

## TERMS OF REFERENCE

# IAP<sup>1</sup> Consultancy "Communications and Public Awareness Strategy for the Ministry of Finance"

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## 1 BACKGROUND

### 1.1 The EU financed ARLA Programme

This Immediate Action Package (IAP "Communications and Public awareness Strategy for the Ministry of Finance") is one of several support projects for the rebuilding of public sector capacity in Lebanon within the EU-financed Programme of Assistance to the Rehabilitation of the Lebanese Administration (ARLA).

ARLA (Assistance to the Rehabilitation of the Lebanese Administration) is a three- year, multi-sector Programme. The total investment in the Programme is € 45.2 million, of which € 38 million is provided under grant funding by the European Union's MEDA facility. ARLA funds are channeled to the beneficiary institutions by the Office of the Minister of State for Administrative Reform (OMSAR), supported by a Programme Monitoring Consultancy (PMC).

It is proposed to structure ARLA support to the Ministry of Finance (MoF) through five support projects, focusing on the following aspects:

- Improvement of the development and management of its human resources.
- Development of the ability in communicating and relaying information to the public.
- Structural reorganization of the MoF, taking into account prior work realised.
- Improvement of the quality of services to customers.
- Research, publication and information dissemination.

### 1.2 This Immediate Action Package (IAP)

Human resources management and development and organisational changes in the Lebanese Public Administration constitute top priorities of the governmental reform strategy. Indeed, they are key to the sustainability of reform efforts engaged by administrations such as the Lebanese Ministry of Finance; the latter having embarked on key projects aimed at enhancing revenues, strengthening fiscal management, providing economic policy support and reforms coordination to help implement the government strategy to revive and modernize the Lebanese economy and place it on a sustainable growth path.

Capacity building and an increasing orientation towards performance and quality of services led the Ministry of Finance to initiate a process of change with particular emphasis on transforming and modernising its systems of governance, communication and human resources management.

This process is expected to bring substantial changes to the way MoF is doing business and relating to its Lebanese clients, and to how it will honour the commitments arising from the country's recent association with the European Union.

The overall scope of this IAP is to support the development of a Communications Strategy for the MoF. Effective communications between the MoF, the media and the public as well as reliable and timely relay of information is especially important for the Ministry to build support, achieve its goals and implement its policy and reform plans. The credibility of the Ministry and the acceptance of its policies and activities depend on the degree to which it is open to the media and the public. A relationship that stresses a free flow of information between the MoF, the media and the public is a key theme in the context of the overall institutional reform needs of the Ministry. Consequently, the

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<sup>1</sup> IAP = Immediate Action Package

development of a Communication and Public Awareness Strategy which is well coordinated, timely, pro-active and sensitive to the needs of the media and the citizens is more than a necessity at a time when major reform initiatives have been undertaken by the Ministry of Finance.

A comprehensive strategic plan on the project components will be elaborated containing an analytical part and a part with proposals of solution. The overall project will be developed and specific project works will be performed by a high-level European international expert and a national expert in Communications strategies and policies, able to view these issues from various perspectives. An international expert will be hired for specific tasks specified in section 2 hereunder. The Ministry's staff will collect source information. Cooperation with the Institute of Finance constitutes large support for the project.

## **2 DESCRIPTION OF THE ASSIGNMENT**

### **2.1 Beneficiary**

The Ministry of Finance will be the beneficiary of the present IAP Consultancy.

### **2.2 Global and specific objectives**

The global objective is to support the process of reform in the Ministry of Finance.

The specific objective is the improvement of effective communications in the Ministry of Finance. In this framework, the mission will:

- Assist the MoF in devising and implementing an effective communication and public awareness strategy to support the reforms undergone by MoF, and in improving its internal / external communication capabilities.
- Assist the MoF in producing specific information products addressed to a number of selected audiences of MoF.

### **2.3 Requested services**

The services that the Consultant shall perform are the:

1. Survey and analysis of the present situation of communication in the MoF, and identification of strengths and weaknesses, unproductive practices, relationships and functions, benefits of possible options, political dimensions and other aspects of mass communications.
2. Development of a Communication and Public Awareness Policy, defining successful communication strategies to underpin major reform programmes and to support and understand key stakeholder groups. These strategies may entail the following:
  - Targeting audiences and identifying objectives and informational needs of the public at large and each target group in particular.
  - Determining types of information required, including print and electronic media expectations and advise on regular and reliable dissemination of information to the Public.
  - Advising on methods of policy presentation and likely public reaction.
  - Devising innovative communications means, tools and materials (TV and radio spots, documentaries, talk shows, interviews and informed debates, press dossiers, press debriefings, publication of pamphlets and brochures, posters, campaigns etc) to enhance quality of internal and external communications and the clients' knowledge.

- Developing three or four communication products as starting points for the later developments in the Ministry's communication campaign.
  - Defining profiles for the Ministry's communicators and press and information personnel, and providing transferable communications expertise through on-the-job training and capacity building of counterparts within the Ministry.
  - Identifying/specifying needs for establishing databases (press, photos etc).
  - Examining the utility of public opinion surveys in the context of the Ministry's economic-financial or other critical reform projects and activities.
  - Elaborating, as one of the possible organisational options, the idea to build an Information and Communication Network which will provide to the general public and more specifically to the users of the Ministry's services electronic and other forms of access to information.
  - Establishing a process of impact analysis for regular review / assessment of the Communication Policy identifying strengths and weaknesses and proposing changes / improvements or new options.
  - Advising on communication protocols for the production and release of media messages.
3. Preparation of a communications action plan for MoF including implementation modalities and required funding; organisation of training sessions abroad.
  4. Organisation of two high-level workshops (in-house) on Communications Strategies and best implementation policies.

## 2.4 Expected results

The expected deliverables or outputs of the present IAP comprise:

1. Analytical fact-finding survey and review reports on the present situation in the MoF with regard to communication and information arrangements and practices as per the specified activity under section 2.3.
2. Preparation of a comprehensive Communications Policy Document developing specific strategies to promote the communications policies in the MoF on all issues specified under section 2.3.
3. Preparation of a communication action plan for development the MoF including implementation modalities and required funding as per the specified activity under section 2.3.
4. Organisation<sup>2</sup> of two high-level workshops (in-house) and training sessions abroad.

To deliver the above outputs, a Consultant will be contracted by OMSAR in order to:

- Undertake the present IAP Consultancy at the MoF
- Provide the required expert input as specified in section 3.1
- Provide the services and outputs as specified in section 2.3 and 2.4 resp.

The expert shall work closely with the Institute of Finance.

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<sup>2</sup> For their implementation separate funding will be made available.

### **3 EXPERTS PROFILE**

#### **3.1 Education, experience and category of each expert**

The bidders shall propose an expert, who would be best able to implement this assignment within the budget limitation. It is expected that the Consultant would field the following senior international expert:

A Communications and Public Relations Strategist, Category 1, who will have an advanced degree level qualification in Mass Media Communications and/or Public Relations, with a minimum of 10 years post-graduate professional experience in dealing with strategic communications services for public entities including extensive skills in communications planning, internal/external communications, community and media relations, public relations, publicity and promotions, marketing communications and communications management.

The qualifications of the proposed expert shall be presented in a comprehensive CV of 5 pages maximum, highlighting the expert's expertise and recent experience for this particular assignment.

In addition to the above international expert provided by the Consultant, national expert input will be mobilized to assist with the assignment; this will be effected after commencement of the assignment in consultation between the Beneficiary (MoF) and the Consultant.

#### **3.2 Working language**

The working knowledge shall be English. MoF will ensure translation into the Arabic language of the produced English documents, as desired, using its own means.

### **4 LOCATION AND DURATION**

#### **4.1 Starting date**

The assignment is planned to commence in the 3<sup>rd</sup> Quarter of 2002.

#### **4.2 Finishing date of the assignment**

The end date of the assignment shall be 5½ calendar months after the starting date.

#### **4.3 Schedule and number of days for the assignment**

The total number of expert-days is estimated as follows, to be scheduled within the 5½-month period:

1. Communications and Public Relations Strategist for a total of 120 expert-days.

Moreover, a national expert with a graduate degree in Mass Communication, Media, Journalism or related field, and a 7 to 10 years experience in dealing with communication and information services (communicator) in the public sector, will be assigned<sup>3</sup> to the Consultant's expert for a total of 90 expert-days.

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<sup>3</sup> For this purpose, a provision of € 13,500 is foreseen in the budget of this IAP.

#### **4.4 Location of assignment**

Beirut, Lebanon, Ministry and Institute of Finance.

### **5 REPORTING**

#### **5.1 Content, language, format and timing of reports**

The Consultant shall submit the following reports in the English language:

1. A summary note " A Policy for Communications in the Ministry of Finance" (5 pages maximum) for distribution in Lebanon among all parties concerned – within 3 weeks after the start of his assignment. The note will include a.o. a diagnosis of the current level of communications in the MoF, the Consultant's approach to this component of the assignment, the methodology of work he proposes to deliver the outputs as indicated in section 2.4, accompanied by a time frame for this delivery.
2. An interim report " Draft Communications and Public Relations Plan for the Ministry of Finance" as indicated in section 2.4.2, within 2 months after the start of the assignment. The draft development plan will be finalized 1 month after receipt of the beneficiary's and client's comments not later than 1 month after submission of the interim report.
3. Draft final report of the assignment within 4 months after the start of the assignment. The report will include:
  - A 1-2 page executive summary.
  - A summary of the history of the service contract and consultants' services, with inputs and staff deployment over the period of the contract.
  - A comprehensive document comprising the Communications and Public Relations Strategy and Action Plan for the Ministry of Finance.
4. Final report – within 2 weeks - after receipt of the beneficiary's and client's comments not later than 1 month after submission of the draft final report.

All reports shall be submitted in hard and soft copy, making use of the most recent version of MS Office software.

#### **5.2 Number of reports**

All documents mentioned shall be submitted in seven (7) copies, three (3) copies for EU Brussels and Delegation in Beirut, three (3) copies for the Ministry of Finance and one (1) copy for the Office of the Minister of State for Administrative Reform (OMSAR).