

TERMS OF REFERENCE

MINISTRY OF FINANCE

SUBSIDY REFORM – INCOME TRANSFER PROGRAM

PROJECT COORDINATOR

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 Coordinator (PC) will assist the Project Manager (PM) to lead 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 cash transfer and other benefits based on the Social Registry. Under the guidance of the PM, the Project Coordinator will assist in the coordination and operational management of the project and liaise with key stakeholders engaged in the reform to ensure the efficiency and effectiveness of the overall implementation.

3. SCOPE OF WORK

The overall responsibility of the Project Coordinator is to support the Project Manager in the implementation of the direct subsidy program which include, but is not limited to, the following:

- **Support policy advise on social protection**

- Support the Pm in providing background and contextual information for policy design of the direct subsidy program in achieving National Social Protection Agency's (NSPA) overall social protection objectives.

- **Support to coordination of timely implementation of the project activities, including the following:**

- Support the development of 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.
- Support to formulation of 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.
- Support to resolving problems/impediments promptly as they arise during project implementation and take timely remedial actions;
- Support the development of Memorandum of Understanding (MOUs) with agencies or authorities for administrative data sharing and other legal documents as required.
- Support coordination of 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

- **Support to monitoring and reporting on progress of project implementation**

- Prepare monitoring and progress reports of the project and its results indicators as specified by the Project Management Unit (PMU).
- Support to 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.
- Prepare reports 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).
- Monitoring effectiveness of the outreach and communication strategy for enrolment, verification and payment, including with other stakeholders.

- **Support to procurement, financial management activities and managing environmental and social risks;**

- Support to 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;
- Support the procurement of services and hiring of new staff for the project in line with the applicable WB procedures and guidelines;
- Support to fulfilling audit requirements of the Financial Agreement;

- **Liaising with other government institutions and information dissemination**

- Support coordination between other government institutions such as the President's Office, Ministry of Finance, Maldives Bureau of Statistics, Pensions Office, MIRA, if and when required;
- Support coordination and preparations for 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;
- Support information dissemination activities regarding the project in line with the GOM, NSPA and World Bank policies

- **Other project related duties as agreed with the MoF and NSPA**

4. WORKING ARRANGEMENT AND REPORTING OBLIGATION

The Project Coordinator will work closely with the NSPA staff on a daily basis and report directly to the Project Manager.

5. DURATION OF THE ASSIGNMENT

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

6. CONFIDENTIALITY AND CONFLICT OF INTEREST

The PM 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 Bachelor's degree in management, business administration, finance, economics, development studies, with minimum 10 years experience.
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- A Master's degree in management, business administration, finance, economics, development studies, with minimum 5 years experience;
- Project management qualifications will be an advantage.
- A past similar assignment of the same level and nature in a government or International Financial Institution project 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 Power Point) and Internet.
- Excellent report writing and good command of both spoken and written English and Dhivehi is required.

8. REMUNERATION

This position is based at the National Social Protection Agency.

The remuneration for this position shall be according to the National Pay Commission's Circular Number

13-NPC/CIR/2018/5.

The Project Coordinator is expected to report for work on weekdays from 0800 – 1600 hours other than public holiday and provide services for an average of 40 hours a week. The PC 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 PC shall be paid a monthly Remuneration Fee of MVR 27,800 to MVR 32,000.