



**Ministry of Finance and Treasury**  
Republic of Maldives

**Maldives: Public Financial Management Systems Strengthening Project**

**MANAGEMENT IMPLEMENTATION SUPPORT CONSULTANT (LOCAL)**

**Terms of Reference**

**[Consultancy No: PSSP/3/C/03-3]**

**I. BACKGROUND**

1. The Government of Maldives (GoM) has received credit from the International Development Association (IDA) towards the cost of the Maldives PFM Systems Strengthening Project (PSSP), and intends to apply part of the proceeds of this grant towards payments under the contract for a Management Implementation Support Consultant (MISC) for the PSSP implemented by the Ministry of Finance and Treasury (MoFT).
2. The objective of the PSSP is to enhance budget credibility, transparency, and financial reporting of central government finances.
3. The PSSP includes provision of technical advisory services, goods, and training, to inter alia:
  - a. Strengthen the legislative and institutional framework for PFM;
  - b. Support the MoFT to establish a sound medium-term macro fiscal framework;
  - c. Strengthen capacity of MoFT staff to manage debt;
  - d. Strengthen the Public Accounting System; and
  - e. Improve the controls of central government finances.
4. The MoFT wishes to contract a MISC who will be responsible for the: (1) overall management and coordination of the project; (2) consolidate the technical inputs of the project into a coherent framework and provide overall policy direction and guidance to the high level management and policy makers of the MoFT.
5. The project is mapped to the office of the MoFT's Permanent Secretary and implemented by the relevant divisions of MoFT. The heads of each relevant division have been identified as focal persons responsible for the implementation of subcomponents and together form the project's PFM Working Committee. The PFM Working Committee is headed by the Project Director. In addition, a high-level PFM Project Steering Committee, chaired by the Minister of Finance and Treasury has been constituted to provide strategic direction and monitor progress. In addition the MoFT – specifically the office of the Permanent Secretary – will act as a coordinating unit and as a central point of



contact for coordinating and monitoring project activities. Project coordination will be supported by a project team at the Project Management Unit (PMU) consisting of (a) a part time Project Director who is the Permanent Secretary of the MoFT; (b) MISC; (c) a full time Project Coordinator; (d) a full time Financial Management Consultant; and (e) a procurement officer assigned from the Public Procurement Division on a part time basis. The MISC is expected to report to the Project Director. The MISC will be required to lead and guide the technical teams assigned to implement the subcomponents.

## **II. OBJECTIVES**

6. The MISC will provide technical information, guidance and advice on the overall policy direction to the senior management and policy makers of the MoFT.
7. The MISC will ensure that the work by GoM staff and consultants are in conformity with the objectives of the project and is carried out according to the terms of reference.
8. The MISC will also ensure that communications, coordination and reporting links with the related stakeholders are established and well conducted.

## **III. SCOPE OF SERVICES**

9. Prepare policy papers to the senior management and policy makers of the MoFT on the deliverables of the project, as required or when requested by senior management.
10. Prepare and update the detailed Project Implementation Plan in consultation with the PMU.
11. Update and implement the project communication strategy including facilitating trainings, and change-management activities for staff and other key stakeholders.
12. Ensure continuous compliance of the legal covenants in the financing agreement between IDA and GoM.
13. Assist the Project Director to lead the implementation of project activities including liaising with all relevant divisions within the MoFT, external stakeholders, and project specific contract management.
14. As part of contract management, continuously engage with beneficiaries to assess the quality of the deliverables and knowledge transfer/on the job training and carrying out periodic user/beneficiary surveys.
15. Assist in the procurement process of hiring individual consultants, consulting firms and project staff and goods procurement.
16. Ensure adequate annual budget allocations for project activities.



17. Manage the secretariat of the PFM Steering Committee, convene and facilitate PFM Steering Committee meetings and circulate minutes of the meetings.
18. Assist the Project Director to convene and facilitate Working Committee meetings and technical meetings within MOFT and external stakeholders and circulate minutes of the meetings
19. Resolve project implementation issues escalated by any division responsible for implementing project activities or escalate those issues which are outside of his/her power to resolve.
20. Continuously assess training needs of the PMU staff and needs of the all the implementing institutions and the Ministry of Finance and Treasury and related stakeholders with an aim to building sustainable project management and public financial management capacity in the country.
21. Any other project and policy related activity assigned by the Project Director.



#### IV. DELIVERABLES TIMELINE

#	Details	Frequency	Schedule	Payment	
1	A log of routine project activities performed including documents reviewed, meetings organized, meeting material prepared, meetings attended etc.	Monthly		20%	
2	Project Implementation Plan	-	1 month after commencement of consultancy	4%	
3	Satisfactory implementation and update of the Communication Strategy	Monthly		12%	
4	Progress report that includes: <ul style="list-style-type: none"> <li>- Implementation status of Project Activities</li> <li>- Achievement of Results</li> <li>- Procurement update</li> <li>- Expenditure vs Budget Status</li> <li>- Progress on Agreed Actions with the World Bank</li> <li>- Compliance with the Project Financing Agreement</li> </ul>	Monthly	Due 5 days after the end of each month	10%	
5	Monthly Working Committee meeting minutes	Monthly		10%	
6	4 Policy Papers	Quarterly	Due 15 days after the end of each quarter	4%	
7	Beneficiary Surveys Report on Deliverable Quality and Knowledge Transfer			5%	
8	PFM & MOFT Training Plan preparation and periodic updates			7%	
9	Trainings to staff and stakeholders on change management			Quarterly 1 training session for staff and stakeholders	4%
10	PFM Steering Committee minutes				20%



## **V. CONSULTANT’S REPORTING OBLIGATIONS**

22. The Consultant shall carry out the reporting obligations as follows:

- i. The Consultant shall report to the Project Director or his delegate on the status of the assignment on a regular basis.
- ii. The consultant is expected to report for work to Ministry of Finance and Treasury not later than 0800 hours on week days other than public holidays and provide services to the client for an average of 20 hours a week. Consultant may have to work extra hours in order to complete the tasks assigned as and when required without additional payment.

## **VI. REQUIRED EXPERTISE AND QUALIFICATIONS**

- i. Minimum 10 years of experience in PFM including familiarity of public sector treasury, accounting and budgeting systems.
- ii. Possess a Bachelor’s degree or professional qualification in Accounting/Finance, Public Administration, Economics, Business Administration or in a related field.
- iii. Project Management Experience: Overseen and/or implemented PFM projects – preferable
- iv. Experience in a policy advisory role to a Ministry of Finance – preferable
- v. Experience in implementing SAP systems in the public sector – preferable.

## **VII. CONTRACT DURATION**

23. This is a 1 year contract (on a renewable basis, depending on funding, need and performance). Upon signing of the contract, 2 months shall be counted as the probationary period.

## **VIII. REMUNERATION**

24. This is a lump sum contract where the Consultant shall be paid based on deliverables. Successful candidate will be paid an annual rate by the project in the range of USD 30,000 – 35,000 equivalent in Maldivian Rufiyaa, depending on qualification and experience.