consultancy Report and implementation roadmap	Week 12

Indicative duration: 3 months (12 weeks).

9. PAYMENT SCHEDULE

Milestone-based payment schedule:

No.	Deliverable	Percentage
1	Inception Report and Work Plan	10
2	Training Needs Assessment	15
3	Awareness and Training Strategy and Draft Toolkit	15
4	Draft Compliance Toolkit	15
5	Draft Public Awareness and Communication Package	10
6	Consultation/Validation Workshops	10
7	Final Toolkit	15
8	Training of Trainers and Final Report	10
Total		100%

The final payment schedule shall be aligned with applicable procurement and contract requirements.

10. INTELLECTUAL PROPERTY AND OWNERSHIP

All materials, documents, presentations, templates, graphics, videos, source files, reports, regulatory drafts, methodologies and other outputs produced under this consultancy shall become the property of the Government of Maldives. The Consultant shall provide editable/source, final publication-ready and appropriate digital formats and shall not reuse or distribute materials without prior written approval.

11. INSTITUTIONAL ARRANGEMENTS

The consultancy will be managed by the D'MADD Project Management Unit (PMU) under the Ministry responsible for implementation of the Project. The PMU will coordinate with relevant government institutions and stakeholders. The Consultant shall designate a Team Leader as principal point of contact. The Government will facilitate access to relevant legislation, policies, stakeholders and information reasonably required.

12. REPORTING AND COORDINATION

The Consultant shall report to the Project Manager/authorized representative of the PMU. Regular progress meetings shall be held. The Consultant shall submit progress updates, maintain an issues and risks register, incorporate stakeholder comments, track deliverables and present key outputs when requested.

13. REQUIRED QUALIFICATIONS OF THE FIRM

The firm should have:

- At least 5 years of demonstrated experience in training, developing professional training toolkits and conducting stakeholder engagements, or similar assignments;
- Experience working with government institutions or leading private sector organizations;
- Demonstrated knowledge of international data protection standards and practices or relevant knowledge.

Note: The maximum number of firms to be shortlisted will be 8.

14. KEY EXPERTS

The minimum requirements of the three key experts:

14.1 Team Leader

- Master's degree in education, communication, business, marketing, management, public policy, digital governance, information systems or related field
- At least 7 years' professional experience
- At least 5 years' relevant experience
- Demonstrated experience in leading stakeholder consultations and multidisciplinary teams
- Excellent written and oral English and Dhivehi

14.2 International Data Management/ Privacy Expert

- Master's degree in Law, Information Technology, Computer Science, Cybersecurity, Public Policy, Public Administration or a relevant field
- An internationally-recognized professional certification in data protection and privacy (e.g., Certified Information Privacy Professional, Certified Information Privacy Manager) would be an added advantage
- At least 7 years of demonstrated experience in projects/assignments related to data protection and privacy
- In-depth knowledge of international data protection frameworks; and
- Experience with supporting compliance with data protection and privacy frameworks

14.3 Communication Media Expert

- Bachelor’s degree in Communications, Journalism, Media Studies, Public Relations, Marketing, or a related field
- At least 5 years of relevant experience
- Experience developing training toolkits, manuals, presentations, infographics and digital learning materials
- Experience in digital communications, social media management, and content development
- Experience in stakeholder engagement, media coordination, and organizing communication campaigns or public events
- Excellent written and verbal communication skills in English and Dhivehi
- Strong editing, proofreading, and content development skills
- Proficiency in social media platforms, digital communication tools, and graphic design or multimedia applications would be an added advantage

15. REQUIRED DOCUMENTS

Reference letters and certifications as proof of qualifications and experience in Section 13 and 14. The reference letters may include project experience letters and contract services successfully provided by a firm.

16. SUBMISSION

16.1. The deadline for submission of the bid proposal is before November 22nd, 2026, before 1000hrs.

16.2. You may submit your Expression of Interest via email, postal mail, or hand delivery in sealed envelopes addressed to the project office.

Project Manager

Digital Maldives for Adaptation, Decentralization and Diversification (DMADD) Project

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