



Ministry of Finance
Republic of Maldives

Terms of Reference for Institutional Development Consultancy Firm (International)

Ref No: MV-MOFT-277163-CS-CQS

1. Background

As part of reforming and improving public financial management functions of Government of Maldives (GoM), Ministry of Finance (MoF) has been implementing the Public Finance Management Systems Strengthening Project (PSSP) funded by The World Bank and intends to apply part of the proceeds to acquire the consultancy services of a firm to undertake tasks specifically designed for institutional development of MoF.

In light of the new fiscal realities faced due to the Covid-19 pandemic, it is vital that MoF evolves and adapt to the new work setups thereby aligning with the wider fiscal reforms through institutional development of MoF. Such institutional development primarily focuses on transforming the organization into effective, efficient, transparent, accountable, innovative and citizen-oriented ones to accomplish the mandate set by the government. Additionally it also focuses on promoting the development of human resource and leadership capacities to support leadership and professionalism, as well as ethical conduct and commitment to public service among the staff.

To meet these wider organizational objectives, MoF is seeking to hire a local consultancy firm to undertake the tasks identified in this TOR.

2. Scope of Work

The firm will be responsible for undertaking the following tasks related to institutional development of MoF.

2.1 Formulating a competency framework for the key professions at MoF

The competency framework is expected to help all the key professionals understand the knowledge requirements and assess the skills needed for both current and desired roles.

The firm is expected to develop the competency framework aligned to the job family model developed by the National Pay Commission (NPC). The model comprises of a job family matrix for each profession. The key professions identified in that model that relates to MoF includes: Accountants and auditors; Finance managers; Financial analysts; Financial, business and investment strategists; Human capital professional; Human resource managers; Management & organization analysts; Procurement professionals; Project & program management professionals; Public debt professionals; Public funds management professionals; Tax and revenue professionals; Information and communication service professionals (4 groups); Economists; Legal professionals; Quantity surveyors; and Statisticians.

The competency framework should be focused on building human capital with specific emphasis on the following areas:

- Attraction and recruitment
- Performance management
- Learning and development



- Transforming the finance function

The framework should include, but not limited to the following elements.

- Identifying and describing the skills, behaviours, knowledge and technical attributes that individuals must have, or acquire, to perform their role effectively. All these attributes should be specified for each job matrix and for each rank within that job matrix.
- A comprehensive guide on how to use the competency framework.
- A tool kit for the application of the competency framework. It should be focused on 4 areas identified above. Several short videos that will explain how to get the most out of the tool's functionality to practically implement competency improvement efforts should also be included in the tool kit.

2.2 Formulating a framework to enhance a research-based culture at MoF

MoF intends to enhance and build a culture of research thereby leading to better decision-making. The firm is expected to formulate a pragmatic framework to enhance a research-based culture that can be institutionalized at MoF.

The framework should include, but not limited to the following elements.

- How to create and identify a solid and supportive learning & development infrastructure
- How to identify in-house as well as external experts
- An in-house mechanism to coordinate and guide research
- Measurable performance criteria for research
- A funding mechanism for research
- A reward mechanism for both internal and external experts
- Regulatory requirements for institutionalization of the research-based culture

2.3 Developing a comprehensive flexible working arrangements policy for MoF

The policy should state the principles, guidelines and procedures related to flexible working arrangements and conditions that support employees' personal choices as well as organizational requirements. The policy should provide an overall framework for complying with legal requirements as well as for the responsibility and accountability of both employer and employees.

The policy should include, but not limited to the following key features.

Policy statement:

- An acknowledgement of the organization's philosophy on valuing an employee's personal choices and complementing family-friendly specific policies by assisting employees achieve genuine balance.
- A statement of purpose that identifies benefits or outcomes of flexible working arrangements such as workforce efficiency, quality of life balance and cost savings.
- A statement that emphasizes that flexible working arrangements are implemented to facilitate the accomplishment of work.
- Statement that employees working flexibly are treated no less favorably than any other employee and that flexible working is not a barrier to promotion or management responsibilities.



Purpose:

- Provide a level of autonomy and flexibility within work role to accommodate various priorities at work, home and in community:
 - vocational education while in paid work
 - caring, parenting and/or cultural responsibilities while in paid work
 - managing health/medical issues while in paid work
 - reduced working hours whilst phasing in or out of paid work
 - any other personal commitments
- Describe the process and procedures for establishing flexible working arrangements

Definitions:

- Clear definitions of key terms (e.g. flexible working, official worksite, alternative location) and types of flexibilities available (e.g. flexible hours of work, compressed hours, compressed working weeks, job-sharing, time-in-lieu, purchased leave, telecommuting, part-time work, purchased leave, unplanned leave, flexible careers, etc.)

Eligibility and exclusions:

- The conditions/exclusions applicable to employment status, tenure, to access flexible working arrangements.
- The conditions/exclusions applicable to variable working hours, to leave and other absences when working flexibly.

Process:

- The process involved in identifying positions eligible for flexible working arrangements or aspect of working arrangements that could possibly be modified.
- An outline on developing and implementing effective consultation mechanisms which encourage cooperation and engagement between employees and the employer.
- The operational process and steps involved in applying, reviewing, accepting or rejecting application requests (e.g. application, approval levels, timeline for approval/denial, training requirements, written agreements).
- The operational process and steps involved in changing/modifying or terminating/withdrawing a flexible working arrangement.
- Support, materials, and equipment provided.
- Specific requirements for record keeping, reporting and monitoring of use.
- The expectations imposed upon employees who have entered into a flexible working arrangement and their managers:
 - define the responsibilities of supervisors and managers of employees working flexibly
 - define the responsibilities of employees working flexibly (e.g. performance expectations and monitoring, communication protocols, occupational health and safety issues)

Performance and review:

- A performance management framework for flexible working arrangements. It must include but not limited to:



- a statement confirming employees working flexibly access the same opportunities as other employees (e.g. work assignments, awards and recognition, development opportunities, promotions) and that the performance of employees working flexibly is evaluated consistent with the employer's regular performance management system.
- a commitment to regularly review written agreement of the flexible working arrangements in place.
- the consequences of breaches of flexible working arrangements rules and conditions.
- performance appraisal forms that could practically be used for different modes of flexible working arrangements identified in the policy.

Benchmarks, tools and forms:

- All relevant benchmarks, tools and forms required for the implementation of the entire flexible working arrangements policy.

Regulatory requirements:

- A detail proposal that includes probable regulatory changes needed (including recommendations of such changes) for the implementation of the flexible working arrangements policy.

2.4 Developing a comprehensive operational plan to implement the flexible working arrangements policy at MoF.

In order to implement the flexible working arrangements policy, the firm is expected to develop a comprehensive operational plan for MoF. At a minimum, the following requirements should be met during this exercises.

- Conduct a comprehensive assessment of all the functions of MoF.
- Perform a diagnostic assessment of MoF to identify the level of readiness to implement the flexible working arrangements policy. It should include at least a flexibility roadmap – that includes the time bound journey to effectively enforce the flexible working arrangements policy.
- A detail map of functions and tasks of MoF that could be eligible for each mode of flexibility identified in the flexible working arrangements policy.
- A detail resource requirements assessment for effective implementation of the flexible working arrangements policy at MoF.
- A practical timeline for the implementation of the flexible working arrangements policy at MoF.

2.5 Developing a comprehensive communication policy for MoF

A comprehensive communication policy for MoF is intended to help the organization communicate effectively and meet the core organizational objectives.

The development of the communication policy should include the following 6 components.

- a) Analysis of the current situation
- b) Communication strategy



- c) Press/PR plan
- d) Digital strategy
- e) Crisis communication plan
- f) Resource requirement plan

Additional detail of each of those 6 components are given below.

- a) To analyze the current situation, the following analysis should be undertaken.
 - PEST (political, economic, social and technological) analysis – it comprises of external factors that could affect the organization’s work.
 - SWOT (strengths, weaknesses, opportunities, and threats) analysis – it comprises of factors that could impact the organization’s communication priorities.
 - Competitor Analysis – it looks at what competitors (other organizations) are doing well in terms of communicating their work and messages.
- b) Based on the above analysis, the communication strategy should be developed, which should include, but not limited to the following.
 - A clear statement of purpose
 - Organizational objectives and communication objectives
 - Detail description of both internal and external audiences.
 - Types of messages intended for each group of audience
 - Key communication channels for each group of audience
 - Communication strategy success evaluation toolkit
- c) The press/PR plan that looks specifically at how the organization aims to raise the profile through media. It should be closely linked to the communication strategy.
- d) The digital strategy that sits alongside the communication strategy and looks specifically at how the organization can build its online presence.
- e) A crisis communication plan designed specifically for implementation during crisis.
- f) A detail resource requirement plan for successful implementation of the communication policy at MoF. It should include human, financial and technological resources. The analyses conducted to assess the current situation should be used to identify the gaps and determine the additional resources needed.

2.6 Developing and conducting training for the above mentioned 5 reform initiatives

The firm is expected to develop and conduct all necessary training for the 5 reform initiatives mentioned previously. To operationalize this, the firm is expected to undertake the following.

- Development of a comprehensive and practical training package of the 5 reform initiatives above.
- Conducting the training to staff of MoF and other relevant stakeholders.
- Training of trainers aimed for HR officials of MoF and other relevant stakeholders.



2.7 Developing a Change Management Strategy for MoF

- The firm is expected to develop a Change Management Strategy for MoF. This shall include a Communication Plan that focuses on interpersonal communications and inter-department/stakeholder communications and client/beneficiary engagement needed to support the various PFM reforms at MoF.
- Once the strategy is approved, the firm shall provide the relevant personnel with a brief training on how to implement the strategy

2.8 Develop a mechanism to generate client/beneficiary feedback

The firm is expected to develop a mechanism to generate client/beneficiary feedback for services provided by MoF, which can then be used to generate a performance report on aforementioned services.

3. Deliverables and Payment Schedule

#	Deliverable	Payment %
1	Formulate competency framework for the key professions at MoF	30%
2	Formulate a framework to enhance a research-based culture at MoF	10%
3	Develop a comprehensive flexible working arrangements policy for MoF	10%
4	Develop a comprehensive operational plan to implement the flexible working arrangements policy at MoF	10%
5	Develop a comprehensive communication policy for MoF	10%
6	Develop and conduct training for the above mentioned 5 reform initiatives	10%
7	Developing a Change Management Strategy for MoF	10%
8	Develop a mechanism to generate client/beneficiary feedback	10%

4. Timeframe and Reporting Requirements

The project is expected to last for 6 months.

The Firm shall report to the Permanent Secretary of MoF.



5. Requirement of the Firm

- Minimum five (5) years of proven experience in undertaking institutional development projects in the public service of the Maldives.
- Minimum of 3 (three) successfully completed projects related to institutional development, human capital development or professional training for the public service of the Maldives.

The firm is expected to provide references and documented proof that it meets the above requirements.

6. Required Expertise of the Consultants

The firm is expected to propose a core team comprising of 1 team leader and a minimum of 1 senior expert. The firm may also propose additional experts, if required.

The core team (i.e. team leader and all senior experts) are expected to demonstrate knowledge and understanding of implementing institutional development projects related to human capital management, strategic development or related fields for successful undertaking of the tasks identified in the TOR.

The core team (i.e. team leader and all senior experts) are expected to meet the following core requirements.

- A minimum of postgraduate degree in a field directly relevant for this assignment and for their specific role in the team.
- A minimum of 5 years of relevant work experience in relevant for this assignment and for their specific role in the team.

Detailed experience requirements would be provided in the RFP document which shall be issued to the short listed firms only.