

TERMS OF REFERENCE

IAP¹ Consultancy "Human Resources Development Strategy for the Ministry of Finance and Promotion of HRD Concepts"

1 BACKGROUND

1.1 The EU financed ARLA Programme

This Immediate Action Package (IAP "Human Resources Development Strategy in the Ministry of Finance and Promotion of HRD Concepts") 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 the 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 process of reform at the MoF, particularly in the area of human resources development and in devising mechanisms that would enable it to implement such a strategy. In general, it will define and recommend an appropriate HR strategy, outline the necessary institutional structures and draft a practical document for implementation of a strategic plan for the development of human resources at the Lebanese Ministry of Finance. The plan shall be of high technical quality and relevance, reflecting the state of the art and the current trends in strategic HRD. The project will also aim at stimulating the interest of key

¹ IAP = Immediate Action Package

actors in an HR strategic approach, and help promote a better understanding of the nature and scope of HRD strategy and implementation at MoF.

This IAP will also produce and test practical guides (bulletins) to strategic HRD as tools to promote change and guide the execution of the HRD Strategy for the MoF

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 team of European and national experts in HRD strategies and policies, able to view these issues from various perspectives. International experts will be hired for specific tasks specified in section 2 hereunder. The Ministry's staff will collect foundation 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 human resources management in the Ministry of Finance. In this framework, the mission will:

- Formulate and present proposals for an HRD Strategy in the MoF, to assist the Ministry in defining HRD strategies and better utilising of its human capital for economic and social development.
- Promote and support the adoption and practical application of a new conceptual and strategic approach to human resources development at the sector level of the MoF.
- Provide the MoF with concepts and tools for assessing its HRD practices, strengths and weaknesses and applying a more systematic approach to HRD, consistent with its other reform initiatives.
- Assist with the implementation of the strategic approach to future human resources development (HRD) in the MoF.
- Enhance the role and the impact of HRD in meeting the principal challenges faced by the Lebanese economy.
- Formulate the necessary support, resources and implementation measures in a practical format, easy to understand and suitable to application by the key actors in the MoF.
- Convince key actors of the importance of strategic HRD and demonstrate the far-reaching negative economic and social effects of neglecting HRD.
- Lay down foundations and provide necessary training modules on HRD, in particular on how to implement a strategic approach to HRD in practice.

2.3 Requested services

The services that the Consultant shall perform are the:

1. Diagnosis of the present situation / Assessment of HRD needs (Identification of problems and weaknesses and their root causes and sources; symptoms and dysfunctions to be identified;

- evaluation of the current system – characteristics and particularities – in order to reach a correct comprehension of the problems and their causes; consequences of the deficient situation; impact on the effectiveness of the system to be examined).
2. Development of a human resources strategic plan and institutional set up for the MoF, which will encompass a coherent and explicit set of policies on a wide range of principal HR strategies.
 3. Organisation of two high-level workshops (in-house) on HR policies; developing case studies demonstrating practical HRD approaches.
 4. Device of an operational activity plan, which will contain detailed, concrete and sustainable recommendations, ready for decision-taking, on the following, but not exclusively listed, issues:
 - Developing a system of human resources (manpower) planning so that staff recruitment in the various personnel categories be based on real needs as well as on the employees' advancement potential and the discharge / retirement flow.
 - Designing / re-designing job descriptions / job specifications, as an integral part of job planning / job re-classification / deployment of manpower, with a determination of duties and responsibilities for each job/ position as well as qualifications and skills required for the job-holders (employees profiles).
 - Devising better and more flexible recruitment / selection procedures (with more emphasis for managerial and technical positions) and recommending the most appropriate testing methods for each job family.
 - Designing and creating conditions – based on functional analysis – conducive to merit-based career structures; configuring a career advancement system based on competency and merit considerations; making the career system more flexible by encouraging and rewarding individual or group productivity and responsibility.
 - Reviewing the existing and proposing a new personnel file system (personal records of employees) with a determination of information included in the individual records, manner of maintenance and updating, removal of information, periodical destruction etc.
 - Identifying and developing core competencies (a Roles and Responsibilities Framework) for several groups of staff at different levels.
 - Developing a staff mobility / re-allocation plan based on interactive on-the-job approaches, such as work rotation of staff.
 - Designing a strategic personnel development / management training plan for top and middle-level employees having strategic / managerial responsibilities with the aim to build or give a push to a change of organisational / managerial culture; organization of training sessions abroad.
 - Improving staff motivation, job satisfaction, working ability and qualifications as a proof of successful human resources policies.
 - Introducing a more flexible system of working time (flexitime).
 - Developing a system of human resources management audits (staff inspections) to examine the work actually being done by various departments and determine whether: (a) the work being done is necessary for the proper discharge of essential functions; (b) the organisational structure is the most economical consistent with efficiency; (c) the numbers of staff are adequate or not to carry out necessary work efficiently.
 5. Development of guides providing practical instructions, examples and recommendations for strategic human resources management based on the strategy and policy documents produced.
 6. Assistance, where feasible, with the implementation of the proposed reforms / developments.

2.4 Expected results

The expected deliverables or outputs of the present IAP comprise:

1. Assessment and review reports on the current personnel policies, arrangements and practices in the MoF and its human resources development needs as per the specified activity.
2. Comprehensive strategy document on human resources development which develops policies through a strategic planning process and institutional arrangements, and sets goals with respect to quality and better performance as per the specified activity.
3. Organisation of two high-level workshops (in-house)² to discuss the fact-findings and the proposed human resources strategies, practical approaches and implementation plans; organisation of training sessions² abroad.
4. Operational human resources development action plan which converts the proposed strategies into the most appropriate practical steps in the short and medium run, ready for decision-taking, including detailed recommendations with regard to all activities specified.
5. Assistance / operations support with the implementation of the proposed human developments and specific measures.

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 experts shall work closely with the Institute of Finance.

3 EXPERTS PROFILE

3.1 Education, experience and category of each expert

The bidders shall propose a team of experts, which would be best able to implement this assignment within the budget limitation. It is expected that the Consultant's team would be composed of the following senior international experts:

1. A Human Resources Management Expert, Category 1, who will have an advanced degree level qualification in Administration or Management or related field of specialisation, with a minimum of 15 years post-graduate professional experience in respective fields including at least 10 years work experience in the field of human resources development policies in public sector organisations. He/she will be proficient in report writing, respecting deadlines. He/she will act as Project manager.
2. A Human Resources Management Expert, Category 2, who will have an advanced degree level qualification in Administration or Management or related field of specialisation, with a minimum of 10 years post-graduate professional experience in respective fields including at least 5 years work experience in the field of human resources development in public sector organisations.

² For their implementation separate funding will be made available.

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

In addition to the above international experts 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 3rd 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. Human Resources Management Expert/Project Manager for a total of 120 expert-days.
2. Human Resources Management Expert for a total of 120 expert-days.

Moreover, a national expert with a graduate degree in Public Administration or Public management or Business Administration or related fields, with a 7 to 10 years of post-graduate experience in respective fields and profound knowledge of the country's public administration legal environment and good familiarity and experience with the modernization initiatives in the field of human resources development in Public Administration will be assigned³ to the Consultant's experts for a total of 120 expert-days.

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 Strategy for Human Resources Development for the Ministry of Finance" (5 pages maximum) for distribution in Lebanon among all parties concerned –

³ For this purpose, a provision of € 18,000 is foreseen in the budget of this IAP.

within 3 weeks after the project start. The note will include a.o. a diagnosis of the state of the challenges facing the MoF in respect with the envisaged reform of the sector, the Consultant's approach to 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 Human Resources Development Plan of the Ministry of Finance" as indicated in section 2.4.2, within 2 months after the start of the project. 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 Human Resources Development Strategy and the Human Resources Development Action 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).