



## TERMS OF REFERENCE

Consultancy on structuring the Group HR Structure

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## 1. Terms of Reference

### TERMS OF REFERENCE

#### *Consultancy on structuring the Group HR Structure*

##### 1.1 Background

Maldives Fund Management Corporation Limited (MFMC), is a 100% state-owned enterprise established in 2019, with objective to facilitate funding for private and public sector development projects in Maldives.

MFMC is seeking to hire a Human Resource Consultant (Firm) to harmonize all entities under the MFMC and streamline the group HR structure to support a collective group HR management procedure.

##### 1.2 Objective

The main objective of the work is to review and harmonize all entities under the MFMC and streamline the group HR structure to support a collective group HR management procedure.

Thereby to review and revise the current MFMC structure, practices and regulations, including the performance appraisal review, and to revise and harmonize the respective personnel Guide accordingly.

##### 1.3 Scope of Services

1. In Discussion with the senior management understand the needs and concerns to develop and revise the Human Resource Management processes in line with the vision and objectives of the company.
2. To review and revise the organization structure to combine all entities under the company.
3. To review the new Employment Regulations in order to identify the changes such as Minimum Wage and PCB regulations thereby to develop and harmonize the group salary structure in accordance with new guidelines.
4. To review and develop the job classifications within the group in reference to the proposed salary structure in accordance with the Job Classification Framework of PCB.
5. To review and revise the Performance Appraisal Review system to include KPI measurement against annual work plans and behavioral competencies measurements.
6. Assist the HR Team in positioning and harmonizing the existing positions to the new structure.
7. To train and coach the HR Team on making the new changes, its forms, templates and procedures fully functional and operational.

##### 1.4 Deliverables

The consultant shall submit the following documents and shall compliance with the requirement under the scope of work for the project.

- a. Develop a group salary structure
- b. Justification paper for the proposed salary structure
- c. Compensation policy to support the new structure.
- d. Develop Job descriptions and person specifications for all positions
- e. Performance Appraisal Templates.

- f. Performance management policies and procedures
- g. Standard Operating Procedure for the Performance Appraisal

**1.5 Submission format of Deliverables**

- All reports must be submitted editable format.

**1.6 Competencies of the project team**

The consultancy team shall have key personnel with the following minimum qualifications and experiences:

PERSONNEL	QUALIFICATIONS AND EXPERIENCES
1. HR Consultant	<ul style="list-style-type: none"> <li>•Master’s Degree Human Resource Management, Labor Law, Business Administration or related field.</li> <li>•Minimum 10 years of work experience in strategic Human Resource Management and or Development field including developing and implementation of HR policies and systems.</li> <li>•Demonstrate that he/she has successfully undertaken similar mandates</li> <li>•Experience or exposure to Employment laws and other government regulations</li> <li>•Have high level of written and oral communication in English</li> <li>•Have excellent analytical and facilitation skills</li> </ul>
2. Technical Support Staff 1	<ul style="list-style-type: none"> <li>•Bachelor’s Degree in Human Resources or related field.</li> <li>•Minimum 5 years of work experience in Human Resource Management field</li> <li>•Demonstrate that he/she has successfully undertaken similar mandates</li> <li>•Have high level of written and oral communication in English</li> <li>•Have excellent analytical and facilitation skills</li> </ul>
3. Technical Support Staff 2	<ul style="list-style-type: none"> <li>•Bachelor’s Degree in business administration or related field.</li> <li>•Minimum 5 years of work experience in Administration field</li> <li>•Demonstrate that he/she has successfully undertaken similar mandates</li> <li>•Have high level of written and oral communication in English</li> <li>•Have excellent analytical and facilitation skills</li> </ul>

### 1.7 Duration

The successful party must be available to commence the services in November 2021. Estimated duration to complete this assignment is 2 months

The consultant is required to submit and approve a work schedule within 5 working days of signing the contract. The work schedule should include all the necessary milestones.

### 1.8 Evaluation

Criteria, sub-criteria, and point system for the evaluation of the Full Technical Proposals:

	<u>Points</u>
<b>i) Specific experience of the Consultant (as a firm) relevant to the Assignment:</b>	<b>[20]</b>

The experience of the firm in developing Human Resource Strategies and Plans for similar entities.

<b>(ii) Key Experts’ qualifications and competence for the Assignment:</b>	<b>[80]</b>
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*[Notes to Consultant: each position number corresponds to the same for the Key Experts in Form TECH-6 to be prepared by the Consultant]*

a) Position K-1: HR Consultant	40
b) Position K-2: Technical Staff 1	20
c) Position K-3: Technical Staff 2	20

The number of points to be assigned to each of the above positions shall be determined considering the following three sub-criteria and relevant percentage weights:

1) General qualifications (general education, training, and experience): 30%

2) Adequacy for the Assignment (relevant education, training, experience in the sector/similar assignments) 70%

Total weight: 100%

*\*Note: A draft proposal providing further details on the evaluation of key experts are included in Annex 3.*

<b>Total points:</b>	<b>[100]</b>
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**Selection will be made based on Consultant’s Qualification-Bases Selection method.**

## 1.9 Duration

Payment will be in accordance with the schedule specified below;

Description	Allocation
<ul style="list-style-type: none"> <li>• Inception report</li> </ul>	<b>20%</b>
<ul style="list-style-type: none"> <li>• Draft report</li> </ul>	50%
<ul style="list-style-type: none"> <li>• Acceptance of Final report by MFMC</li> </ul>	30%

## ANNEX 1: Key Expert Evaluation

### KEY EXPERT EVALUATION (DRAFT)

#		Percentage	HR Consultant	Technical Support staff 1	Technical Support staff 2
<b>1</b>	<b>Education</b>				
1.1	Meets Minimum Requirement	30%	<i>Masters Degree</i>	<i>Bachelor's Degree</i>	<i>Bachelor's Degree</i>
	<b>Sub-Total</b>	<b>30%</b>			
<b>2</b>	<b>Experience</b>				
2.1	Meets Minimum Requirement (evaluated in terms of years of experience)	50%	<i>Minimum 10 years of work experience in strategic Human Resource Management and or Development field including developing and implementation of HR policies and systems.</i>	<i>Minimum 5 years of work experience in Human Resource Management field</i>	<i>Minimum 5 years of work experience in Administration field</i>
2.2	Relevant Experience in Management and or Development field including developing and implementation of HR policies and systems	20%	<i>10 points will be assigned for each similar project involved.</i>		
	<b>Sub-Total</b>	<b>70%</b>			
	<b>Grand Total</b>	<b>100%</b>			
	<b>Total Allocated for Key Expert Section</b>	<b>80%</b>	Score will be converted to 80%		

## ANNEX 2: CURRICULUM VITAE (CV)

Position Title and No.	{e.g., K-1, TEAM LEADER}
Name of Expert:	{Insert full name}
Date of Birth:	{day/month/year}
Country of Citizenship/Residence	

**Education:** {List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained}

**Employment record relevant to the assignment:** {Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous clients and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.}

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
[e.g., May 2005-present]	[e.g., Ministry of ....., advisor/consultant to...  For references: Tel...../e-mail.....; Mr. Hbbbb, deputy minister]		



Membership in Professional Associations and Publications:

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Language Skills (indicate only languages in which you can work): \_\_\_\_\_

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### ANNEX 3: Firms Experience

A brief description of the Consultant’s organization and an outline of the recent experience of the Consultant that is most relevant to the assignment. In the case of a joint venture, information on similar assignments shall be provided for each partner. For each assignment, the outline should indicate the names of the Consultant and Sub-consultants who participated, the duration of the assignment, the contract amount (total and, if it was done in a form of a joint venture or a sub-consultancy, the amount paid to the Consultant), and the Consultant’s role/involvement.

1. List only previous similar assignments successfully completed in the past 15 years (from 2005 onwards). Chronologically
2. List only those assignments for which the Consultant was legally contracted by the Client as a company or was one of the joint venture members. Assignments completed by the Consultant’s individual experts working privately or through other consulting firms cannot be claimed as the relevant experience of the Consultant, or that of the Consultant’s partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. Work completion letters should be submitted as supporting evidence for the most relevant assignments. The Consultant should also be prepared to substantiate the claimed experience by presenting copies of any other relevant documents and references, if so, requested by the Client.

<b>Durati on</b>	<b>Assignment name/&amp; brief description of main deliverables/ou tputs</b>	<b>Type of Assignm ent</b>	<b>Name of Client &amp; Country of Assignment</b>	<b>Approx. Contract value (in US\$ / MVR equivalent)/ Amount paid to your firm</b>	<b>Role on the Assignment</b>
{e.g., Jan.20 12– Apr.20 13}	{e.g., Concept Design of XXXXXXXX}	Residenti al	{e.g., Ministry of ....., country}	{e.g., US\$1 mill/US\$0.5 mill}	{e.g., Lead partner in a JV A&B&C}
{e.g., Jan- May 2018}	{e.g., Detailed Design of XXXXXX}	Resort / Hotel	{e.g., municipality of....., country}	{e.g., US\$0.2 mil/US\$0.2 mil}	{e.g., sole Consultant}

**Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, the information provided in this section correctly describes the firm's qualifications, and our experience. I understand that any misstatement or misrepresentation described herein may lead to disqualification of the firm or dismissal by the Client.

Name of authorized

Signature

Date

(the same who signs the Proposal)