



Ministry of Finance

Republic of Maldives

**Public Financial Management Systems Strengthening Project**

# **Terms of Reference for Consultancy for Harmonization of Human Resource Policies & Procedures of SOE's (International Firm)**

**Ref No: MV-M0FT-259546-CS-CQS**

## **I. Background**

The Government of Maldives (GoM) has been undertaking several initiatives to reforming the public financial management to in order to enhance budget credibility, transparency, financial reporting and controls of central government finances. As such, the Ministry of Finance (MoF) has been implementing the Maldives – Public Finance Systems Strengthening Project (PSSP) funded by The World Bank.

The Government of Maldives (GoM) has received credit from the International Development Association (IDA) of the World Bank towards the cost of the Maldives PFM Systems Strengthening Project (PSSP) and wish to apply part of the proceeds towards the cost Consultancy for Harmonization of Human Resource Policies & Procedures of SOE's.

State-Owned Enterprises under the government of the Maldives includes partly government owned companies as well as 100% government owned organizations. These enterprises consists of 32 companies with different nature of businesses including financial institutions, utility companies, public transportations, Ports and other companies providing public services.

Companies also varies in the scale of operation and the number of employees. There is a drastic gap between the companies in terms of staff numbers where some companies have a total number of employees below 50, whereas other companies have more than 3000 employees.

Ministry of Finance (MoF) is seeking to hire a Consultant to harmonize and align the HR policies of State-Owned Enterprises (SOE's) in accordance with the Employment Act of Maldives (2/2008), International Conventions rectified by the government of Maldives and other international benchmarks in relation to employment. MoF found that there has been a discrepancy among the SOE's in the establishment of their HR policies and procedure. Hence, Ministry of Finance, the government of Maldives is currently opening a call for proposals from different HR consultancy firms to undertake "Consultancy for Harmonization of HR policies of SOE's".

## **II. Objectives**

The objective of the consultancy is to develop a principle based harmonized HR policy and procedure for all the SOEs which is with the parameters set in the Employment Act and other international practices, that will help the government of Maldives is to ensure consistency in action and to establish a fair, transparent, and harmonized HR function within the SOE and between the SOE's.



### III. Scope of the Work

The consultant will be required to develop guideline for the SOE's in establishing their HR policies and procedures taking into account the following;

- Review the exercise conducted by MoF- “HR policy review of State Owned Enterprises”
- Research on current HR policies, practices and performance of State Owned Enterprises with particular focus on the relevancy to the employment act of the Maldives and other international best practices.
- Identify common policies that all SOE's need to adhere irrespective of the nature of the business and the size of the company and any specific policy required for individual SOE depending on the nature of the business and the scale of operation
- Develop and prepare draft HR policy for SOEs including a clear, effective and transparent process to apply this policy across SOEs following the “comply or explain “principle.
- Conduct Familiarization workshop(s) on implementing HR policy and procedures

Note: SOE's HR policy and procedure shall include detailed policy guideline for SOE's

### IV. Deliverables, Timeline and Payment Schedule

Deliverables #	Details	Output timeframe (calendar days)	Payment Schedule
1	Report on review the exercise conducted by MPF and research on the current HR polices, practices and performance- ENG	10 Days	20%
2	Report on the recommended common policies and specific HR policies required for SOEs (separately for each SOE)- ENG	10 Days	15%
3	Submission of the <u>DRAFT</u> HR policy and procedure for SOEs including a clear, effective and transparent process – ENG &DHI	30 Days	35%
4	Submission of the <u>FINAL</u> HR policy and procedure – ENG &DHI	15 Days	20%
5	Conduct familiarization workshops for stakeholder	2 Days	10%



## **V. Required Expertise and Qualifications**

### **Firm**

- i. The firm must have minimum 5 years experience in Human Resources, Industrial Relation, Employment law and
- ii. The firm must have knowledge in establishing policies in this field for at least 5 years
- iii. The firm should obtained similar projects during the past 3 years.

### **Consultant**

The firm will propose a key team comprising of the following;

- i. Team Leader – Master’s Degree in Human Resources, Industrial relations, Employment relations or in a closely related field with a minimum of 5 years’ experience in public sector/ SOE HR or compliance.
- ii. HR specialist – Master’s Degree in Human Resources, Industrial relations, Employment relations or in a closely related field.
- iii. Must have more than seven (7) years of post-qualification experience in Human resources; demonstrated experience in high level workforce, human resource or employee relations advice and consultancy
- iv. Must have worked at least in one (1) assignment with in the past five (5) years with a similar scope; including reviewing and compiling Standard HR policies and procedures and manuals

### **The following will be considered as added advantage;**

- b. Proven ability to contribute to the development of innovative and contemporary workforce and human resource policies and strategies, Knowledge and experience in developing HR strategies, manuals in HR best practices, ILO conventions,
- c. Knowledge and understanding on the use of internationally accepted HR management best practices, hiring and firing procedures; sound understanding of principles underlying good HR practices and international agencies’ HR guidelines; understanding of Employment Act (2/2008)
- d. Knowledgeable in the legislative and regulative requirements relating to generalist human resource, IR/ER in the Maldives

The consultant shall have the following skills;

- a. Demonstrate ability to conduct research and analyses independently
- b. Excellent written and oral communication skills in English and Dhivehi
- c. Be able to operate in a team, contributing positively to team operations and working relationships



## **VI. Reporting Obligations**

The consultant will work in coordination with Ministry of Finance and Privatization and Corporatization Board (PCB)

The consultant will report to the HR specialist / Strategic Plan, L&D Expert and Secretary General of PCB

## **VII. Schedule for the Assignment**

This consultancy is expected to commence in May 2022.

Duration of the contract will be 2 months.



## Annex 1: List of State-Owned Enterprises

#	SOE name	Government Shareholding
1	Bank of Maldives Plc	Majority
2	Dhivehi Raajjeyge Gulhun Plc	Minority
3	Housing Development Finance Corporation Plc	Minority
4	Housing Development Corporation Limited	Majority
5	Island Aviation Services Limited	Majority
6	Maldives Airports Company Limited	Majority
7	Maldives Ports Limited	Majority
8	Maldives Tourism Development Corporation Plc	Minority
9	Maldives Transport and Contracting Company Plc	Majority
10	Male' Water and Sewerage Company Private Limited	Majority
11	State Electric Company Limited	Majority
12	State Trading Organization Plc	Majority
13	Maldives Marketing and Public Relations Corporation Limited	Majority
14	Maldives Islamic Bank Plc	Minority
15	Addu International Airport Private Limited	Majority
16	Aasandha Company Limited	Majority
17	Kadhdhoo Airport Company Limited	Majority
18	Fenaka Corporation Limited	Majority
19	Maldives Hajj Corporation Limited	Majority
20	Maldives Centre for Islamic Finance Limited	Majority
21	Maldives Sports Corporation Limited	Majority
22	Maldives Integrated Tourism Development Corporation Limited	Majority
23	Waste Management Corporation Limited	Majority
24	Business Center Corporation Limited	Majority
25	Public Service Media	Majority
26	SME Development Finance Corporation Private Limited	Majority
27	Fahi Dhiriulhun Corporation Limited	Majority
28	Maldives Fund Management Corporation Limited	Majority
29	TradeNet Maldives Corporation Limited	Majority
30	Road Development Corporation Limited	Majority
31	Maldives Post Limited	Majority
32	Regional Airports Company Limited	Majority