



**Ministry of Finance
Republic of Maldives**

Maldives: Public Financial Management Systems Strengthening Project

**Terms of Reference for
Project Director (National)**

[Consultancy No: MV-M0FT-252004-CS-INDV]

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 Project Director for the PSSP implemented by the Ministry of Finance (MoF).
2. Since the implementation of SAP for the Public Accounting System (PAS) from 2009 onwards, MoF has been strengthening the public finance management system.
3. The objective of the PSSP is to enhance budget credibility, transparency, and financial reporting of central government finances.
4. 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 MoF to establish a sound medium-term macro fiscal framework;
 - c. Strengthen capacity of MoF staff to manage debt;
 - d. Strengthen the Public Accounting System; and
 - e. Improve the controls of central government finances.
5. The MoF wishes to contract a Project Director 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 MoF.
6. The project is mapped to the office of the MoF's Permanent Secretary and implemented by the relevant departments of MoF. The heads of each relevant departments 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 has been constituted to provide strategic direction and monitor progress.
7. In addition the Public Finance and Modernization Section (PFMS) at MoF will act as a coordinating unit and as a central point of contact for coordinating and monitoring project activities. The PFMS consists of the Project Management Unit (PMU) and a team of technical staff. Project coordination will be supported by a project team at the PMU consisting of (a) a part-time Project Head who is the Permanent Secretary of the MoF; (b) a full-time Project Director; (c) a full-time Project Coordinator; (d) a full-time Financial Management Associate; and (e) a full-time Project Officer. The Project Director is expected to report to Permanent



Secretary and Minister of Finance. The Project Director will be required to lead and guide the technical teams assigned to implement the subcomponents.

II. OBJECTIVES

1. The Project Director will provide technical information, guidance and advice on the overall policy direction to the senior management and policy makers of the MoF.
2. The Project Director will ensure the fulfilment by the government of its obligations under the legal agreement signed with IDA.
3. The Project Director 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.
4. The Project Director will also ensure that communications, coordination and reporting links with the related stakeholders are established and well conducted.
5. The Project Director will be responsible for management and ensuring proper monitoring of the specialists hired to the Public Finance Development Service.
6. The Project Director will ensure achievement of the Project Development Objective (PDO) indicators, targets and Disbursement Linked Indicators (DLI).

III. SCOPE OF SERVICES

1. Prepare papers to the senior management and policy makers of the MoF on the deliverables of the project, as required or when requested by senior management.
2. Prepare and update the detailed Project Implementation Plan on a regular basis.
3. Update and implement the project communication strategy including facilitating trainings, and change-management activities for staff and other key stakeholders.
4. Ensure continuous compliance of the legal covenants in the financing agreement between IDA and GoM.
5. Lead the implementation of project activities including liaising with all relevant departments within the MoF, external stakeholders, and project specific contract management.
6. Support and follow-up with the responsible departments and monitor progress to ensure achievement of the PDO indicators, targets and DLIs.
7. 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.
8. Assist in the procurement process of hiring individual consultants, consulting firms and project staff and goods procurement.
9. Ensure adequate annual budget allocations for project activities.
10. Manage the secretariat of the PFM Steering Committee, convene and facilitate PFM Steering Committee meetings and prepare and circulate minutes of the meetings.
11. Submit monthly/quarterly updates/reports as required by the PFM Steering Committee, MoF and IDA.
12. Convene and facilitate Working Committee meetings and technical meetings within MOF and external stakeholders and prepare and circulate minutes of the meetings
13. Highlight and manage project dependencies



14. Resolve project implementation issues escalated by any department/agency responsible for implementing project activities or escalate those issues which are outside of his/her power to resolve and ensure they are resolved.
15. Periodically assess training needs of the PSSP PMU staff and financial management related training needs of the implementing departments/agencies with an aim to building sustainable project management and public financial management capacity.
16. Coordinate with the Chief Information Officer who is responsible for overseeing the works of the PFDS team to ensure that the necessary development related tasks are carried out in a streamlined manner and as per the needs of the Ministry.
17. Oversee and manage the PFDS team through regular monitoring of the deliverables, periodic appraisals and other related tasks as needed.
18. Update and maintain the PFM Portal continuously.
19. Any other project related activity assigned by the Minister of Finance or Permanent Secretary.



IV. DELIVERABLES TIMELINE

#	Details	Frequency	Schedule
1	A log of routine project activities performed including documents reviewed, meetings organized, meeting material prepared, meetings attended etc.	Monthly	Due 5 days after the end of each month
2	Project Implementation Plan		
3	Satisfactory preparation, update and implementation of the Communication Strategy		
4	Progress report that includes: - Implementation status of project activities - Achievement of results - Procurement update - Progress on Agreed Actions with the World Bank		
5	Monthly Working Committee meeting minutes	Quarterly	Due 15 days after the end of each quarter
6	PFM Steering Committee minutes		

V. CONSULTANT'S REPORTING OBLIGATIONS

The Consultant shall carry out the reporting obligations as follows:

- i. The Consultant shall report to the Permanent Secretary and Minister of Finance on the status of the assignment on a regular basis.
- ii. The Consultant is expected to report for work to Ministry of Finance not later than 0800 hours on week days other than public holidays and provide services to the client during GoM working hours. 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

The candidate should have:

- Minimum qualification of Master Degree or equivalent qualification in the field of Project Management, Procurement Management, Accounting, Finance, Public Administration or Economics; and
- Minimum 7 years of experience in the field of project management, finance, public administration or related field;

During selection of the candidate, the following aspects will be considered as an additional advantage:

- Experience in management of donor funded projects in the public sector
- Familiarity with an ERP system.
- Experience working with Government, civil society, international organizations and donors
- Knowledge and understanding of procurement procedures of donor funded projects and experience in using a procurement tracking system.

VII. REQUIRED SKILLS

- Strong leadership, management, and communication skills in presenting, discussing, and resolving difficult issues
- Ability to work efficiently and effectively with a multi-disciplinary team.
- Ability to draft, edit and produce written proposals and results-focused reports
- Excellent time management skills and organizational skills with appropriate sense of urgency and a proactive approach

CONTRACT DURATION

This is a 1 year contract.

Contract shall be renewable based on performance, need and funding.