



Ministry of Finance
Republic of Maldives

HUMAN RESOURCE CONSULTANT

Terms of Reference

[Individuals – Local]

[Consultancy No: PC/13/2022/C-08]

1. Background

Ministry of Finance (MoF) is seeking to hire a Consultant to review, harmonize and align the Human Resource (HR) policies of State-Owned Enterprises (SOE's) in accordance with the Employment Act of Maldives (2/2008) and within the guidelines of Privatization and Corporatization Act (3/2013), International Conventions ratified by the government of Maldives and other international benchmarks in best practices of employment. MoF identified a number of discrepancies among the SOE's in their HR policies and practices that need to be harmonized and aligned with law and internationally accepted best practices of HR.

2. Objectives

The objective of the consultancy is to review the existing HR policies and practices and develop a new harmonized Manual of HR policies and procedures for SOEs that are aligned with the parameters set in the Job Classification Framework for State Owned Enterprises, Employment Act and other international best practices. The new HR Manual shall help the government of Maldives to ensure consistency, transparency, and harmonization of HR functions among SOE's as per the categorization and classifications systems adopted by Privatization and Corporatization Board (PCB). The consultancy shall also assist in the strategic direction that PCB will follow in implementing its mission and activities that will be carried out under the mandate of monitoring and evaluation of SOEs.

3. Scope of the Work

The Consultant will be required to develop a comprehensive HR Manual for the SOE's in establishing their HR policies and procedures taking into account the following:

- Review the exercise conducted by PCB on “Job Classification Framework for State Owned Enterprises”;





- Research on current HR policies, practices and performance of SOEs with particular focus on the relevancy to the Employment Act, other related regulatory framework of the Maldives and 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 an individual SOE depending on the nature of the business and the scale of operation;
- Develop and prepare a draft HR Policy Manual for SOEs including a clear, effective and transparent process to apply these policies across SOEs following the “comply or explain “principle.
- Conduct Familiarization workshop(s) on implementing HR Policy Manual.

4. Qualification and Experience Requirements

The Consultant should possess the following qualifications and experience:

- a. A minimum of Master's Degree in Human Resource Management, with 5 years of experience in a related sector or Bachelor's Degree in any other field specialized in Human Resource Management/Financial management, with 5 years of experience in a related sector.
- b. Demonstrated ability to conduct research and analysis independently.
- c. Proven track record of similar work and related deliverables.
- d. Excellent written and oral communication skills in English and Dhivehi.
- e. Able to operate effectively in a team, contributing positively to team operations and working relationships.

5. Evaluation Criteria

Criteria	Marks Awarded		
Price	45%	Lowest Price, pro rata	45%
Academic Qualification	30%	A minimum of Master's Degree in Human Resource Management or Bachelor's Degree in any other field specialized in Human Resource Management / Financial management	30%
Experience	25%	5 years of experience in a related sector.	25%





6. Reporting Requirements

The Consultant will work in coordination with MoF and PCB and will be part of the Secretariat of the PCB.

The Consultant will be based at Secretariat of the PCB and shall work very closely with counterpart staff of MoF and other stakeholders and will report to the Secretary General (SG) of PCB.

7. Duration and Payment Terms

This is a time-based contract. The assignment will be for 12 months; starting September / October 2022. Payment will be made on monthly basis.

8. Required Documents

The Individual shall submit a proposal for the project. The proposal shall include the following documents:

1. Profile and including ID Card copy.
2. CV and copies of educational qualification and training certificates.
3. Related projects or works undertaken in the past 5 years or the portfolio.
4. Reference letters from past clients.



9. Bid Opening

1. Pre-bid Meeting.

- a. We will not have a physical pre-bid meeting. All interested bidders can mail to procurement@finance.gov.mv; for any clarifications with regard to the TOR before 30th August 2022, 14:00. Clarifications will be mailed to them before 1st September 2022, 14:00.

2. Submission of envelopes and documents

- a. Bidders must submit the Proposal in sealed envelopes and address to Ministry of Finance.
- b. Bid-Opening
 - i. **Date: 4th September 2022**
 - ii. **Time: 13:30 hrs.**

