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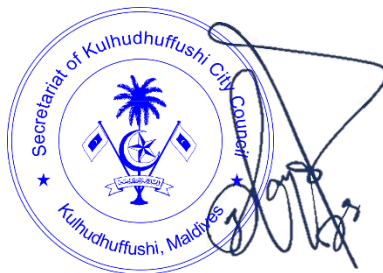
Secretariat of Kulhudhuffushi City Council
Kulhudhuffushi, Rep. of Maldives

TERMS OF REFERENCE

Hiring an IT firm on a retainer basis for Kulhudhuffushi City Council

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Prepared by: ICT Section, Kulhudhuffushi City Council



TERMS OF REFERENCE

1. Background & Objectives

Kulhudhuffushi City Council (KCC) seeks to engage a qualified and experienced Technology Services Consultancy firm on a retainer basis to support its ongoing efforts to modernize operations, enhance public service delivery, and strengthen its digital infrastructure. The firm will provide strategic advisory, technical support, and specialized services across information technology, cybersecurity, and digital transformation domains.

The Council has undertaken a strategic review of its IT capacity and operational resilience which has identified significant opportunities for improvement across infrastructure, cybersecurity, enterprise systems, process automation, smart city development, and citizen engagement. This engagement seeks a consultancy partner to support the Council in addressing these findings and executing a comprehensive digital transformation program.

The selected firm will work closely with the Council's internal IT team to ensure the continuous, secure, and efficient operation of the Council's digital systems and services portal, while also supporting longer-term strategic initiatives including digital roadmap development, smart city planning, and user experience improvements.

KCC operates a separate service portal (kunbuti.gov.mv) for all transactional services including fee payments, permit applications, complaint submissions, and appointment bookings. The Council's website is an informational and engagement platform that must link seamlessly to the Kunbuti portal but will not replicate its functionality.

The primary objectives of this engagement are to:

- a. Provide strategic and technical consultancy across the Council's information technology operations, encompassing cybersecurity, software development, governance, risk and compliance, and business continuity.
- b. Ensure the continuous operation, availability, security, and performance of the Council's services portal and supporting digital infrastructure.
- c. Support the Council in progressing towards ISO 27001 (Information Security Management System) compliance.
- d. Develop a comprehensive Digital Roadmap to guide the Council's digitalization strategy across all domains, including IT infrastructure, enterprise systems, process automation, cybersecurity, smart city and IoT initiatives, citizen engagement, tourism digital presence, and workforce development.
- e. Conduct a full UI/UX redesign of the Council's website (kulhudhuffushicity.gov.mv), producing an implementation-ready design system, research, and supporting documentation for developer handover.

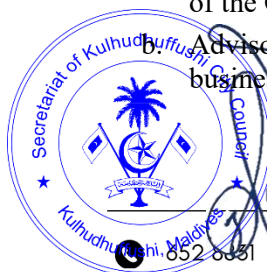
2. Scope of Work

The Service Provider will be responsible for delivering the following categories of work. Specific deliverables, priorities, and timelines will be agreed upon during the initial engagement phase in consultation with Kulhudhuffushi City Council.

2.1 General Consultancy (Ongoing)

A. Strategic Advisory and Planning

- a. Provide strategic advice, planning support, and implementation guidance for all general IT-related work of the Council.
- b. Advisory scope shall cover cybersecurity strategy, software development practices, user experience, business continuity and disaster recovery (BCDR), governance, risk and compliance (GRC).



- c. Actively support and guide the Council's efforts towards achieving ISO 27001 (Information Security Management System) compliance, including gap analysis, policy development, control implementation, and readiness assessment.

B. Incident Response and Remediation

- a. Help in remediating IT and cybersecurity incidents, including root cause analysis, corrective action planning, and post-incident review.
- b. Establish and maintain an incident response framework appropriate to the Council's operational requirements.
- c. Maintain comprehensive incident logs, documentation, and reporting for all incidents handled.

C. Services Portal Maintenance and Support

- a. Provide ongoing upkeep and maintenance of the Council's services portal, including bug fixes, minor feature changes, and performance optimization.
- b. Conduct continuous security monitoring and up-time monitoring of the services portal.
- c. Monitor the underlying infrastructure supporting the services portal and respond to any issues affecting availability or performance.
- d. Provide timely incident response for any service disruptions, security events, or system anomalies affecting the portal.

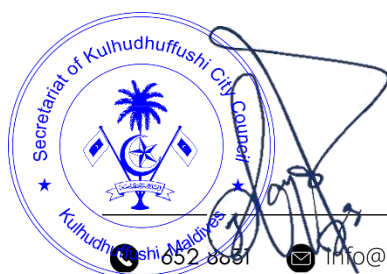
D. Penetration Testing (Quarterly)

- a. Conduct penetration testing of the Council's internally developed web applications on a quarterly basis (four times per year).
- b. Deliver a comprehensive penetration testing report following each engagement, including findings, risk ratings, and remediation recommendations.
- c. Assist with the remediation of identified vulnerabilities and verify the effectiveness of applied fixes through re-testing where required.

E. Annual Security Audit

Conduct a comprehensive annual security audit of the Council's digital infrastructure, covering the following areas as a minimum:

- a. Risk assessment of the Council's information systems, data assets, and IT operations.
- b. Business continuity and disaster recovery assessment, including review of existing plans, policies, and recovery capabilities.
- c. Internal penetration testing of the Council's Active Directory infrastructure and associated authentication mechanisms.
- d. Review of access controls, user management practices, and privileged account security.
- e. Assessment of network security posture, firewall configurations, and endpoint protection.
- f. Deliver a detailed security audit report with findings, risk ratings, and prioritized remediation recommendations.



F. Service Level Agreement (SLA) for Support

Conduct a comprehensive annual security audit of the Council’s digital infrastructure, covering the following areas as a minimum:

Incident Severity	Definition	Response Time	Resolution Time
Critical	Total service outage (e.g., Kunbuti Portal down) or active security breach.	1 Hour	4 Hours
High	Major functional failure affecting multiple users or a verified security vulnerability.	4 Hours	12 Hours
Medium	Partial functional failure with a manual workaround available.	8 Hours	48 Hours
Low	Minor UI bugs, aesthetic issues, or non-urgent change requests.	24 Hours	5 Working Days

2.2 Digital Roadmap Development (One-Time Deliverable)

Develop a comprehensive, multi-year Digital Roadmap for Kulhudhuffushi City Council, guiding the Council’s ongoing efforts to digitalize its service delivery, strengthen its digital infrastructure, and increase the efficiency and transparency of municipal services. The roadmap shall be structured as a phased implementation plan with clear milestones, resource requirements, cost estimates, risk assessments, and technology recommendations.

The Service Provider shall engage with relevant Council departments, stakeholders, and the internal IT team as part of the roadmap development process. The roadmap must address, at a minimum, the following domains:

2.2.1 IT Infrastructure Assessment and Remediation

- a. Conduct a thorough assessment of the Council’s existing IT infrastructure, including hardware, software licensing status, network architecture, server environments, and endpoint devices.
- b. Identify gaps in licensing compliance (operating systems, productivity suites, design and CAD software) and recommend a remediation plan to achieve full legal compliance.
- c. Assess the adequacy of power protection (UPS, surge protection) for all IT equipment and recommend improvements.
- d. Evaluate the current firewall configuration and network segmentation posture and recommend enhancements for robust threat prevention.
- e. Review backup strategies across all critical systems (services portal, library system, website, HR system) and design an automated backup regime with offsite/cloud redundancy, versioning, and verification logging.
- f. Assess the server infrastructure (including any virtualization environments) and recommend an upgrade or migration path, including licensing standardization.

2.2.2 Network Optimization and Cost Reduction

- a. Review the Council’s current network topology, including fiber and leased-line connections across all institutional sites (headquarters, mosques, garage, library, harbor desk, and other facilities).
- b. Identify opportunities to reduce recurring network costs, such as replacing low-speed leased lines with more cost-effective alternatives (e.g. SIM-based attendance devices, fiber backbone extensions).
- c. Propose a fiber backbone expansion plan to connect key Council facilities to the headquarters, reducing lease dependency and improving speed, latency, and centralized monitoring.
- d. Recommend deployment of network monitoring and management tools for real-time performance tracking and traffic analysis.



- e. Design a network segmentation strategy to isolate traffic by department/function and improve overall security posture.

2.2.3 Cybersecurity and Data Protection

- a. Develop a comprehensive cybersecurity strategy for the Council, covering endpoint protection, firewall hardening, access control, and incident response.
- b. Recommend and plan the deployment of enterprise-grade endpoint detection and response (EDR) solutions across all staff devices and servers.
- c. Design a Zero Trust security framework appropriate to the Council's scale and operational context, including multi-factor authentication (MFA) enforcement across critical systems.
- d. Establish a data classification framework (public, internal, confidential) with associated handling, storage, and sharing policies.
- e. Develop standard operating procedures (SOPs) for user account creation, password management, access provisioning, and incident response.
- f. Plan for network and IoT visibility tools to map and secure all connected devices, including CCTV systems, access control hardware, and smart infrastructure.

2.2.4 Digital Services Portal Strategy

- a. Develop a strategy for the launch, stabilization, and continuous improvement of the Council's digital services portal (Kunbuti).
- b. Define a pre-launch quality assurance framework, including form auditing, input validation, redundancy elimination, mobile responsiveness testing, and edge-case simulation.
- c. Design a stabilization plan for the first three months post-launch, including a rapid response team structure, real-time issue monitoring, and feedback collection mechanisms.
- d. Plan staff readiness activities including hands-on training, service walkthroughs, FAQ guides, and escalation procedures.
- e. Develop a public communication and rollout strategy, including a soft-launch approach, multi-channel awareness campaigns (social media, SMS, TV, QR-coded materials), user guides, and a public help desk.
- f. Define usage analytics and continuous improvement workflows to monitor adoption, identify drop-off points, and iterate on the user experience.

2.2.5 Enterprise Systems and Process Automation

- a. Assess the Council's current HR management system and recommend enhancements to the existing system, covering automated payroll, attendance integration, leave management, OT workflows, and mobile accessibility.
- b. Evaluate the Council's stock and asset management system and recommend an ERP expansion path to incorporate procurement management, asset lifecycle tracking, depreciation calculation, purchase order generation, budget integration, invoice matching, audit trails, and multi-location reconciliation.
- c. Design automation strategies for key office processes, including but not limited to:
 - i. Council meeting management: digital agenda lifecycle, AI-powered Dhivehi transcription and summarization, automated decision publishing, and action tracking.
 - ii. Facility, vehicle, and equipment booking centralized digital dashboard with live availability, conflict detection, approval workflows, recurring reservations, and mobile access.
 - iii. Land rent and agreement management: lease application workflows, automated agreement generation, rent calculation and payment tracking, renewal management, and compliance monitoring.
 - iv. Unified workplan, project, and budget management: hierarchical activity planning, real-time progress tracking, budget variance monitoring, and public-facing progress dashboards.



- v. IT helps desk and ticketing: structured ticket management with SLA definitions, categorization, prioritization, escalation procedures, and knowledge base development.

2.2.6 IT Workforce Capacity and Development

- a. Assess the current IT team's workload distribution, skill gaps, and capacity constraints.
- b. Develop a targeted training matrix for each IT team member aligned with their role focus and the Council's strategic technology direction.
- c. Recommend strategies for balanced task distribution, including task rotation, backup role assignments, and formalization of system ownership.
- d. Advise on staffing requirements, including the case for hiring dedicated software developers to support sustainable in-house platform development and reduce vendor dependency.
- e. Recommend adoption of task management tools for transparent workload tracking and accountability.

2.2.7 File Management, E-Filing, and Records Digitalization

- a. Review the Council's current file storage practices across on-premises and cloud environments.
- b. Design a unified digital filing taxonomy with consistent naming conventions and folder structures across all departments.
- c. Plan expanded use of cloud collaboration tools (e.g. SharePoint, OneDrive, Teams) with metadata tagging, automated retention policies, access controls, and versioning.
- d. Recommend an AI-integrated archiving and records management strategy, including OCR for scanned documents, Dhivehi-language transcription integration, keyword search, auto-classification, and retention scheduling.
- e. Draft an E-Filing Policy covering the complete document lifecycle: creation, classification, storage, access, audit trails, and disposal.

2.2.8 Smart City Development and IoT

- a. Develop a Smart City strategy for Kulhudhuffushi, identifying priority areas for IoT deployment and smart infrastructure initiatives.
- b. Assess opportunities for smart building technologies in Council facilities, including smart energy metering, HVAC optimization with occupancy-based AI sensors, automated lighting controls, and workplace efficiency through occupancy monitoring.
- c. Evaluate smart city applications for public infrastructure, such as smart street lighting, sports ground lighting automation, smart waste management (e.g. sensor-equipped dustbins), and water level monitoring systems.
- d. Recommend an IoT device management and security framework to ensure all connected devices are inventoried, monitored, and protected.
- e. Identify integration opportunities between smart city systems and the Council's centralized digital platform for unified monitoring and analytics.
- f. The Service Provider must design a network architecture that logically isolates IoT traffic (e.g., smart lighting, sensors) from the Council's internal Enterprise Resource Planning (ERP) and financial systems.
- g. All smart city hardware must utilize encrypted communication protocols and unique device-level authentication to prevent unauthorized lateral movement within the Council's network.

2.2.9 Citizen Engagement, Transparency, and Public Digital Services

- a. Design a civic engagement module or platform for real-time public visibility into council workplans, budgets, project progress, and decision-making.
- b. Plan for public-facing dashboards, participatory budgeting tools, citizen feedback mechanisms, and digital forums for community input.



- c. Recommend deployment of feedback kiosks at Council buildings, the library, and other public-facing facilities.
- d. Plan a "Local Classifieds" section on the Council's website for community listings (skills directory, job opportunities, rentals, cafés, events).
- e. Design an interactive digital map of Kulhudhuffushi featuring Council offices, public services, businesses, tourism sites, and community facilities.

2.2.10 Tourism Digital Presence

- a. Assess and recommend improvements to the Council's tourism web presence (e.g. VisitKulhudhuffushi), including mobile optimization, rich media content, booking integration, and real-time event/attraction information.
- b. Identify opportunities to link tourism digital initiatives with the interactive city map and local classifieds platform.

2.2.11 Website, social media, and Digital Communications

- a. Review the Council's social media strategy across all platforms and recommend improvements to content variety, platform-specific tailoring, engagement strategies, and brand consistency.
- b. Advise on branding improvements, including logo format variations (horizontal, vertical, circular), consistent placement guidelines, and a visual branding policy.
- c. Recommend a content policy for official postings (Iulaan) to ensure consistent formatting, descriptive text inclusion, SEO optimization, and accessibility compliance.

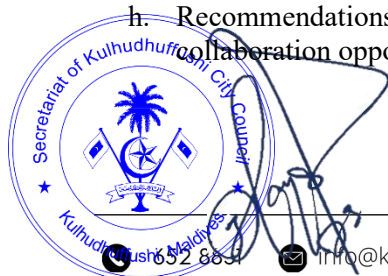
2.2.12 Change Management, Governance, and Compliance

- a. Design a Request for Change (RFC) procedure for managing all system modifications, patches, integrations, and feature additions across the Council's digital ecosystem.
- b. Establish governance structures including change review committees, impact assessment templates, fallback planning, and post-implementation review processes.
- c. Define a monitoring and evaluation framework with regular reporting cadences (monthly help desk reports, quarterly SLA compliance reviews, biannual system health checks, quarterly RFC impact summaries, and monthly portal engagement analytics).

2.2.13 Roadmap Deliverable Requirements

The final Digital Roadmap document shall include:

- a. An executive summary suitable for Council leadership and elected officials.
- b. A current-state assessment across all domains listed above, with identified gaps, risks, and opportunities.
- c. A phased multi-year implementation plan (minimum three-year horizon), structured with clear phases, milestones, dependencies, and deliverables.
- d. Resource requirements for each phase, including staffing, training, hardware, software, licensing, and external services.
- e. Cost estimates and potential cost savings (e.g. network optimization savings, licensing consolidation) for each major initiative.
- f. A risk register with mitigation strategies for each phase.
- g. Key performance indicators (KPIs) and success metrics for measuring progress against roadmap objectives.
- h. Recommendations for alignment with national digital government strategies and inter-council collaboration opportunities.



2.3 UI/UX Redesign of the Council Website (One-Time Deliverable)

The Service Provider shall conduct a complete UI/UX redesign of the Council’s official website (kulhudhuffushicity.gov.mv). This covers the UI/UX design phase, producing an implementation-ready design system and supporting research for developer handover.

The design must comply with the ICOM Proactive Disclosure of Information guidelines (Circular PD-CIR-2023-3). KCC’s Information Officer will be a key stakeholder throughout the project.

The redesigned website must deliver:

- a. A citizen-first, mobile-first experience with intuitive access to council information.
- b. An investor-friendly platform showcasing economic potential and opportunities.
- c. A tourism window highlighting the city’s history, culture, and attractions.
- d. Full bilingual support for Dhivehi (Thaana script, RTL) and English (LTR).
- e. WCAG 2.1 Level AA accessibility, with special attention to elderly and disabled users.
- f. AI-powered features: chat assistant, text-to-speech, smart search, and interactive map.
- g. A modular, scalable design system built to last a minimum of 5 years.

2.3.1 Target Users

User Group	Primary Needs	Key Considerations
Citizens & Residents	Council info, project tracking, access services via Kunbuti portal, announcements	Mobile-first, Dhivehi-primary, all ages
Businesses	Procurement, regulations, investment opportunities	Professional tone, quick access to deadlines
Investors	City statistics, development plans, economic data	English-primary, data-rich
Tourists & Visitors	Attractions, accommodation, local culture	Visual-heavy, English-primary, map integration
Government Agencies	Reports, statistics, official communications	Data accuracy, formal channels
Neighboring Islands	Atoll-wide services, transport info	Dhivehi-primary
Elderly / Disabled	Simplified service access, appointments	Large text, high contrast, screen reader support

2.3.2 Current Website Audit

- a. Heuristic evaluation against established UX heuristics (e.g. Nielsen’s 10).
- b. Assessment of mobile responsiveness, bilingual/RTL implementation, and ICOM proactive disclosure compliance.
- c. Analytics review (KCC will provide access): most visited pages, device breakdown, bounce rates, search queries.
- d. Competitive benchmarking against Maldivian council websites and international best-practice government sites.

2.3.3 User Research

The designer must conduct evidence-based research with full transparency. All instruments, raw data, and methodology documentation become KCC property.

- a. Surveys: Minimum 100 respondents across all user groups (online and in-person).
- b. Interviews: 5–10 in-depth interviews with representative users.
- c. Stakeholder consultation: Mandatory sessions with KCC’s Information Officer and department heads.
- d. Focus groups: At least 3 sessions (citizens, businesses, elderly/disabled).
- e. Contextual observation at KCC service counter.
- f. Cardsorting exercises to inform information architecture.



2.3.4 UX Strategy & Information Architecture

- 5–6 user personas covering all target groups.
- User journey maps for minimum 8 key tasks.
- Sitemap is organized by user needs, including dedicated Proactive Disclosure section per ICOM requirements.
- Navigation supporting task-based access (e.g. "Access Services" linking to Kunbuti) and category browsing.
- Multilingual content hierarchy and content parity guidelines.
- Mobile-first strategy with defined breakpoints.

The sitemap must cover: Council Information, Proactive Disclosure (ICOM), City Information, Services (with CTAs to Kunbuti portal), Projects & Statistics, Investment & Business, Tourism, Media Centre, Procurement, Employment, and Contact.

2.3.5 UI Design & Design System

- 2–3 homepage concepts with rationale linked to research (max 2 revision rounds).
- Full high-fidelity designs for all page templates at desktop, tablet, and mobile breakpoints.
- Both RTL (Dhivehi) and LTR (English) layouts for every template.
- Complete design system: typography (Latin + Thaana), color palette, iconography, spacing, grid, component library, animation guidelines.
- Special focus: project timeline display, statistics dashboard, interactive map, portal handoff pages, AI chat widget, tourism section.

2.3.6 Accessibility & Multilingual

- WCAG 2.1 Level AA compliance: screen reader compatibility, keyboard navigation, color contrast (4.5:1 / 3:1), text resizing up to 200%.
- Complete RTL/LTR layout mirroring with language switcher.
- Thaana font selection for cross-device readability.
- Simplified interface option for elderly users.
- AI-powered text-to-speech / read-aloud UI design.

2.3.7 Advanced Features (UX Design Only)

The Service Provider is responsible for the interface design of these features; implementation will be carried out under a separate development project:

- AI Chat Assistant: Bilingual conversational interface with escalation flow and widget behavior.
- AI Read-Aloud: Play/pause/speed/language controls.
- Interactive Map: Filterable map showing government buildings, services, projects, attractions, transport.
- Smart Search: Auto-suggestions categorized results in both languages, "zero results" state.

2.3.8 Usability Testing

Minimum two rounds of testing with real users:

- Round 1 (Wireframes): 8–10 users to evaluate navigation, findability, task completion.
- Round 2 (High-Fidelity): 10–15 users including 2–3 with accessibility needs to evaluate visual clarity, interactions, overall experience.
- Both rounds must cover mobile + desktop, Dhivehi + English, and include recorded sessions (with consent).
- After each round: findings presented to KCC, prioritized fix list, approved changes implemented.



2.3.9 Developer Handover & Training

- Complete design specification: every component, state, interaction, responsive behaviour, RTL/LTR switching.
- All design files in editable format (Figma or equivalent) with exported assets (SVG, WebP/PNG, fonts) and design tokens (CSS variables / JSON).
- Presentation to development team + 4 weeks of Q&A support post-handover.
- Training for KCC ICT Section and content team (recorded) on the design system, content guidelines, and design maintenance.
- Analytics monitoring setup guide (GA4, heatmaps, feedback widget), KPI baseline report, and monthly reporting template.

2.3.10 UI/UX Timeline

Expected duration for the UI/UX redesign component: 10–12 weeks.

Phase	Activity	Duration	Weeks
1	Kickoff & Site Audit	1 week	Week 1
2	User Research & Data Collection	2–3 weeks	Weeks 2–4
3	UX Strategy & Information Architecture	1–2 weeks	Weeks 4–5
4	Wireframing & Testing	2 weeks	Weeks 5–7
5	UI Design & Visual Identity	2–3 weeks	Weeks 7–9
6	Usability Testing & Iteration	1–2 weeks	Weeks 9–10
7	Developer Handover & Documentation	1 week	Week 11
8	Knowledge Transfer & Training	1 week	Week 12

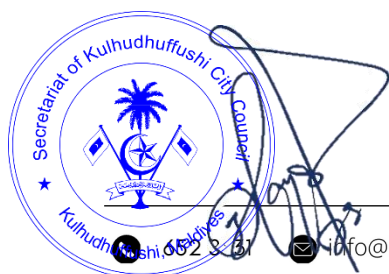
Post-launch monitoring (30-day, 90-day, and annual reviews) extends beyond this timeline under a separate engagement.

2.3.11 UI/UX Acceptance & Governance

- Each phase deliverable must be formally presented to KCC; KCC has 5 working days to review and provide feedback.
- Maximum 2 revision rounds per deliverable.
- Final approval requires sign-off from KCC.
- Weekly progress reports to KCC project coordinator; bi-weekly check-in meetings.
- Documentation must be comprehensive enough for a third-party developer to implement without additional design input.

2.3.12 Dhivehi Language Technical Standards

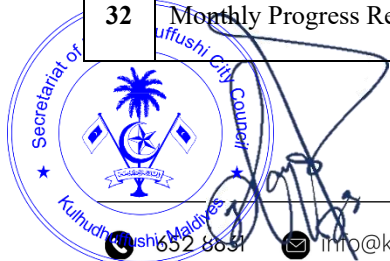
- All digital outputs, including the database architecture and front-end interfaces, must be 100% Unicode-compliant to ensure searchability and cross-platform compatibility for Thaana script.
- The design system must explicitly define CSS line-height and letterspacing for Thaana fonts to prevent "vowel clipping" on mobile viewports.
- The UI must employ true Right-to-Left (RTL) mirroring, ensuring that layouts, icons (where applicable), and navigation flows are culturally and linguistically intuitive for Dhivehi users.



3. Consolidated Deliverables

The following table provides a consolidated overview of all deliverables across the scope of work, including associated timelines. Specific dates will be agreed at contract commencement.

#	Deliverable	Scope Ref.	Frequency / Timeline	Type
GENERAL CONSULTANCY (Ongoing)				
1	Strategic Advisory Reports & Recommendations	2.1 A	Ongoing (as needed)	Ongoing
2	ISO 27001 Gap Analysis, Policy Documents & Readiness Assessment	2.1 A	Ongoing	Ongoing
3	Incident Response Framework & Documentation	2.1 B	Initial + Ongoing maintenance	Ongoing
4	Incident Logs, Post-Incident Reports & Corrective Action Plans	2.1 B	Per incident	Ongoing
5	Services Portal Maintenance Reports	2.1 C	Monthly / as needed	Ongoing
6	Security & Uptime Monitoring Reports	2.1 C	Monthly	Ongoing
7	Quarterly Penetration Testing Reports	2.1 D	Quarterly (4× per year)	Ongoing
8	Vulnerability Remediation Verification Reports	2.1 D	Post each pen test cycle	Ongoing
9	Comprehensive Annual Security Audit Report	2.1 E	Annually	Ongoing
DIGITAL ROADMAP (One-Time Deliverable)				
10	Current-State Assessment Report	2.2	Within contract Year 1	One-Time
11	Final Digital Roadmap Document	2.2.13	Within contract Year 1	One-Time
UI/UX REDESIGN OF COUNCIL WEBSITE (One-Time, 10–12 Weeks)				
12	Current Website Audit Report	2.3.2	Week 1	One-Time
13	Analytics Insights Summary & Competitive Benchmarking Report	2.3.2	Week 1	One-Time
14	ICOM Proactive Disclosure Gap Analysis	2.3.2	Week 1	One-Time
15	Research Plan, Survey Instruments & Interview Scripts	2.3.3	Weeks 2–4	One-Time
16	User Research Report with Raw Data Appendix	2.3.3	Weeks 2–4	One-Time
17	User Personas, Journey Maps & UX Strategy Document	2.3.4	Weeks 4–5	One-Time
18	Approved Sitemap & Navigation Flow Documentation	2.3.4	Weeks 4–5	One-Time
19	Content Requirements Document per Page Template	2.3.4	Weeks 4–5	One-Time
20	Complete Wireframe Set with Clickable Prototype	2.3.5	Weeks 5–7	One-Time
21	Round 1 Usability Testing Report	2.3.8	Weeks 5–7	One-Time
22	UI Style Guide, Component Library & Design Tokens	2.3.5	Weeks 7–9	One-Time
23	High-Fidelity Mock-ups for All Page Templates	2.3.5	Weeks 7–9	One-Time
24	Interactive Prototype with Clickable Flows	2.3.5	Weeks 7–9	One-Time
25	Round 2 Usability Testing Report	2.3.8	Weeks 9–10	One-Time
26	Accessibility Compliance Checklist & RTL/LTR Design Guidelines	2.3.6	Weeks 9–10	One-Time
27	AI Chat, Read-Aloud, Map & Search UX Specifications	2.3.7	Weeks 7–10	One-Time
28	Complete Design Specification & Editable Design Files with Exported Assets	2.3.9	Week 11	One-Time
29	Design Maintenance Guide, Analytics Setup Guide, KPI Baseline Report & Monthly Reporting Template	2.3.9	Week 11	One-Time
30	Training Materials, Recorded Training Sessions & Continuous Improvement Process Document	2.3.9	Week 12	One-Time
31	Developer Q&A Support	2.3.9	4 weeks post-handover	One-Time
ONGOING REPORTING				
32	Monthly Progress Reports	Section 11	Monthly	Ongoing



4. Governance and Ways of Working

Kulhudhuffushi City Council will provide overall direction and oversight throughout the engagement, including the review and approval of key deliverables and any significant changes to scope or approach. The Service Provider’s initial working plan and schedule, submitted as part of the proposal, will be reviewed and revised in consultation with the KCC internal team following the awarding of the contract. Agreed milestones, deliverables, and target timelines will be formalized at the commencement of the agreement.

The Service Provider shall work in close coordination with the Council and will be responsible for the quality, accuracy, and timely delivery of all outputs, including adherence to agreed reporting requirements, formats, timelines, and periodic progress updates.

Any modifications to scope, timelines, or deliverables will be governed by a structured management process, including an assessment of the associated impact on cost, schedule, and resource allocation.

The Service Provider shall designate a primary point of contact who will serve as the lead liaison with the Council for all matters relating to this engagement.

5. Eligibility, Competency, and Experience Requirements

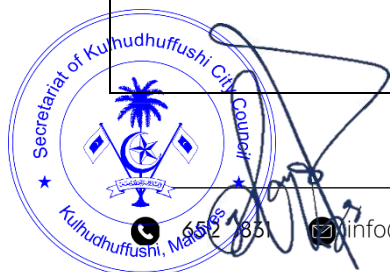
Only bidders who can demonstrate sufficient technical capability, relevant experience, and resource availability to deliver the full scope of services will be considered. Incomplete submissions or proposals failing to meet the minimum requirements outlined below will not be evaluated.

5.1 Minimum Team Composition and Role Requirements

The bidding firm must assign a dedicated team of qualified and certified professionals to deliver the scope of work. Each role listed below is mandatory, and the proposed team must collectively cover all roles. All proposed personnel must be demonstrably full-time employees of the bidding firm. Part-time, freelance, or contract staff will not be accepted, as continuity and availability of personnel are critical to service delivery quality.

To maintain operational efficiency and parallelism in service delivery, no single individual may be assigned to more than two (2) roles. The firm must clearly demonstrate that adequate team capacity exists to deliver all components of the scope of work concurrently without degradation of service quality.

No. of Required Personnel	Role	Minimum Certification	Key Responsibilities
1	Lead Cybersecurity Consultant	ISO 27001 ISMS Lead Auditor (valid certificate required)	Lead all cybersecurity strategies, ISO 27001 compliance activities, annual security audits, and information security governance.
1	Business Continuity Specialist	ISO 22301 Business Continuity Management Lead Auditor (valid certificate required)	Lead business continuity and disaster recovery planning, risk assessment, and BCP policy development.
1	Penetration Tester	Industry-recognized penetration testing certification	Conduct quarterly penetration testing of web applications and annual internal pen testing of Active Directory infrastructure. Deliver reports and support remediation.
2	Incident Response / Digital Forensics Engineer	Industry-recognized certification in incident response or digital forensics	Lead incident response and remediation activities, conduct root cause analysis, maintain incident response framework, and provide post-incident reviews.
1	UI/UX Designer	Minimum 6 years of demonstrated professional UI/UX experience (portfolio required)	Lead the complete UI/UX redesign of the Council website, including user research, information architecture, wireframing, high-fidelity design, usability testing, and developer handover.



3	Software Engineer(s)	BSc in Software Engineering, Computer Science, or closely related discipline (minimum 3 personnel with certificates required)	Provide services portal maintenance and support, software development, and technical implementation across the engagement.
1	Senior Technical Consultant	MSc in Information Technology, Software Development, or closely related discipline (certificates required)	Provide senior-level strategic advisory, lead the Digital Roadmap development, oversee technical quality of all deliverables, and serve as the firm's primary technical liaison.

5.2 Personnel Documentation Requirements

For each proposed team member, the bidding firm must submit the following documentation as part of its proposal:

- a. Curriculum Vitae (CV) detailing professional experience, education, and relevant project history.
- b. Copies of all relevant academic qualifications and professional certifications (with evidence of current validity where applicable).
- c. Police report (criminal record check) for each proposed team member, issued within the past three (3) months.
- d. A letter confirming the full-time employment status of each proposed team member, signed by the official signatory of the firm (e.g. Managing Director, CEO, or authorized representative). The letter must confirm everyone's designation, date of employment, and full-time status.

All proposed personnel must be demonstrably full-time employees of the bidding firm. Part-time, freelance, or contract staff will not be accepted, as continuity and availability of personnel are critical to service delivery throughout the contract period. The Council reserves the right to verify any claims made and to request additional evidence of employment status during evaluation.

5.3 Design Portfolio

The bidding firm must submit a design portfolio showcasing projects it has carried out involving UI/UX design work. The portfolio must include:

- a. Description and scope of each project.
- b. Visual samples of the design work (screenshots, mockups, or links to live projects).
- c. Contact information of the respective client for each project for verification purposes.

6. Checklist of Documents to Submit

- a. Proposed Team Composition, clearly identifying key personnel, their assigned roles as per Section 5.1, and confirmation that no individual is assigned to more than two roles.
- b. Curriculum Vitae (CV) of all proposed team members.
- c. Copies of all relevant academic qualifications and professional certifications of all proposed team members, with evidence of current validity where applicable.
- d. Police report (criminal record check) for each proposed team member, issued within the past three (3) months.
- e. A letter confirming the full-time employment status of each proposed team member, signed by the official signatory of the firm (e.g. Managing Director, CEO, or authorized representative), as described in Section 5.2.
- f. Design portfolio of UI/UX projects carried out by the firm, as described in Section 5.4.
- g. An initial working plan and schedule outlining the firm's proposed approach, phasing, and timelines for carrying out all components of the scope of work. This plan will be discussed and revised in consultation with the KCC internal team following the awarding of the contract.



- h. Any other supporting documents that the bidder considers relevant to strengthening their application.

8. Evaluation Criteria

All proposals submitted under these Terms of Reference shall be evaluated based on a weighted scoring system to ensure an objective and transparent selection process. The evaluation shall be conducted in three stages — Technical Evaluation, Experience and Past Performance and Financial Evaluation — with the combined score determining the successful bidder.

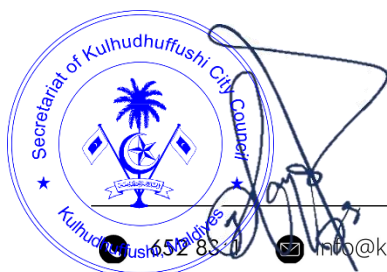
Evaluation Category	Weightage
Technical Evaluation	30%
Experience and Past Performance	10%
Financial Evaluation (Price)	60%
Total	100%

Only bidders who achieve a minimum technical score of 75% as per the technical evaluation criteria shall be considered for financial evaluation.

8.1 Technical Evaluation Criteria (30%)

The Technical Evaluation shall assess the bidder's compliance with the functional, technical, and operational requirements of this Terms of Reference. Only bidders who achieve a minimum technical score of 80% shall be considered for financial evaluation. The detailed breakdown is provided below.

Criteria	Maximum Marks	Description and Sub-Criteria
A. Team Composition and Qualification	80 Marks	<p>Evaluation of the proposed project team, role assignments, and professional credentials.</p> <ul style="list-style-type: none"> Shall fully comply with minimum role requirements as specified in Section 5.1, including the two-role-per-person limit. Non-compliance will result in disqualification. Validity and currency of all submitted certifications. Additional relevant certifications beyond the minimum requirements (e.g. additional ISO certifications, cloud security certifications, ITIL, PMP, or other industry-recognised credentials). Depth and breadth of the team's collective qualifications across the domains covered by the scope of work.
B. Working Plan and Implementation Schedule	20 Marks	<p>Evaluation of the proposed work methodology, schedule, and delivery approach.</p> <ul style="list-style-type: none"> Quality and detail of the proposed working plan and implementation schedule. Clarity of phasing, milestones, and resource allocation. Feasibility and realism of proposed timelines.
C. Compliance with TOR Requirements	Up to 100% Compliance Required	Proposals that fail to meet mandatory requirements or submit incomplete documentation shall be disqualified from further evaluation.



8.2 Experience and Past Performance (10%)

Criteria	Maximum Marks	Description and Sub-Criteria
A. Experience and Past Performance	100 Marks	<p>Evaluation of bidder’s relevant experience and project track record.</p> <ul style="list-style-type: none"> • Successful completion as the main supplier without any fine at least three (3) contracts, each valued at MVR 500,000.00 or above, with similar nature and complexity. • Preference will be given to firms that can demonstrate consultancy experience with government organizations, particularly those relating to civil administration and municipal services. • 20 marks per each valid experience document. • A maximum of five (05) projects will be considered (100 marks). • Supporting documents must include reference letters or completion certificates signed and stamped on by the client.

8.3 Financial Evaluation Criteria (60%)

The Financial Evaluation shall be based on the lowest evaluated cost principle (L1 method). The bidder with the lowest financial proposal shall receive the full 70 marks, while others shall be prorated using the following formula:

$$\text{Financial Score} = (\text{Lowest Bid} / \text{Bidder's Price}) \times 60$$

All prices shall be inclusive of taxes, duties, and all applicable charges.

8.4 Final Evaluation and Award

The Final Score shall be calculated as:

$$\text{Final Score} = (\text{Technical Score} \times 0.30) + (\text{Experience Score} \times 0.10) + (\text{Financial Score} \times 0.70)$$

The bidder achieving the highest combined score shall be recommended for award, subject to compliance with all mandatory conditions.

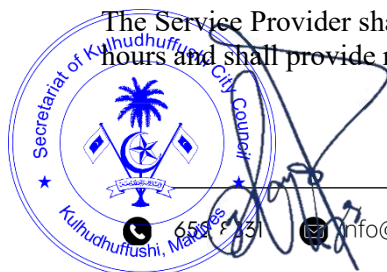
9. Working Arrangements

Services under this TOR shall be delivered remotely by the Service Provider through its assigned personnel, who will serve as the primary point of contact and be responsible for service delivery. Continuous on-site presence is not required; however, the Service Provider shall provide on-site support as necessary for critical activities such as infrastructure assessment, security audits, stakeholder workshops, user research sessions, or system deployment activities.

Familiarization Visit: Upon commencement of the consultancy, a representative of the Service Provider’s core team is required to conduct a one (1) to two (2) weeks visit to Kulhudhuffushi (pending scheduling arrangements) as part of familiarization efforts with the Council’s operations, systems, and stakeholders. For this visit, accommodation will be provided by KCC. Food and travel expenses shall be borne by the consulting firm.

Urgent On-Site Incidents: For urgent incidents where in-person troubleshooting is required, KCC will provide travel, accommodation, and food arrangements for the Service Provider’s personnel for the duration of the on-site engagement.

The Service Provider shall ensure adequate availability of its personnel during the Council’s standard working hours and shall provide reasonable out-of-hours support for critical incidents affecting service availability.



Data residency and access: All data remains under the control of Kulhudhuffushi City Council. Access to Council systems, data, and infrastructure by the Service Provider is subject to the Council’s security policies, least-privilege principles, and any applicable data protection regulations.

10. Intellectual Property and Confidentiality

All deliverables, documentation, reports, code, designs, design files, prototypes, component libraries, research data, and any other output produced under this Terms of Reference are the exclusive property of Kulhudhuffushi City Council. Upon completion and full payment, all such materials become the exclusive property of KCC.

The Service Provider may not reuse KCC-specific designs, code, or materials for other clients. The Service Provider retains the right to showcase the project in their portfolio with prior written approval from KCC.

KCC may use any design system, code, or output for related digital products (mobile apps, internal systems) without additional licensing.

The Service Provider shall sign and adhere to confidentiality and data-protection obligations as defined by the Council. The Service Provider shall not disclose, publish, or otherwise make available any confidential information, data, or materials belonging to the Council without prior written consent.

11. Duration of Contract

Initial duration: One (1) year from the date of contract signing.

Extension: The contract may be extended by mutual agreement, subject to satisfactory performance and institutional needs.

One-time deliverables: The Digital Roadmap (Section 2.2) and UI/UX Redesign (Section 2.3) are one-time deliverables to be completed within the initial contract period, with specific timelines to be agreed at commencement. The expected duration for the UI/UX component is 10–12 weeks.

12. Reporting

The Service Provider will report to the designated point of contact within Kulhudhuffushi City Council and shall:

- d. Execute the scope of work in accordance with the contract and Terms of Reference using appropriate communication channels.
- e. Provide monthly progress reports summarizing activities undertaken, issues encountered, and planned activities for the following period.
- f. Deliver all reports, audit findings, and deliverables in a timely manner and in the formats agreed upon at commencement.
- g. Escalate any concerns, delays, risks, or issues that may affect service delivery in a timely manner.
- h. Maintain regular engagement and availability throughout the consultancy period.

