

## **TERMS OF REFERENCE**

### **MINISTRY OF FINANCE**

#### **SUBSIDY REFORM – INCOME TRANSFER PROGRAM**

##### **PROJECT MANAGER**

### **1. BACKGROUND**

The Government of Maldives (GoM) is undertaking several fiscal reforms to alleviate the fiscal stress that has been increasingly impacting the fiscal sustainability of the country in the past few years. As such, the government has proposed key expenditure reforms, one of which is reforms on subsidy expenditure. With the aim of attaining fiscal sustainability and increasing the efficiency and equitable allocation of resources, the Ministry of Finance (MoF) is exploring changing the indirect subsidies to a more targeted direct subsidy mechanism, which is one of the key policy changes proposed in the Medium-Term Fiscal Strategy 2024-2026 as well. This initiative is being supported by the World Bank. While the overall subsidy reform policy and the design of the proposed direct transfer mechanism are being finalized, setting up the implementation and administrative systems required in place would be critical.

The National Social Protection Agency (NSPA) is mandated to administer and oversee social protection programs identified by the Government to protect Maldivian citizens from the effects of poverty. At present, NSPA administers multiple targeted and blanket financial assistance programs including medical welfare, allowances for disability, single parents and foster parents, and food assistance. In addition, NSPA has also been the lead implementing agency for emergency response programs such as the COVID-19 Income Support program. Similarly, NSPA will be leading the implementation of the targeted direct subsidy program as well.

The proposed program is a major shift in the usual operation and coverage of NSPA where the program intends to support up to 60% of the total population of the Maldives. In order to ensure NSPA's preparedness to manage this new targeted subsidy mechanism and the readiness of the social registry to target and provide support to the beneficiaries, MOF on behalf of NSPA is looking for a suitable Project Manager to manage the overall program set up and implementation.

### **2. OBJECTIVE OF THE ASSIGNMENT**

The Project Manager (PM) will function as the head of the Subsidy Reform Team in NSPA which will be set-up to manage the registration, selection, verification, disbursement, and monitoring and evaluation of the new direct subsidy and other benefits based on the Social Registry. The Project Manager will be responsible for coordinating and providing guidance to this entire initiative, and liaise with the Ministry of Finance, NSPA and other stakeholders engaged in the reform to ensure the efficiency and effectiveness of the overall implementation.

### **3. SCOPE OF WORK**

The overall responsibilities of the Project Manager include, but is not limited to the following:

#### **1. Support policy advise on social protection**

- Support policy design of the direct subsidy program in achieving National Social Protection Agency's (NSPA) overall social protection objectives.
- Engage in policy discussions on increasing efficiency and impact of various social protection programs and aligning them with national goals

#### **2. Coordinate timely implementation of the project activities, including the following:**

- Develop an implementation plan to effectively roll out the new scheme through a new social registry. The implementation plan should cover the institutional set-up with clear roles and responsibilities of each function, and processes from beneficiary outreach and communication, registration, verification, payments, as well as monitoring information systems (MIS), monitoring & evaluation (M&E), to grievance and redress mechanisms based on preliminary frameworks developed. In addition, the plan should also include procurement, hiring and training of new staff and any possible challenges and risks for implementation of the program with proposed mitigation strategies for each.
- Develop instruction and operational manuals for all the processes of the social registry and cash transfer mechanism with reference to the institutional arrangement proposed in the implementation plan.
- Identifying problems/impediments promptly as they arise during project implementation and take timely remedial actions;
- In collaboration with the legal unit of NSPA and MOF, support the development of Memorandum of Understanding (MOUs) with agencies or authorities for administrative data sharing and other legal documents as required.
- Coordinate team work across all relevant units/functions of NSPA to ensure smooth implementation of the direct subsidy program
- Travel to islands and actively participate in the field during implementation of the project
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#### **3. Monitoring and reporting on progress of project implementation**

- Monitoring, with assistance of the project staff, the progress of the project and its results indicators as specified by the Project Management Unit (PMU) or the World Bank.

- Ensure timely completion of the operational procedures, training, communication, and system development to facilitate the registration, selection and disbursement of the benefits under the subsidy reform program.
- Supervising activities and evaluating the performance of staff assigned to the project
- Monitoring effectiveness of the outreach and communication strategy for enrolment, verification and payment, including with other stakeholders.
- Reporting on progress updates to MOF, NSPA and the World Bank periodically or as required.
- Assisting with preparing the Borrower's contribution to the Implementation Completion Report (ICR).

**4. Supervision of procurement, financial management activities and managing environmental and social risks;**

- Monitoring financial activities, promoting financial discipline, and ensuring proper implementation of the financial management system.
- Ensuring management of environmental and social risks of the Project in line with the World Bank Environmental and Social Framework;
- Ensuring that procurement is carried out according to the applicable WB procedures and guidelines;
- Fulfilling audit requirements of the Financial Agreement;

**5. Liaising with other government institutions and information dissemination**

- Coordinate support to implementation between other government institutions such as the President's Office, Ministry of Finance, Maldives Bureau of Statistics, Pensions Office, MIRA, if and when required;
- Coordinate dialogue between the President's Office, Ministry of Finance, NSPA and World Bank (WB) team on project implementation matters, including preparation of project implementation reports for the WB on a regular basis and upon request;
- Lead and actively engage in the information dissemination activities regarding the project in line with the GOM, NSPA and World Bank policies

6. Provide exemplary management and leadership, motivation and develop staff under his/her supervision to perform at their best and live the core values of NSPA. As such, maintain a healthy, respectful, safe and secure work environment.

7. Other project related duties as agreed with the NSPA, MoF and the World Bank.

#### **4. WORKING ARRANGEMENT AND REPORTING OBLIGATION**

The Project Manager will be based at NSPA and work closely with the NSPA staff on a daily basis and report directly to NSPA CEO, head of Fiscal Affairs Department of the Ministry of Finance and to the Project Management Unit (PMU), or the World Bank on an agreed arrangement.

#### **5. DURATION OF THE ASSIGNMENT**

The services of the Project Manager are required for 2 years, with the potential extension based on need and performance.

#### **6. CONFIDENTIALITY AND CONFLICT OF INTEREST**

The Project Manager undertakes to comply with the Government of Maldives and WB's policies and rules with regard to corrupt and fraudulent practices, conflict of interest and confidentiality. The PM shall maintain confidentiality on all sensitive information obtained during the assignment and shall not publish wholly or in part the findings or such information, without prior written consent.

#### **7. QUALIFICATION REQUIREMENTS**

The selected candidate will possess the following qualification requirements;

- A Master's degree in management, business administration, finance, economics, development studies or related field with a minimum of 10 years relevant experience in recent years of which 3-5 years in a managerial position.
- Project management qualifications will be an advantage.
- A similar assignment of same level and nature in a government or International Financial Institution project in the past 3-5 years is highly desirable; knowledge and experience of World Bank Fiduciary procedures and requirements is a strong advantage.
- Excellent analytical and presentation skills.
- High degree of computer literacy, and intermediate to advanced knowledge of Microsoft Office Package (Excel, Word, and PowerPoint) and Internet.
- Excellent report writing and good command of both spoken and written English and Dhivehi is required.

#### **8. REMUNERATION**

The remuneration for this position shall be according to the National Pay Commission's Circular Number 13-NPC/CIR/2018/5.

The Project Manager is expected to report for work on weekdays from 0800 – 1600 hours other than public holidays and provide services for an average of 40 hours a week. The Project Manager may have to work extra hours in order to complete the tasks assigned to him/her and during travels, without any extra payments as such hours have been considered in the Remuneration Fee as stated above.

The PM shall be paid a monthly Remuneration Fee of MVR 33,600 to MVR 38,600.