



**Ministry of Finance**  
Republic of Maldives

**Terms of Reference for  
Consultancy for Development of IT Master Plan for Public Financial Management (PFM) Functions  
(International Firm)**

*Ref no: MV-MOFT-248427-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 Financial Management Systems Strengthening Project (PSSP) funded by The World Bank.

MoF is seeking to hire a Consulting Firm to develop a master plan for the IT systems related to the functions and services provided at this ministry. Currently the financial management functions of GoM are run on SAP ECC 6.0 with Oracle as the database. GoM currently runs two SAP instances, one at MoF and another at MIRA.

Following are the modules running on these SAP instances

Module/Component	Running at
BASIS	MoF & MIRA
ABAP	MoF & MIRA
FICO	MoF
MM	MoF
HCM	MoF
BPC	MoF
BI	MoF & MIRA
BO	MoF & MIRA
TRM	MIRA
CRM	MIRA
AIS	MoF
PS	MoF

The master plan will also look in to capacity building in carrying out ICT Audits and development of guidelines regarding ICT Audits throughout the Government of Maldives.



## Objective of this consultancy

The objective of this consultancy is to develop a 5 years ICT Master Plan to strengthen public finance management of the government of Maldives and ensure business continuity at both Ministry of Finance (MoF) and Maldives Inland Revenue Authority (MIRA) by streamlining core ICT functions. In addition to this, the consultancy will also look in to strengthening the government’s ICT Auditing capabilities and carry out capacity building activities in association with Auditor General’s Office (AGO).

## 2. Scope of Work

During the course of this assignment, the Consulting Firm shall assist with the formulation of a 5 year plan for SAP implementation, a hardware requirement plan for the whole infrastructure, an integration plan for SAP and all other applications, a business continuity plan for the data center, a data access plan and set of policies to deal with security breach incidents with recommendations to mitigate such breaches.

The Consultant will be required to carry out the following tasks:

No.	Task	Agency
1	Assessment of current ICT environment by using an appropriate assessment framework (Example: ISO 27001:2013 Information Security Management Services (ISMS), National Institute of Standards and Technology (NIST) Cybersecurity Framework; Open Web Application Security Project (OWASP) framework etc.)	MoF and MIRA
2	Carry out a risk assessment and develop a Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP) using an appropriate framework (Example: ISO 27031:2011 Information technology — Security techniques — Guidelines for information and communication technology readiness for business continuity)	MoF and MIRA
3	Design and develop Tier-3 Data Centre (hardware, software, networking & security etc.) requirements for Primary Data Center (PDC) and Disaster Recovery (DR) site.	MoF and MIRA
4	Design and develop SAP Roll out plan which should include the relevant SAP module details as well as the integration plan for external systems	MoF and MIRA
5	Design and develop an integration framework for external system integration (External systems including SAP and other non-SAP systems).	MoF and MIRA
6	Develop a migration plan to SAP S4/HANA by 2023	MoF and MIRA
7	Design and develop a ICT Sustainability Plan (including but not limited to) <ul style="list-style-type: none"> <li>• Human Resource Requirements</li> <li>• Total Cost of Ownership (TCO)</li> </ul>	MoF
8	Design and develop guidelines for harmonizing in-house software development (including but not limited to) <ul style="list-style-type: none"> <li>• Requirements Analysis</li> <li>• Development and coding standards</li> </ul>	MoF



	<ul style="list-style-type: none"> <li>• Testing</li> <li>• Documentation</li> <li>• Implementation and Maintenance</li> </ul>	
<b>9</b>	<p>Design and develop Security Policy (including but not limited to the following policies)</p> <ul style="list-style-type: none"> <li>• <b>Governing Policies:-</b> <ol style="list-style-type: none"> <li>i. Statement of the issue that the policy addresses</li> <li>ii. How the policy applies in the environment</li> <li>iii. Roles and responsibilities of those affected by the policy</li> <li>iv. Actions, activities, and processes that are allowed (and not allowed)</li> <li>v. Consequences of noncompliance</li> </ol> </li> <li>• <b>Technical Policies:-</b> <ol style="list-style-type: none"> <li>i. General policies</li> <li>ii. Telephony policy</li> <li>iii. Email and communications policy</li> <li>iv. Remote access policy</li> <li>v. Network policy</li> <li>vi. Application policy</li> <li>vii. Incident handling policies</li> </ol> </li> <li>• <b>End User Policies:-</b> <ol style="list-style-type: none"> <li>i. Identification and authentication policies</li> <li>ii. Password policy</li> <li>iii. Acceptable use policies</li> <li>iv. Antivirus policy</li> </ol> </li> </ul>	MoF
<b>10</b>	Design and develop Standard Operating Procedures (SOP) for mitigating risks and review existing SOPs	MoF
<b>11</b>	Design and develop ICT Audit guidelines using appropriate framework (Example: INTOSAI Guidance on Audit of Information Systems) and training of 4 staff to carry out ICT Audits according to the guidelines that are developed.	MoF and AGO



### 3. Deliverables

Deliverable #	Details	Payment Schedule (%)
1	Report with findings on current ICT environment for both MoF and MIRA	5
2	Report on review of current BCP and recommended BCP for both MoF and MIRA	5
3	Requirement Analysis Document for Data Center and Disaster Recovery (DR) site for MoF	5
4	Requirement Analysis Document for Data Center and Disaster Recovery (DR) site for MIRA	5
5	SAP roll-out plan and Integration plan for both MoF and MIRA	5
6	Integration framework for SAP Systems with external systems for both MoF and MIRA	5
7	SAP S4/ HANA migration plan for both MoF and MIRA	5
8	Development of ICT Sustainability Plan	10
9	Develop guidelines for harmonizing in-house software development	10
10	Design and develop MoF Security Policy	10
11	Design and develop SOPs	15
12	Develop guidelines for ICT Audit & training of key auditors to carry out ICT Audits	20

### 4. Requirement of the Firm

- Minimum Seven (7) years of experience in providing technology consultancy, public finance management, advisory services for institutional development, ICT infrastructure development, organization review, strategic development or related field.
- The firm must provide references for minimum of five (5) similar projects.
- Minimum three (3) years' experience in providing services to the public sector.

The firm is expected to provide references for related work undertaken recently as supporting information.



## 5. Required Expertise of the Consultants

- The team must include a team leader with the experience and technical knowhow to carry out such an assignment.
- It is expected that the following team composition would be required to deliver the desirable deliverables;
  - ✓ Team leader must have a postgraduate qualification and demonstrate minimum of Seven (7) years overall experience, including experience in a supervisory or managerial capacity on at least 3 similar assignments as team lead.
  - ✓ All members involved in the team should be certified engineers / experts in their respective area with minimum of five (5)years' experience.
  - ✓ At least one Certified Information Systems Security Professional (CISSP) should be included in the team
- The firm shall provide detailed CV's of all the team members who will participate in the project.
- All team members should be Fluent in English (written and spoken).

## 6. Reporting Requirements

- The Consultant will work in coordination with Public Finance Modernization Section and report to the Chief Information Officer.
- The Consultant will be required to work both off-site and on-site during the period of this contract.
- Documentations of tasks carried out under this contract shall be prepared separately for the agencies involved in that particular task. (Example: Documentation for task one (1) should be prepared separately for MoF and MIRA)

## 7. Duration and Commencement of contract

This consultancy is expected to commence in November / December 2021. Duration of contract will be 6 months.