

TERMS OF REFERENCE

Assignment: Conducting a Management Audit of MPAO

Background

The Maldives Pension Administration Office (MPAO) was established under the Maldives Pension Act 8/2009 as an independent legal entity in May 2009. Under the Pension Act, MPAO is mandated to administer two pension scheme; the Maldives Retirement Pension Scheme (MRPS) and the Old-age Basic Pension scheme.

This Terms of Reference is intended to provide the scope of work, deliverables and other information pertaining to appointing a consultancy firm to conduct an organizational review, prepare a succession plan and conduct a training needs analysis for MPAO.

Key Objectives

The key objectives to be achieved from this assignment include the following: -

- Reviewing of the current organizational structure and operations;
- Aligning training and development efforts of MPAO to the strategic needs of the organization;
- Ensuring the organizational structures are efficient and effective; and
- Ensuring business continuity via effective succession planning.

Scope of Works

MPAO is seeking a consultancy firm with expertise and experience in undertaking organizational reviews and training needs analysis. The firm is expected to:

1. Review relevant laws, strategic and policy documents and engage in consultations to identify the core functions and organizational strategies of the MPAO;
2. Assess the fitness of the current organizational structure to the mission and objectives of MPAO by undertaking Division/Departmental-focused organizational reviews to determine whether the structures, systems and staffing are adequate to deliver on mission and objectives;
3. Propose a framework for evaluation of the organizational structure to ensure its fitness under changing circumstances;
4. Propose an organizational structure and operational setup to achieve the mission and objectives of MPAO;
5. Conduct an assessment of job descriptions of all employees to determine if the work done by the employees match their job descriptions;
6. Undertake an evaluation to assess adequacy of workload distribution across departments;
7. Conduct an assessment as to how to achieve greater efficiencies across the organization, by streamlining, combining or divesting functions, and;

8. Conduct an organization-wide (including the board) training and development needs analysis and produce training and development plan aligned to needs of the organization.
9. Identify the key positions, development of succession plan to replace key positions to ensure business continuity.

Key Outputs/Deliverables

Key deliverables expected from the assignment are as follows:

1. A report on findings of organization review covering aspects 1 to 7 specified in the above scope of works, including:
 - Identification of the effectiveness of the current organizational structure and changes that might be required;
 - Detailed documentation of existing and proposed tasks and responsibilities of Divisions / Departments;
 - Determination of whether current workload and staffing levels are appropriate to carry out the core functions assigned each Division/Department, and;
 - A plan detailing implementation of recommendations, covering reallocation of tasks, responsibilities and staff (matching and placing impacted staff) if and when needed.
2. A comprehensive training and development plan covering a period of 5 years, done separately for MPAO and the Board, including a clear articulation of:
 - Training and development needs; and
 - Proposed methods for meeting training and development needs;
3. A succession plan for key positions across the organisation to ensure business continuity.

The firm is required to present the key findings to the senior management team of MPAO.

Duration

The engagement will be programmed over a period of 90 days.

Team of Consultants

For this assignment, the firm must propose a team of experts / consultants, including a team leader. The team should include experts in the following areas:

- Human Resource Development
- Finance
- Information Technology

Services and Facilities to be provided by MPAO

MPAO shall facilitate meetings between the consulting team and MPAO staff / Board Directors during the review process. If required, MPAO shall make arrangements for the consulting team to work within the MPAO premises during the consultancy period (during the official working hours of MPAO).

The Director Corporate Affairs shall act as the main focal point of MPAO during the consultancy, and shall provide all necessary support to the consulting team.

Proposals

Proposals must be submitted in sealed envelopes by 3:00 p.m. on 14th December 2016 (Wednesday) and addressed to:

**Maldives Pension Administration Office
6th Floor, Mookai Suites, Haveeree Hin'gun, Maafannu
Male', Maldives.**

Proposals must contain a Technical Proposal and a Financial Proposal, sealed in separate envelopes.

Technical Proposal

- Methodology and work plan including the timeline for identified deliverables.
- Detailed CVs of all team members submitted in the format as proposed in Annex 1 which demonstrate their expertise and experience in their relevant fields.
- Details of similar assignments undertaken previously (in the format given in Annex 2)

Financial Proposal

- Total price in MVR (inclusive of GST) and payment schedule.

Evaluation Criteria

Technical Proposal (70%)

- Technical competency of the team members involved in the consultancy – 30%
- Experience in conducting organizational reviews – 20%
- Experience in conducting consultancies of similar nature and complexity – 20%

Financial Proposal (30%)

- Price – 30%

Note: Financial Proposals shall only be opened if the Technical Proposal receives 55% or above. Unopened Financial Proposals will be returned to respective proponents.

Queries

If there are any queries regarding this consultancy, please email to: **admin@pension.gov.mv**

Annex 1: CV Format

1. Personal Details

Name:

Address:

DOB:

Contact details (mobile, email):

Area(s) of expertise:

Human Resource Development

Finance

Information Technology

Capacity:

Team Leader

Team Member

2. Educational Background

3. Employment record relevant to assignment

	Period	Institution / Location	Summary of activities performed relevant to assignment
1			
2			
3			
..			
..			

4. Work Experience

	Designation	Organisation	Duration	Brief Description of Responsibilities	Reference (Name and Contact Details)
1					
2					
3					
4					
5					
..					
..					

5. Memberships / Affiliations (if any)

6. Publications (if any)

Annex 2: Similar Assignments Previously Undertaken

	Assignment / Project	Client / Organization	Date of Commencement	Date of Completion	Brief Description of the Assignment / Project	Reference (Name and Contact Details)
1						
2						
3						
4						
5						
..						
..						
..						

Please attach reference letters showing that the assignments / projects have been successfully completed.
