



**Ministry of Finance and Treasury**  
Republic of Maldives

**Human Capital Management (HCM)**  
**Terms of Reference for Associate – Functional (Individual)**  
*(Ref No. PSSP-DLI/2.1/C/05)*

**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), and part of the proceeds of this credit is being used to establish a Public Finance Modernization Unit within the Ministry of Finance & Treasury. In line with this, the Ministry intends to hire a Human Capital Management (HCM) Associate (Functional) as part of the required specialized full time staff at the Unit.

**B. OBJECTIVE**

2. The main responsibilities of the Associate include assisting in the implementation of the Human Capital Management (HCM) module of SAP, provide support for the smooth functioning of the modules that have been implemented, transferring knowledge to staff.

**C. SCOPE OF SERVICES**

- i. Configuration and troubleshooting of HCM module of SAP.
- ii. Develop internal controls, policies and procedure manuals for efficient and effective use of the SAP software and ensure that corrective actions are taken promptly to remedy weak internal controls, taking into consideration the existing rules and regulations of the Government.
- iii. Provide trainings in the area of expertise in configuration and usage of the SAP software
- iv. Manage the requests from agencies on HCM module.
- v. Reconciliation of data in the SAP software and enhance and ensure proper usage of HCM module functions.

**Schedule of Completion of Tasks**

- i. To carry out these tasks, the Associate is required for a period of two years. Work must be conducted onsite, stationed at the premises specified by the MOFT.



- ii. Preparations of reports are on an ad-hoc basis. During the course of the work, including field work, the Associate 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 MOFT 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 Associate in a timely manner.

### **D. DELIVERABLES**

In order to achieve the above objective, the HCM Associate will carry out the following deliverables that are identified and agreed by the Client which includes:

- i. Prepare an assessment of the HCM module of the SAP, in order to identify the development requirements for the proper rolling-out and use of the system
- i. Prepare a Go-live plan for atoll based agencies and implement HCM module according to the plan.
- ii. Configuration changes required to enable electronic fund transfer (EFT) in order to transfer salaries to individual employees' bank accounts.
- iii. Implement all the configuration issues which arise due to the policy changes within a month
- iv. Preparation of standard operating procedures (SOP) and update as necessary
- v. Arrange and conduct HCM training to one additional staff to allow for transfer of skills and knowledge suitably over the first year.
- vi. Arrange and conduct HCM training to end-users (both new user training and refresher training) on a regular basis, determined by the Financial Controller
- vii. Ensure reconciliation of data in the SAP software on an annual basis
- viii. Correct any errors/problems related to HCM and prepare a log on a monthly basis
- ix. Address requests from agencies for changes in salary structure, new allowances or deductions, creating or delimiting org structure positions etc.
- x. Review system for usage of HCM by AGAs' and take necessary actions on a regular basis as determined by the Financial Controller.

### **Procedure for Review of Output**

- i. The review processes consist of analysis of the Associate's output by the Senior Management who will monitor the status of deliverables accordingly.



- ii. During the course of the assignment the Associate will be primarily monitored by the Financial Controller, and regularly reviewed by the Project Director. The Associate will be required to provide reports as required by MoFT for monitoring purposes.

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

- Minimum first 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 HCM Module will be an added advantage

The Associate 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. The Associate should be driven and ambitious professional with the required educational and work expertise. The Associate should be able to bring energy and confidence to the Public accounting system (PAS) and should be able to manage the change and improvement and development in the Public accounting System. The Associate should exhibit exceptional relationship building skills and should have a track record of empowering teams to deliver a high level of performance. The Associate has to prove his/her expertise knowledge by presenting the approach to the deliverables included in this TOR. The approach should be in line with the PAS and the strategic action plan of the Ministry.