



Noonu Atoll Company

Secretariat of the South Miladhunmadulu Atoll Council

Boduthakurufaanu Magu, N.Manadhoo 04100, Maldives

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Project Title: Reimagine Noonu Binaaveshi Project Terms of Reference (TOR)

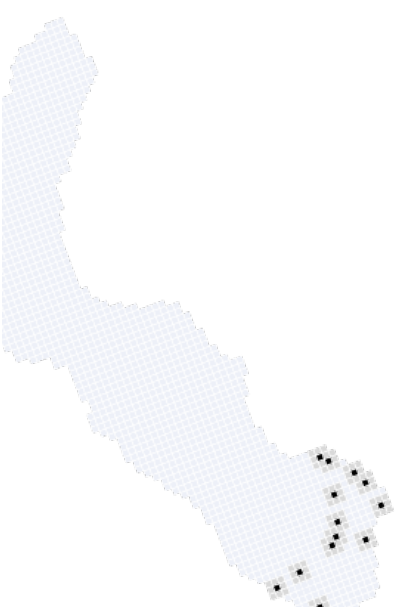


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A. BACKGROUND

The "Reimagine Noonu Binaaveshi" project is a response to the pressing need for integrated land use and urban planning in Noonu Atoll, where many islands face severe challenges of overpopulation, land scarcity, and unequal economic growth. Island councils are often forced to reclaim land and destroy natural resources to meet the growing infrastructure needs of their communities, while others face depopulation, which hinders local economic development. This imbalance leads to unsustainable practices, putting both communities and the environment at risk.

The project aims to promote balanced, resilient development across the atoll by creating a comprehensive framework that harmonizes urban development, legal structures, and economic strategies while protecting natural resources. By rethinking regional land use and resource management, the initiative will foster inclusive, sustainable growth that benefits all island communities. The assignment is expected to be completed within six months.

Led by the Noonu Local Authority Company & Noonu Atoll Council, the "Reimagine Noonu Binaaveshi" project to develop a comprehensive Atoll Land Use Plan (LUP). This plan will serve as a strategic framework to guide sustainable development of infrastructure, resource management, and resilience-building across the islands of Noonu Atoll.

B. OBJECTIVES OF THE ENGAGEMENT

The Urban Planning Consultant will act as the Team Leader, responsible for coordinating a multidisciplinary team of consultants and ensuring the successful delivery of the Atoll Land Use Plan.

- Urban Planning Consultant (team leader) – Responsible for the overall project coordination
- Economy & Social Sciences Consultant – Focused on socio-economic strategies, spatial economies, and sustainable livelihoods.
- Legal Consultant – Responsible for governance frameworks and legal compliance.

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- Transport & Logistics Consultant – Focused on mobility, connectivity, and logistical efficiency. *“to be announced later”*
- Surveying Team – Responsible for providing baseline data, maps, and ecological assessments. *“to be announced later”*

The consultant will integrate inputs from other consultants, stakeholders, and community members to produce a cohesive and actionable plan that aligns with sustainable development principles, resilience-building, and the needs of the Noonu Atoll communities.

The Urban Planning Consultant must ensure, during finalisation of the methodology, that the team structure accounts for the contributions of these consultants and integrates their inputs into the final deliverables. The consultant’s methodology will be evaluated based on its efficiency in achieving the project objectives and the duration for which other consultants are engaged to deliver the desired outputs.

C. GENERAL RESPONSIBILITIES FOR ALL CONSULTANTS

- a. Collaborate with the Noonu Atoll Council, Noonu LAC, and other consultants to finalise the project methodology to ensure that all the deliverables can be delivered within the allocated timeframe. Where scope overlaps and roles are not clear, fees can be renegotiated once the methodology is finalised.
- b. Actively participate in team discussions and workshops to ensure alignment across all activities.
- c. Provide expertise in their respective fields while ensuring integration with other components of the project.
- d. Contribute to the development of the Atoll Land Use Plan by delivering high-quality outputs as per the agreed methodology and timeline.
- e. Attend regular coordination meetings with the Noonu Atoll Council and Noonu LAC to report progress and address challenges.
- f. Ensure that all deliverables are aligned with the Sustainable Development Goals (SDGs) and the guiding principles and declarations of the Noonu Atoll Council.

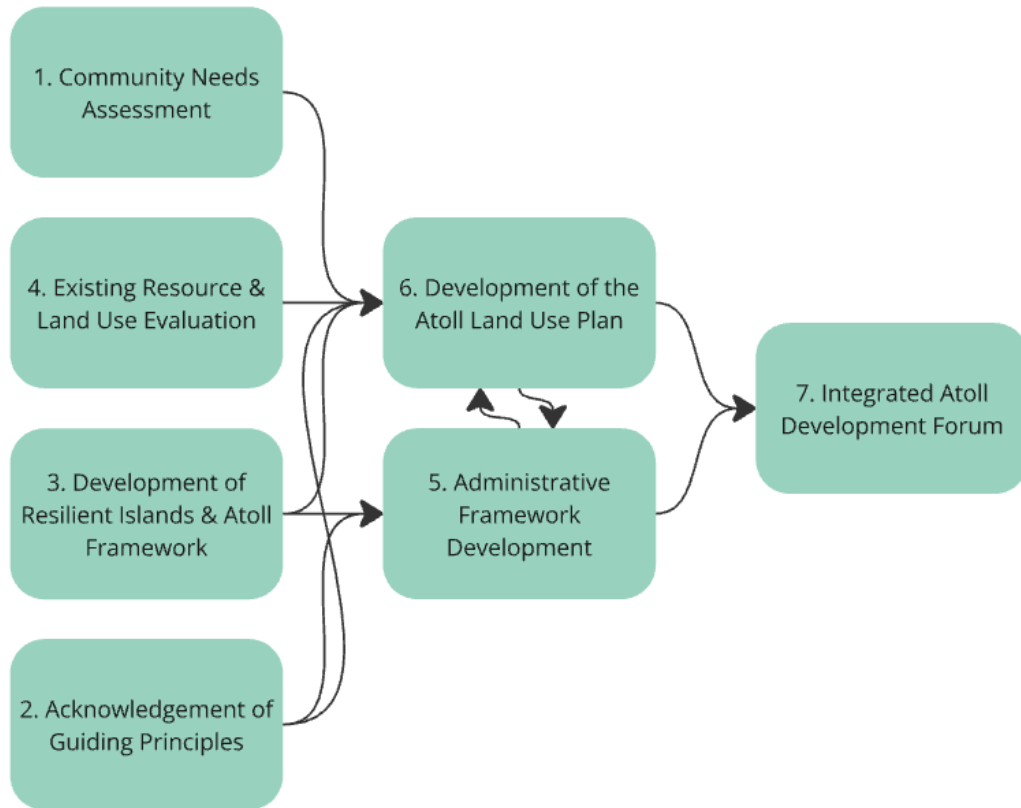
D. LIST OF KEY PROJECT ACTIVITIES

1. Community Needs Assessment
2. Acknowledgement of Guiding Principles
3. Development of Resilient Islands & Atoll Framework
4. Evaluation of existing Resource & Land Use Plan
5. Administrative Framework development
6. Development of the Atoll Land Use Plan
7. Integrated Atoll Development Forum

E. QUALIFICATIONS AND EXPERIENCE

Consultant	Minimum Qualification Required	Experience
Urban Planning Consultant (Team Lead)	Master's degree in urban planning or related field	Minimum 5 years in urban planning and land use management with at least 1 year in Land Use plan developed for a local government. Experience in team leadership preferred.
Economy & Social Sciences Consultant	Bachelor's degree in social sciences or related field	Minimum 3 years in social and/or economic policy and analysis.
Legal Consultant	Bachelor's degree in law	Minimum 2 year of relevant work experience. Must be familiar with all relevant laws and regulations.

F. PROJECT DELIVERABLES





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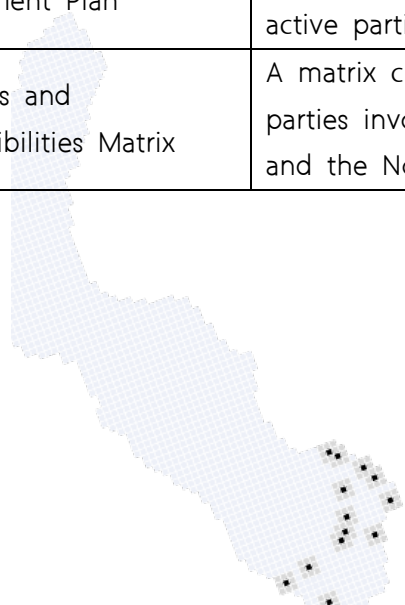
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1. Methodology

Comprehensive document that outlines the approach, methods, and timeline – ensuring clarity and alignment among all stakeholders and provides a roadmap for achieving the project objectives.

Sub-Deliverables	Description	Lead	Required Duration
1.1 Project Methodology Document	Detailed document outlining the project's objectives, scope, methods, and timeline; including stakeholder engagement strategies, data collection methods, and a clear roadmap for deliverables.	Urban planning Consultant	14 Calander Days
1.2 Stakeholder Engagement Plan	Plan for engaging key stakeholders, including the Noonu Atoll Council, community members, and consultants, to ensure their active participation throughout the project.	Urban planning Consultant	
1.3 Roles and Responsibilities Matrix	A matrix clearly defining the roles and responsibilities of all parties involved, including consultants, the Noonu Atoll Council, and the Noonu Local Authority Company.	Urban planning Consultant	



2. Community Needs Assessment

Community Needs Assessment to identify the needs, priorities, and aspirations of the communities in Noonu Atoll, ensuring the Atoll Land Use Plan reflects their requirements.

Sub-Deliverables	Description	Lead	Required Duration
2.1 Survey Questionnaires, Activities & Events Plan	Development of tools and plans for conducting surveys, focus group discussions, and community engagement activities to gather data on community needs and priorities.	Economy & Social Sciences	14 Calander Days
2.2 Report on Survey & Focus Group Discussion Findings	Detailed report summarizing the findings from surveys and focus group discussions, highlighting key community needs and challenges.	Economy & Social Sciences	To be determined
2.3 Report on Historic Land Use Patterns and Indigenous Knowledge	Documentation of traditional land use practices, indigenous knowledge, and historical patterns to inform sustainable and culturally sensitive planning.	Urban planning Consultant	To be determined
2.4 Report on Community Needs and Customary Practices	Report analyzing community needs and customary practices, with recommendations for integrating these into the Atoll Land Use Plan.	Economy & Social Sciences	To be determined

3. Acknowledgement of Guiding Principles

Acknowledgement to ensure alignment of the Atoll Land Use Plan with the guiding principles of the Noonu Atoll Council, declarations of the Noonu Atoll Council, community needs, and global sustainable development goals (SDGs).

Sub-Deliverables	Description	Lead	Required Duration
3-1 Report on Review of Declarations of Noonu Atoll Council	Review of existing declarations and resolutions by the Noonu Atoll Council to identify guiding principles for the Atoll Land Use Plan.	Economy & Social Sciences	To be determined
3-2 Guideline on Alignment with Community Needs & SDGs	Guideline document outlining how the Atoll Land Use Plan aligns with community needs, customary practices, and the United Nations Sustainable Development Goals (SDGs).	Economy & Social Sciences	To be determined

4. Development of Resilient Islands & Atoll Framework

Strategic framework to guide the development of resilient islands and the Atoll as a whole, focusing on sustainability, disaster preparedness, and resource management.

Sub-Deliverables	Description	Lead	Required Duration
4-1 Visioning Workshop Guiding Document	Document outlining the objectives, structure, and agenda for the visioning workshops, ensuring effective stakeholder engagement.	Urban planning Consultant	Within 28 Calander Days

4.2 Visioning Workshops Report	Report summarising the outcomes of the visioning workshops, including key insights and recommendations for the Resilient Islands Framework.	Urban planning Consultant	To be determined
4.3 Call for Papers	Formal invitation for experts to submit papers on topics such as resilience, spatial economies, and sustainable development, to inform the Integrated Atoll Land Use Plan Workshop.	Urban planning Consultant	Within 14 Calander Days
4.4 Online forum for presentation of Abstracts	Online workshop for presentation of proposed Abstracts for Call for Papers	Noonu Council	Tentative online session on 15 th March 2025
4.4 Review of Papers	Coordinate review of submitted papers, summarising key findings and their relevance to the Atoll Land Use Plan with project team (consultants).	Urban planning Consultant	To be determined (finalized along with Methodology)
4.5 Integrated Atoll Land Use Plan Workshop (Papers Presentation)	Workshop where experts present their papers, and stakeholders discuss and refine the Resilient Islands and Atoll Framework.	Noonu Council	To be determined

5. Existing Resource & Land Use Evaluation

Comprehensive evaluation of existing land use, resources, and ecological significance across Noonu Atoll, providing a baseline for planning.

Sub-Deliverables	Description	Lead	Required Duration
5.1 Existing Land Use Report	Report documenting current land use patterns across inhabited and uninhabited islands, including zoning and resource allocation.	Urban planning Consultant	To be determined

5-2 Existing Land Use Maps & Baseline Survey of Uninhabited Islands	Detailed maps and survey data of uninhabited islands, highlighting their current use and potential for future development.	Surveyor	To be determined
5-3 Raw Materials Audit Toolkit	Toolkit for assessing the availability and sustainability of raw materials (e.g., kanamadhu, fan).	Economy & Social Sciences	28 calendar days from Inception
5-4 Raw Materials Audit Report	Report summarising the findings of the raw materials audit, with recommendations for sustainable resource use.	Economy & Social Sciences	To be determined
5-5 Historical Sites Report	Documentation of historical and cultural sites across Noonu Atoll, with recommendations for their preservation and integration into the Atoll Land Use Plan.	Urban planning Consultant	To be determined
5-6 Sites of Ecological Significance Map	Map identifying ecologically significant sites (e.g., Girithah, haathah, surf points, dive points), to guide conservation and sustainable development efforts.	Surveyor	To be determined

6. Administrative Framework development

Review and development of administrative frameworks to support the implementation of the Atoll Land Use Plan.

Sub-Deliverables	Description	Lead	Required Duration
6-1 Report of Existing Administrative Framework Review	Review of the current administrative framework, identifying gaps and challenges in governance and implementation.	Legal	By 25 th March 2025
6-2 New Administrative Framework	Proposed administrative framework to support the effective implementation and governance of the Atoll Land Use Plan.	Legal	To be determined

7. Development of the Atoll Land Use Plan

Final Atoll Land Use Plan, integrating all inputs and providing a comprehensive roadmap for sustainable development, resource management, and resilience.

Sub-Deliverables	Description	Lead	Required Duration
7.1 Atoll Socio-Economic Plan	Plan to address the socio-economic needs of the Atoll, including strategies for economic growth, job creation, and community development.	Economy & Social Sciences	To be determined
7.2 Eco-Cultural & MICE Tourism Strategy	Strategy for promoting eco-cultural tourism and Meetings, Incentives, Conferences, and Exhibitions (MICE) tourism, leveraging the Atoll's unique cultural and ecological assets.	Economy & Social Sciences	To be determined
7.3 Sustainable Livelihood Plan	Plan for creating sustainable livelihoods, focusing on resource-based industries, community empowerment, and economic resilience.	Economy & Social Sciences	To be determined
7.4 Harvest Map	Map identifying areas for sustainable harvesting of natural resources, ensuring long-term ecological balance.	Surveyor	To be determined
7.5 Atoll Logistics and Transport Plan	Plan for improving inter-island transport and logistics, enhancing connectivity and mobility across the Atoll.	Transport & Logistics	To be determined
7.6 Atoll Market and Exchange Plan	Strategy for developing local markets and exchange systems to support economic activity and resource sharing.	Economy & Social Sciences	To be determined

7.7 Atoll Land Use Maps	Detailed maps outlining zoning, land use, and development plans for the Atoll, integrating ecological, cultural, and socio-economic considerations.	Urban planning Consultant	To be determined
7.8 Environment Management Plans	Plans for managing and mitigating environmental impacts, ensuring sustainable development and conservation of natural resources.	Surveyor	To be determined

8. Integrated Atoll Development Forum

Forum convening all Atoll Councils, where the Noonu Atoll Council will present the Atoll Land Use Plan to the Government and call for its formal acknowledgment and adoption.

Sub-Deliverables	Description	Lead	Required Duration
8.1 Forum Convening Document	Document outlining the agenda, objectives, and structure of the forum, ensuring effective participation and engagement.	Urban planning Consultant	By end of April 2025
8.2 Presentation of the Noonu Atoll Land Use Plan	Formal presentation of the Atoll Land Use Plan, highlighting its key components, strategies, and benefits for the Atoll and its communities.	Urban planning Consultant	June 2025

9. Final Report

Sub-Deliverables	Description	Lead	Required Duration
9.1 Submission of Final Report	Document outlining the agenda, objectives, and structure of the forum, ensuring effective participation and engagement.	Urban planning Consultant	July 2025

G. EXISTING INFORMATION & INSTRUMENTS

- Land Use Management System with GIS integration and layer management.
- Land Registry Management utilizing shapefiles and historical maps (overlayed for up to 10 years).
- Satellite/Drone Imagery of all inhabited islands (up to 4cm accuracy).
- Existing Land Use Plans & Reports for all 13 inhabited islands of Noonu Atoll.
- Coarse Antenna & Ground-Truthing Capacity within the Atoll Council.
- Efaas-Integrated Digital Platform for citizen engagement, ensuring transparent and legitimate participation in proposals, discussions, and polling.
- Community & Stakeholder Engagement sessions initiated by local councils, with consultants providing guidance on community and infrastructure needs.

