



Ministry of Finance
Republic of Maldives

**Terms of Reference for
Consultancy for Harmonization of Procurement Policies of SOE's (Local Firm)**

Ref no: PSSP/5/C/04

I. Background

The Ministry of Finance (MoF) is seeking to hire a Consultant to harmonize and align the procurement policies of State Owned Enterprises (SOE's) with Public Procurement Guidelines and Public Procurement Act within the guidelines of Privatization and Corporatization Act (3/2013). Currently procurement guidelines and practices are very heterogenous across the SOE sector, which creates the need to modernize and to standardize the procurement principles and approaches to ensure transparency, competition, value for money and integrity.

II. Objective of the Consultancy

The objective of the consultancy is to develop a principle based harmonized procurement policy for all the SOEs which is within the parameters set in the public finance regulations, that will help the SOEs to procure goods and services in a more competitive, transparent and cost effective manner.

III. Scope of Work

The Consultant will be required to review State Owned Enterprises Procurement Policies and other public procurement regulations. In addition, She/he must develop procurement policy principles which can be applied to SOEs and which can provide flexibility to SOEs while maintaining transparency and competitiveness. Specifically the Consultant should carry out the following tasks:

- a. Conduct an analysis of procurement of goods, works and services procured by SOEs
- b. Research on current procurement policies, practices and performance of State Owned Enterprises with particular focus on time lag in the completion for each of the major procurement milestones and total time taken to procure from bid announcement to contract signing.
- c. Consult the Privatization and Corporatization Board, the Ministry of Finance, the Auditor General's Office, the private sector and civil society to determine the strengths and weaknesses of SOE public procurement to inform the reform. Analyze models and principles to harmonize procurement policies of SOEs which will enable transparency and competitiveness in procurement activities, including good international practice in similar economies
- d. Review the current public finance framework and analyze principles which can be adopted into SOE procurement policies.
- e. Develop functional responsibilities of the procurement function and job description and competency requirements of the main staff of the procurement function.
- f. Prepare draft Procurement Policy for SOE's, including a clear, effective and transparent process to apply this policy across SOEs following the "comply or explain" principle;



- g. Coordinate with National Tender of Ministry of Finance and other relevant stakeholders to obtain feedback to draft Procurement Policy and Job Descriptions and Competencies
- h. Amend Procurement Policy, Job Descriptions and Competencies as per the feedback from stakeholders
- i. Familiarization workshop(s) on implementing procurement policy and adoption of Job Descriptions to stakeholders

IV. Deliverables

Deliverable #	Details	Output timeframe (calendar days)	Payment Schedule
1	Report on review of current procurement policies which shall address the tasks in Section III. (a) and (b), of State Owned Enterprises to harmonize procurement policies of SOEs, based on stakeholder consultation and review of audit reports-ENG	60 days	20%
2	Report on review of current public finance framework which can be adopted into SOE procurement policies and international good practice in the parastatal sector- ENG	15 days	10%
3	Submission of Draft Procurement Policy for SOE's and implementation arrangements –ENG & DHI	30 days	25%
4	Submission of Draft Job Description for the main staff of procurement function of SOE's – ENG & DHI	7 days	
5	Submission of Final Job Description for the main staff of procurement officers of SOE's – ENG & DHI	7 days	35%
6	Submission of Final Procurement Policy for SOE's – ENG & DHI	30 days	
7	Conducting familiarization workshops for stakeholders	2 days	10%



V. Qualification & Experience Requirements

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

1. Team Leader – Masters degree in Procurement, Business, Law or a relevant field with a minimum of 5 years' experience in public sector / SOE procurement or compliance.
2. Procurement Specialist – Master's degree in Procurement, Business, Law or other relevant field.

The following experience will be considered as an added advantage:

- Working in the area of public procurement reform, with an emphasis on policy and regulation development.
- Working in the area of public finance and compliance
- Working with procurement processes in the private or SOE sector.
- Specific experience of streamlining procurement processes in the public sector

The team members must:

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

VI. Duration and Commencement of contract

This consultancy is expected to commence in May 2019.

Duration of contract will be 5 months.

VII. Reporting Requirements

The Consultant will work in coordination with National Tender and Privatization and Corporatization Board (PCB).

The Consultant will report to the Chief Procurement Executive of National Tender and Secretary General of PCB.

VII. Remuneration

Successful candidate will be paid a negotiable all-inclusive fee depending on qualification and experience.