



Maldives Pension Administration Office
Republic of Maldives
Pension and Social Protection Administration Project
IDA Credit No.: 4611-MV and Grant: H694-MV
Date: 30 March, 2014
Terms of reference
Consultant to conduct an Institutional Assessment (International)
MV/PSPAP/C 56

A. Background

1. The Government of Maldives (GoM) has undertaken a major initiative to introduce a modern social protection system for the population. The National Social Protection Agency (NSPA) is the mandated agency of the government responsible for the administration of all targeted social protection programs as well as the mandated body for the management and administration of the national social health insurance scheme. The GoM aims to consolidate the Social Protection programs and create a robust management information system in the near future and in order to administer and monitor these programs effectively, the agency is planning to review the existing capacity of the organization and address the gaps identified. The resultant refined and consolidated organizational output would then support policymakers to have a holistic picture of the beneficiary population and social expenditures while at the same time measures can be devised to ensure that beneficiaries of the programs would be able to access services and receive due assistance more conveniently.
2. Concurrently the development of the institutional resources is considered imperative. In order to understand the incumbent barriers and plan for the future an institutional assessment is crucial. NSPA requires to gauge the existing talents and capacity to plan for and recruit to fill the shortcomings identified.
3. The general capacity needs to be strengthened to ensure that the agency can seamlessly receive and operate the new Social Protection Information System that is being built. This exercise would also shed light on how best the training and development programs budgeted for the staff can be applied. It is also anticipated to pave way for the Social Protection Workshop planned for all stakeholders of the social protection system in Maldives.

B. Objective

4. To provide an assessment of the internal organization and procedures of NSPA, its links and coordination arrangements with external stakeholders and its capacity in terms of staffing (numbers, skills etc.) in order to assess its ability to deliver the Social Protection Programs and manage and administer the National Social Health Insurance Scheme.



C. Scope of Services

5. The consultant is assigned to conduct an institutional assessment that should cover the following tasks, not limited to these tasks, and any other task that is deemed necessary for the institutional assessment as well:
6. Tasks for the consultant
 - Review the National Social Health Insurance Act (15/2011) and the Social Protection Bill passed on December 2013, discuss with relevant stakeholders to identify any potential changes.
 - Review existing national and international reports and assessments related to Social Protection in the Maldives
 - Review the coordination mechanism with other stakeholder agencies and the institutional roles and responsibilities of NSPA with stakeholder agencies.
 - Review the Internal structure and functions of NSPA and suggest ways in which the agency could be made more effective. This should include a full review of all the roles and responsibilities of the Agency and its units.
 - In reference to the different units, full staff review of numbers, skills, roles and responsibilities, remunerations and conditions, performance and incentives, working culture, potentialities of personnel, work load and effective institutional capabilities including need assessment of NSPA personnel capacity assessment.
 - Analysis of staffing needs, infrastructure gaps and staff capacity in critical areas of financial management, procurement, planning, monitoring, reporting and budgeting. Identify key skill deficits and recommend how these might be filled in the short term and then in the medium term, including possibilities to hiring of additional staff.
 - A detailed plan to ensure that NSPA has the required capacity, with cost estimates and details of the interventions required.
 - Facilitate the Social protection Workshop for all stakeholders that has been planned by NSPA.

D. Schedule of Completion of Tasks

7. During the first week of contract signing the consultant will prepare, in consultation with NSPA and PMU designated staff, and submit a detailed work plan with specific tasks, deliverables, and timelines to be approved by the NSPA management.
8. To carry out these tasks, a Consultant is required for 60 days for the period from April 2014 through August 2014. Work must be conducted onsite, stationed at the premises specified by the NSPA or offsite as agreed with NSPA and the PMU.

E. Services and facilities to be provided by the client

9. The NSPA ensures that office space, office facilities, local calls, internet connection, general stationery, support staff and all other relevant information for



the completion of the task is made available to the selected Consultant in timely manner.

F. Timetable and Deliverables:

10. The consultant will prepare an action plan suggesting immediate actions and a list of measures to be adopted in the medium to long term. In particular, review and provide recommendations on how NSPA can ensure a strong management capacity and strong and steady development towards Integrated Social Protection Administration. Deliverables include the following.

- Conduct a thorough assessment of the operations of NSPA.
- Document the current work processes and gaps.
- In consultation with the NSPA senior management team, propose a more efficient and effective organizational structure and identify key roles and responsibilities.
- Document the details of the proposed organizational structure and all its personnel and their required qualifications.
- Monthly updates on the status of work to the CEO of NSPA and the PMU.
- Documented details of tasks carried out.

By the end of the assignment the following deliverables need to be achieved.

Deliverable	Deadline
An action plan for NSPA for the efficient delivery of Social Protection programs.	By end of the assignment
Detailed report on current work processes and institutional gaps both internal operations and external relations.	Within the first month of the assignment
Proposed organizational chart for NSPA with details of key roles, responsibilities and required qualifications.	Within the first month of the assignment
Facilitate the Social protection workshop targeted at all stakeholders.	As per the planned date

G. Procedure for Review of Outputs

11. During the course of the assignment the Consultant shall report to the Project Coordinator at NSPA, and will work closely with the technical team responsible for Social Security related activities. The project coordinator would communicate the progress assessed against the detailed work plan approved by NSPA management to the PMU, which then would be communicated to all other involved parties.

12. The Consultant's final draft outputs will be reviewed by the Senior Management of NSPA within two weeks after submission. After driving at a conclusion by the management, the consultant will finalize the respective output which, based on the necessity, would be communicated to all the parties involved.



H. Minimum Qualifications:

- Post graduate degree in development studies, social studies, public administration, or related fields, preferably social protection administration.
- At least five years of hands on experience in conducting capacity analysis and assessments.
- Must have profound knowledge in capacity assessment analysis of development projects/ agencies.
- Excellent analytical, research, writing and communication skills.
- Experience working with social protection interventions and program planning.
- Proven track-record working with government departments and civil society counterparts.
- Strong interpersonal skills and the ability to communicate and work well with diverse people.
