



## **Annex A: Terms of Reference and Scope of Services**

### **Chief Information Officer (CIO)**

#### **Terms of Reference**

*(Ref No. PSSP-DLI/2.1/C/06)*

#### **A. BACKGROUND**

1. The Government of Maldives (GoM) has received a credit from the International Development Association (IDA) towards the cost of the Maldives Public Financial Management Systems Strengthening Project (PSSP). Part of the proceeds of this credit has been applied to establish a Public Finance Modernization Section (PFMS) within the Ministry of Finance. In line with this, the Ministry intends to hire a Chief Information Officer (CIO) as part of the required specialized full time staff at the Unit.

#### **B. OBJECTIVE**

2. The main responsibilities of the CIO include assisting in the implementation of the PAS, provide support for the smooth functioning of the PAS modules that have been implemented and transferring knowledge to staff.  
CIO's responsibilities also include leading, managing and coordinating the technical work carried out by the Public Finance Development Service (PFDS) Unit within the PFMS. He/she shall be the focal point for development work carried out by the PFDS.

#### **C. SCOPE OF SERVICES**

In order to achieve the above objective, CIO will carry out tasks that are identified and agreed by the Client:

##### **SAP Landscape Monitoring and Maintenance**

- i. **System Administration** – starting and stopping of SAP Server, process overview at the operating system level, maintain and monitor SAP server health and performance, application server status check, maintain SAP system landscape, monitor user sessions/failed updates/lock entries/work process/update process/CCMS, system log review (startup logs & traces, ABAP short dumps, operating system logs) and system status check.
- ii. **Database Administration** – maintain and monitor SAP System database (oracle) architecture, Database Logs, Tablespace Administration and Database/Archive Log backups.
- iii. **Database Performance monitoring** – fine-tuning of performance indicators such as buffer cache quality, I/O statistics and statistics of user calls and number of blocks read per SQL statement.
- iv. **SAP Installation and Post Installation steps.**



- v. **Support Pack Upgrade (ABAP+JAVA) and Kernel Patch Upgrade.**
- vi. **SAP Online Support System (OSS) Note Application to the SAP servers to resolve issues.**
- vii. **Overseeing ABAP developments and BI Technical aspects** – Technical analysis, reviews, testing and implementation of ABAP developments (Enhancements, Report Programs, Web Services etc.), proper documentation of all customization done to ABAP programs or any ABAP related activities, BI landscape maintenance, Info cube tasks (data import queues and info chain maintenance) and BI role creation and testing.
- viii. **Technical support on Functional Module implementations and customizations**
  - ix. Arrange and conduct SAP Technical training to staff
  - x. Preparation of standard operating procedures (SOP).
  - xi. To support configuring new modules and/or enhancing existing modules in the SAP landscape at TPAD.

### **MoFT Data Center & DR site Monitoring and Maintenance**

- i. **Manage and maintain MoFT Data Center & DR site** – servers/SANs management and maintenance with software/firmware upgrades, Operating System upgrade and patching, server/SANs and other equipment upgrade life cycle management, manage and maintain central USP & Cooling System, manage and maintain Data Center's environment monitoring & alert system, and establishment of proper backup & restore procedures.
- ii. **Manage and maintain the network structure of MoFT Data Center & DR site** – maintain routers/switches/firewall with appropriate OS and patch levels, creating and maintain proper Access Control List for incoming and outgoing connections, implementation of secure connectivity to and from MoFT Data Center & DR site, Analyze network security threats & mitigate the risks, monitor firewall logs, maintain the network infrastructure monitoring & alert system and manage network infrastructure upgrade life cycle.
- iii. **Preparation of standard operating procedures (SOP)**

### **Supervision of MoF IT staff & MoF developers, and manage in-house software/web development tasks**

- i. Supervise MOF IT staff & individual developers, prepare monthly performance appraisal form and monitor development timeline in order to keep up with developmental needs of the ministry.
- ii. Identify developmental needs of the ministry based on the request by relevant divisions/sections of MoF, prioritize the development related tasks, and agree on a timeline for each developmental task assigned to developers.
- iii. Ensure that proper documentation, source code repository and training manuals are maintained centrally by the developers for each developmental task.



### **Act in the role of Technical Manager**

- i. Manage the PFDS Unit's technical work** – manage and coordinate work carried out by the SAP functional and technical team, resolve implementation issues raised by the SAP technical and functional team, coordinate development requests to the PFDS from senior management, review and prepare work plan as needed & communicate the Unit's work plan to the senior management and PMU as needed.
- ii. Lead external consultancies** – manage and lead implementation of external consultancies executed by the SAP functional and technical consultants, monitor progress, plan and coordinate activities to facilitate achievement of objectives.

### **Schedule of Completion of Tasks**

- i. To carry out these tasks, the staff is required for a period of two years. Work must be conducted onsite, stationed at the premises specified by the PAS.
- ii. Preparations of reports are on an ad-hoc basis. During the course of the work, including field work, the staff will be required to complete timesheets or any other document used to identify time spent and completion of tasks.

### **Services and facilities to be provided by the client**

The PAS ensures that office space, office facilities, local calls, internet connection, general stationery, and all other relevant information for the completion of the task is made available to the staff in timely manner.

### **D. DELIVERABLES**

- i. Each staff has to train at least one additional user in his area of expertise in the configuration and usage of the SAP software, to allow for transfer of skills and knowledge suitably over the first Year.
- ii. Develop internal controls as might be necessary, including policies and procedures, for efficient and effective use of the SAP software, taking into consideration the existing rules and regulations of the Government.
- iii. Develop Procedure and policy Manuals (such as Standard Operating Procedures-SOPs) in accordance with the business processes of the GoM. The staff would also help in the finalization and issuance of Public Finance Rules and Regulations.
- iv. Ensure that corrective actions are taken promptly to remedy weak internal controls and report to the Project Director any circumvention of the system or practices that will impede efficient and effective use of the resources.



- v. Enhance the usage of the functionalities of the assigned SAP software modules that have been implemented under the project.
- vi. Ensure that policies and procedures are followed, the system is effective, and the data entered is reliable. The staff is responsible for their respective modules and would have to take initiative in correcting any errors/problems related to their respective module/modules.

### **Procedure for Review of Outputs**

- i. The review processes consist of analysis of the Consultant's output by the Permanent Secretary and Financial Controller who will monitor the status of deliverables accordingly.
- ii. During the course of the assignment the Consultant will be closely monitored by the Project Director. The Consultant will be required to provide reports as required by MoF for monitoring purposes.

### **E. REQUIRED EXPERTISE AND QUALIFICATION**

- Minimum master's degree / professional certificate in a related field
  - Minimum ten (10) of experience in using SAP
  - SAP academy training will be an added advantage
  - Two (2) years specific experience in configuring and developing all modules will be an added advantage
3. Individuals selected for supporting the technical infrastructure would need to be fully conversant in the use of the SAP related hardware and the communications environment.
  4. The individuals will need to be familiar with public sector treasury and budgeting systems and familiar with public sector accounting systems
  5. The individual should be a good team player with good command in English and have excellent communication skills. She or he should be motivated, target driven and objective oriented.