



## Terms of Reference

### Project Coordinator (National) Maldives Competitiveness and Growth Project (P179286)

#### Terms of Reference

##### A. Background

The Maldives Competitiveness and Growth Project (MCGP, “the project”) is a new investment project financed by the World Bank for the Government of Maldives (GoM) through Investment Project Financing (IPF) with Performance-Based Conditions (PBCs), to be implemented by the Ministry of Finance (MoF) and MoF intends to apply part of the proceeds received under this project towards payments under the contract for a Project Coordinator (National) for the project.

The overall Project Development Objective (PDO) is to strengthen private participation in and financial sustainability of State-Owned Enterprises (SOEs), and the support mechanisms for the competitiveness of small and medium enterprises (SMEs). The project comprises of three components which are as follows:

##### **Component 1: Accelerating SOE Reforms**

- Sub-component 1.1: Increasing Private Participation in Ownership of Select SOEs
- Sub-component 1.2: Improving Governance of SOEs at the Program and Corporate level
- Sub-component 1.3: Reforming SOE Public Service Obligations

##### **Component 2: Fostering SME Competitiveness**

- Sub-component 2.1: Digital Financial Infrastructure
- Sub-component 2.2: SME Growth Acceleration Program

##### **Component 3: Project Management**

The project is expected to finance the following activities:

- I. Technical assistance to support select SOEs to develop policies and business plans, identify specific private participation opportunities, on-boarding transaction advisors and undertaking necessary technical evaluations / due diligence.
- II. Development of a communications program for SOE reform.
- III. Technical assistance to strengthen the design and implementation of SOE laws, regulations and guidelines.
- IV. Capacity building of Government institutions engaged in owning and monitoring SOEs, as well as specific SOE support to improve corporate governance practices.
- V. Technical assistance and consultancy activities to support better targeting and accountability of operating and direct subsidies to SOEs, including public service obligations reform plans for significant SOEs.





- VI. Development of a technology platform to collect secure SME business data that incorporates value-added business management features and building an alternative credit scoring model based on transactions history and SME cash flow.
- VII. Technical assistance to (i) promote financial literacy and technology adoption for SMEs, (ii) support financial institutions' uptake of lending opportunities created by the fintech transformation, and (iii) strengthening Government regulations and policies on data protection, data sharing and secured transactions.
- VIII. Development of a structured, high quality, intensive business support program for select SMEs through the hiring of an international private sector consulting entity (which can be a consortia of local and international parties) that will (i) provide growth diagnostics; (ii) develop action plans; (iii) offer performance-based technical assistance from experts/mentors for structured management improvement; (iv) link to finance providers for additional finance; and (v) provide targeted capacity building support to local knowledge providers.
- IX. Technical assistance and capacity building for project management staff to support the overall implementation, monitoring and evaluation of project activities.

MoF wishes to contract a Project Coordinator (National) who will assist the Project Director in the overall day-to-day coordination and management of the project, and undertake the general monitoring and evaluation of the project, together with the rest of the project team. The Project Coordinator is expected to report to the Project Director and will also closely liaise with the project task team from the World Bank and other stakeholders.

## **B. Objectives**

- i. Lead the overall day-to-day coordination and management of the project, as per guidance from Project Director.
- ii. Conduct and coordinate all monitoring and evaluation activities as required for the project.
- iii. Assist the Project Director to ensure that the work done by GoM staff and consultants on the project are in conformity with the objectives of the project and is carried out according to the relevant guiding project documents.

## **C. Scope of Services**

- i. Lead, coordinate and facilitate the planning, development, and implementation of all project activities.
- ii. Liaise with and provide support to supporting partner agencies for the project including PCB, MMA and MoED to ensure effective and efficient implementation of project activities.
- iii. Undertake and supervise implementation of project components and activities on a regular basis, including the achievement of project covenants and Performance-Based Conditions (PBCs).
- iv. Prepare and revise as needed, the project implementation plan, annual work plans, project operations manual, and other project implementation strategy documents.





- v. Lead the project team in monitoring project activities, while liaising with all relevant departments within and outside the MoF, evaluating and reporting progress of Project Development Objectives (PDO)-level and intermediary-level indicators.
- vi. Prepare project progress reports, project completion report and other project monitoring and evaluation documents.
- vii. Organize Project Steering Committee meetings, and communications with other expert advisory committees for the project.
- viii. Coordinate with the project team in arranging trips and other programmes and events.
- ix. Assist the project team to obtain information required to prepare project implementation plans.
  - x. Ensure all project documentation is properly maintained as hard or soft copies (as appropriate for the document) in an efficient and readily accessible filing system.
  - xi. Assist the project team to ensure adequate annual budget allocations for project activities.
  - xii. Assist the project team to prepare monthly/quarterly updates/reports as required by the Steering Committee, MoF and the World Bank.
  - xiii. Assist the project team to provide the World Bank with accurate and timely information regarding the Bank-financed activities, thereby providing reasonable assurance that the funds are being used for the purposes intended.
  - xiv. Ensure continuous compliance of the legal covenants in the financing agreement between the World Bank and GoM.
  - xv. Ensure that all grievances related to the project are addressed as per the project's Grievance Redress Mechanism (GRM).
  - xvi. Any other project related tasks and activities assigned by the Project Director.

#### **D. Consultant's Reporting Obligations**

The Project Coordinator shall carry out the reporting obligations as follows:

- I. The Project Coordinator shall report to the Project Director or his/her designate on the status of the assignment on a regular basis.
- II. The Project Coordinator is expected to report for work to Ministry of Finance (MoF) not later than 0800 hours on week days other than public holidays and provide his/her services during MoF working hours. The Coordinator may have to work extra hours in order to complete the tasks assigned as and when required without additional payment.

#### **E. Required Expertise and Qualifications**

The Project Coordinator shall have the following qualifications and competencies:

- I. Master's Degree in Project Management, Business Administration, Management, Finance, Economics, or suitable equivalence with minimum 5 years of experience,





**OR** Bachelor's Degree or Professional Certificate in Project Management, Business Administration, Management, Finance, Economics, or suitable equivalence with minimum 10 years of experience.

- II. Minimum 5 years of experience working in the public sector.
- III. Experience working with World Bank projects or other donor-funded projects and familiarity with World Bank procedures and regulations will be an added advantage.
- IV. Experience working with SOEs and/or in the private sector with SMEs and/or in the financial sector with banks will be an added advantage.
- V. Proficient in using relevant software applications such as MS Project, MS Word, MS Excel, MS PowerPoint.
- VI. Strong leadership, project management, and communication skills in presenting, discussing, and resolving difficult issues through coordination with multiple stakeholders and have the ability to work efficiently and effectively with a multi-disciplinary team.
- VII. Excellent written and oral Dhivehi and English communication skills.

#### **F. Duration of Services**

The Project Coordinator's services are required for a period of 5 years, which includes an initial probationary period of 3 months.

The successful candidate is expected to commence the services in April 2023.

#### **G. Remuneration**

The Project Coordinator will be paid a lump sum of between **MVR 27,800.00 - 32,000.00** per month, based on his/her qualifications and experience.

