



PUBLIC FINANCE DEVELOPMENT SERVICE PERFORMANCE REPORT 2020

1. Establishment of “Public Finance Development Service (PFDS)”

The Minister of Finance of Maldives has officially issued a letter on 7 February 2018 ((MEMO)13-HR/13/2018/190) addressing the Permanent Secretary of the Ministry, stating the establishment of the PFDS Unit, under the Corporate Affairs Department (CAD) to carry out development activities to strengthen the services provided by the Ministry to key beneficiaries¹.

2. Objectives of establishing “Scheme of PFDS Unit”

By achieving the objectives listed below, the Ministry is expecting to attract and retain critical staff with marketable skills to mitigate the very high turnover of critical staff, which is key objective of establishing the PFDS Unit.

OBJECTIVES OF ESTABLISHING PFDS

1. Provide a framework that attracts competent and effective candidates based on competence, merit, and ability,
2. Motivate candidates with potential to acquire necessary professional training and on the job staff development,
3. Provide for clearly defined job descriptions with clearly outlined the duties within a career structure that will ensure proper placement and utilization of human resources,
4. Ensure an attractive salary structure on a long-term basis for the purpose of retaining skilled candidates and preventing turnover, and
5. Ensure the transfer of skills and knowledge within the organization for long term sustainability.

3. Hiring process of PFDS staff

During the mission in March 2019, the Independent Evaluation Agent (IVA) highlighted that, 88% of the cadre requirement have been filled as of 31 January 2020. According to the Scheme of PFDS Unit, the recruitment process of these staffs was carried out in compliance with “WB

¹ 16 PFDS positions: 5 SAP functional experts under the authority of the Finance Controller and 4 IT technical experts, under the authority of a Chief Information Officer (CIO). Other experts will support SOE governance, ICT, internal audit, economic and fiscal, debt and asset management.

Procurement Guidelines for Consultants”². Among this, 71% of the PFDS recruitments were based on “Competitive Selection Process”, 21% were based on “Limited Bidding Selection Process” and only one recruitment was carried out based on “Single Source Selection Process”. The selection methods were determined by considering the availability of the required expertise in local market and obtaining approvals from the Permanent Secretary of the Ministry.

Among the recruitments undertaken, 57% of PFDS positions were filled by internal hiring staffs. This includes staffs mainly from Treasury & Public Accounts division (TPAD) and Information & Communication Technologies (ICT) divisions of MoF. SAP specific and technical trainings were provided to all Technical Consultants representing 71% of recruited PFDS positions.

4. Performance monitoring

There are multiple reporting lines available within PFDS Unit, where overall monitoring and main supervision along with administration management are being carried out by the Project Director and the Permanent Secretary. The progress on the monthly target achievements is monitored on a weekly basis by updating an excel sheet developed for each individual consultant. These performance records are submitted to PMU of MoF at the end of each month, to process monthly salaries and allowances for these staffs.

5. PFDS performance

The PFDS team has provided invaluable inputs for the automation of services provided by MOF. This includes the introduction of several portals and mechanisms aimed at automating and reforming processes within the Ministry of Finance and the whole of government including the SOEs. Among this includes the developments brought to the Public Accounting System (PAS) contributing to increased budget credibility, transparency, and financial reporting of the government.

² issued in the month of January 2011 and subsequently revised in the month of July 2014

6. Key highlights:

1. The team has created a payment portal (Bandeyri Pay) in order to collect government revenue. This portal was created primarily to facilitate online payments to government agencies and decrease cash collection. Moreover, this enabled the agencies to collect their revenues during the pandemic. Prior to the creation of the portal, the majority of agencies collected their revenue in cash, and during COVID, collection of revenues was lower as payments had to be paid in cash. Hence, the development of the portal eased the access to payment.
2. The PFDS functional team member was deployed to the National Emergency Operation Center during 2020 to provide technical assistance with regard to procurement and finance related activities. Additionally, the PFDS function staff provided technical assistance to the Ministry of Health and submitted a draft a paper on strengthening of Ministry of Health's procurement and finance department. Consequently, a report was submitted to the Minister of Health and the Minister of Finance.
3. The Business Object implementation team continued to collect requirements from key stakeholders in order to develop the dashboard reporting. However, due to the COVID-19 pandemic, the team was unable to fully complete the stage of requirement gathering.
4. Enhancement to the Public Accounting System (PAS) were carried out by the PFDS functional Public Accounting System (PAS), including configuration changes to SAP Material Management, Financial Accounting, and Human Capital Management modules. In addition, the team designed a course outline to familiarize the Chief Accounts Executives with the PAS modules and applicable regulations. Further, the PAS modules were successfully implemented in two atoll hospitals by the team. These were the first two atolls to use the PAS.
5. The PFDS Economic and Fiscal Consultant contributed to the preparation of the GDP forecast, evaluation of the EIB loan, and preparatory work for the issuance of the Sukuk. Additionally, the consultant updated the macro-financial model (FPP Model) and drafted a research paper on government food subsidies. The Consultant contributed to the preparation of the cost estimate for the COVID-19 Economic Response Package, reviewed

the IMF Article IV document, and supplied the data for Article IV. In addition, the consultant drafted a report on the reform of electricity subsidy policies.

6. The PFDS team developed a front-line allowance³ module for the Bandeyri Portal in order to record and track front-line allowance payments. The portal includes the approval process for frontline allowances and disbursement details with gender-disaggregated data.
7. The Internal Audit specialist prepared the audit charters for the internal audit functions of accountable government agencies. In addition, the consultant conducted a basic internal audit training session for AGA's internal auditors.
8. The PFDS team's technical consultants performed SAP ECC Production System user cleanup activities, which included administratively locking inactive users in the PAS. Additionally, the team prepared the MoF data center's hardware procurement plan
9. The PFDS asset management consultant contributed to the development of asset register within SAP. The guideline on asset policy was also published by the consultant.

7. PFDS Performance Evaluation

The performance evaluation for PFDS staffs were conducted based on beneficiary/Client provided by the departments (Table 1). Each PFDS staffs were evaluated by the respective supervisor in the presence of Project Director. Compared to the evaluation report done on 2019, this year's evaluation form included high weightages for dependability including attendance and punctuality. (Annex 1)

The average score for the PFDS staff overall performance is 84%. There have been positive feedbacks received for the consultant's outputs, and stakeholders remain confident that overall targets and deliverables will be achieved with their expertise.

A beneficiary feedback survey was conducted among the staffs in Ministry of finance to seek their opinion on the PFDS performance. Among the random sample taken, majority of the respondents highlighted that there needs to be more transfer of knowledge to reduce the

³ Frontline allowance was introduced following the covid-19 targeted for those staffs who work on the frontline as their risk to exposure to covid was high and to compensate for extra work. This included mainly nurses, doctors and frontline support staffs.

dependency on expert. Further, a need for greater automation of work and development of staff retention plan was highlighted.

Table 1: Summary evaluation of PFDS positions

Designation	Supervisor	Evaluation Scores
1. Chief Information Officer (CIO)	Project Director	81.93
2. Functional Associate - Business Intelligence (BI)	Chief Information Officer	99.91
3. Technical Associate - Business Intelligence (BI)	Chief Information Officer	74.22
4. Technical Associate - Advanced Business Application Programming (ABAP)	Chief Information Officer	78.20
5. Technical Associate - Business Application Systems Integrated Solutions (BASIS)	Chief Information Officer	74.91
6. ICT Consultant	Chief Information Officer	93.00
7. Asset Management Consultant (Local)	Financial Controller	82.22
8. FICO Associate (Local)	Financial Controller	92.77
9. Functional Associate - Material Management (MM)	Financial Controller	100.00
10. Functional Associate - Human Capital Management (HCM)	Financial Controller	95.66
11. Project Systems Associates	Financial Controller	55.83
12. BPC Associate (Local)	Chief Financial Budget Executive, FAD	88.06
13. Economic and Fiscal Consultant (Local)	Chief Financial Budget Executive, FAD	90.00
14. SOE Financial Consultant (Local)	Secretary General, PCB	87.05
15. Internal Audit Specialist	State Minister, IA	68.00
Average Score		84.12

8. Challenges

As per the project document as required by the World Bank, a twinning arrangement were to be prepared with the staff from MoF, where each PFDS staff will work with two MoF staff to ensure sustainability through adequate knowledge transfer. The consultants had trained the backup staff identified by the departments. However, backup staff are not identified for some of the functions such as BPC and BASIS. Furthermore, major reform activities were not implemented within the estimated timeframe due to the COVID-19 pandemic and lack of proper monitoring mechanism.

9. Recommendations

A key requirement of PFDS is the provision of training and transfer of knowledge to counterpart government staff as part of the twinning arrangement. Therefore, this should be explicitly specified in the terms of reference, monitored closely, and linked to payment based on confirmation by the counterpart staff. Other expected technical deliverables should also be clearly stated as it makes the PFDS staff and supervisor clear on what needs to be submitted for monitoring, reporting, and decision-making purposes. Additionally, it was recommended by the World Bank to have a sustainability plan for the PFDS staff by implementing the Finance Cadre, which will help the transition arrangements to retain the PFDS skill set within the Government of Maldives.

31st January 2021

ANNEX



Ministry of Finance

Male'

Republic of Maldives

Performance Evaluation Form

Consultants/Contract Employees

Section 1: Employee Information

Name:		
Job Title:		
Contract Duration:		
Review Period:	From:	To:
Supervisor:		

Section 2: Progress towards the assigned tasks (Total Weightage 75%)

Note: The following section will be marked based on the main tasks assigned. If a subtask is included, an average shall be calculated from the marks received for the subtasks included under the main task.

Unacceptable: 0

Needs improvement: 1

Meets expectation: 2

Exceeds expectation: 3

$$\text{Total Marks Received} = \frac{\text{Total Marks Received from the Section:2}}{\text{Total Marks which can be received}} \times 75\%$$

Main Task / Target	Rating	Marks	Comments
1. Preparation of standard operating procedures (SOP)	<input type="checkbox"/> Exceeds expectation <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable		
2. Responsible for Technical analysis, designing, reviews, testing and implementation of ABAP developments (Enhancements, Report programs, Web Services etc.) based on the requirements given by the SAP Functional Users.	<input type="checkbox"/> Exceeds expectation <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable		
3. Ensure all development is done in compliance to existing standards.	<input type="checkbox"/> Exceeds expectation <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable		
4. Proper documentation of all customization done to ABAP programs or any ABAP related activity.	<input type="checkbox"/> Exceeds expectation <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable		

5. Assist initial testing of problem fixes, change request, enhancements, and new functionality.	<input type="checkbox"/> Exceeds expectation <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable		
6. Work with the SAP Functional experts to facilitate incident & problem resolution.	<input type="checkbox"/> Exceeds expectation <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable		
7. Work with SAP to resolve software bugs.	<input type="checkbox"/> Exceeds expectation <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable		
8. Guides and train other junior ABAP programmers in the development of applications.	<input type="checkbox"/> Exceeds expectation <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable		
9. Fine tune or optimize existing ABAP codes for faster execution.	<input type="checkbox"/> Exceeds expectation <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable		
10. Conduct defect analysis and perform necessary fixes and enhancements.	<input type="checkbox"/> Exceeds expectation <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable		
11. Analyzing technical related SAP notes when it's required to implement.	<input type="checkbox"/> Exceeds expectation <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable		

Section 3: Core Values and Objectives (Total Weightage 15%)

Note: The marks for this section will be given as below

Unacceptable: 0

Needs improvement: 1

Meets expectation: 2

Exceeds expectation: 3

$$\text{Total Marks Received} = \frac{\text{Total Marks Received from the Section:3}}{\text{Total Marks which can be received}} \times 15\%$$

Performance Category	Rating	Marks	Comments
Quality of Work: Work is completed accurately (few or no errors), efficiently and within deadlines with minimal supervision	<input type="checkbox"/> Exceeds expectation <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable		
Reliability: Consistently performs at a high level; manages time and workload effectively to meet responsibilities	<input type="checkbox"/> Exceeds expectation <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable		
Communication Skills: Written and oral communications are clear, organized and effective; listens and comprehends well	<input type="checkbox"/> Exceeds expectation <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable		

Initiative and Flexibility: Demonstrates initiative, often seeking out additional responsibility	<input type="checkbox"/> Exceeds expectation <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable		
Cooperation and Teamwork: Respectful of colleagues when working with others and make valuable contributions to help the group achieve its goals	<input type="checkbox"/> Exceeds expectation <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable		
Decision Making: Make thoughtful, well-reasoned decisions; resourcefulness and creativity in problem solving	<input type="checkbox"/> Exceeds expectation <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable		

Section 4: Dependability (Total Weightage 10%)

Note: The marks for this section will be given based on the attendance records from HR. The marks would be given based on a range of 1 -5 depending on the number of days attended and the number of days attended on time.

$$\text{Total Marks Received} = \frac{\text{Total Marks Received from the Section:4}}{\text{Total Marks which can be received}} \times 10\%$$

Performance Category	Marks	Comments
Attendance: provides advance notice of need for absence		
Punctuality: Reports for work on time		

Section 5: Total Marks of Key Performance Indicators

Sections	Calculation	Total Marks from the Sections
Section 2	$\frac{33}{33} \times 75$	
Section 3	$\frac{18}{18} \times 15$	
Section 4	$\frac{10}{10} \times 10$	
Total Marks Received:		

Section 6: Comments from Supervisor and Employee

Supervisor Comments	Employee Comments

Supervisor	Employee
Name: Sign: Date:	Name: Designation Sign: Date:

_____ *End of Evaluation* _____