



**Project Title: Strengthening Human Resources Management Capacities
in the Lebanese Public Sector**

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Acronyms, Abbreviations

Acronyms	Description
CSB	Civil Service Board
EC	European Commission
ENA	Ecole Nationale d'Administration
EU	European Union
HR	Human Resources
HRD	Human Resources Development
HRM	Human Resources Management
KE	Key Expert
MOI	Ministry of Industry
MOPH	Ministry of Public Health
MOSA	Ministry of Social Affairs
MOT	Ministry of Tourism
NKSTEs	Non-key Short Term Experts
NTN	National Training Network
OJT	On-the-job training
OMSAR	Office of the Minister of State for Administrative Reform
PD	Project Director
SCB	Civil Service Board
TA team	Technical Assistance Team
TNA	Training Needs Assessment
TIA	Training Impact Assessment
ToR	Terms of Reference



1 Executive Summary

The “Strengthening Human Resources Management Capacities in the Lebanese Public Sector” project provided technical assistance since 18 November 2013 to 17 February 2017. After the original 30 months contract, a time and budget extension, first Addendum to the contract signed the 27th of July 2017, was granted from 18 May 2016 until 17 February 2017.

The project cooperated closely with the Office of the Minister of State for Administrative Reform (OMSAR) the Contracting Authority but also the Strategic Partner for the organisation and implementation of the project, and the six main beneficiaries, Civil Service Board, Ministries of Industry, Tourism, Social Affairs, and Public Health, and L’Ecole Nationale d’Administration.

The main challenges of this project over its implementation period, namely to strengthen and improve the HRM capacities in the CSB and the 4 Ministries, revolved around the design and introduction of state-of-art HR systems (for merit based recruitment, advancement and promotion and performance appraisal), the development and implementation of training plans based on training needs assessment and the design and development of a new Training Management IT system that will support OMSAR in the management of training activities.

This Final Report covers all activities of the project implemented during the initial phase and the extension period. In accordance with the Terms of Reference and the technical Proposal, the project was organised into four components:

- Component 1: Current situation analysis;
- Component 2: Introduction of New HRM Systems;
- Component 3: Training Development and Implementation;
- Component 4: Project Management and Visibility.

The inception phase occupied the period from December 2013 to the middle of February 2014 and addressed the establishment issues including the project management structure, project quality control, resource allocation, backstopping arrangements and visibility, as well as the initial steps in implementing the project activities.

The implementation phase occupied the period from middle of February 2014 to middle of February 2017 including the extension period (from middle May 2016 to middle February 2017). Key progress benchmarks which have been achieved during the implementation phase are:

- The Inception Report, First Six Month Report, Second Six Month Report, Third Six Month Report, Fourth Six Month Report, Fifth and Sixth Six Month Reports have been delivered and accepted;
- Thirty seven Monthly Briefing Notes have been submitted and accepted;
- The project Opening Event (Kick-off meeting) and the project Closing Conference have been held;
- Organisation of meetings with CSB, ENA and the four beneficiaries. More than 270 working and coaching sessions have been organised with CSB, ENA and the four beneficiaries during the implementation phase of the project implementation.



- Three HR systems elaborated:
 - Recruitment
 - Performance Appraisal
 - Advancement and Promotion
- Job Descriptions samples based on the proposed Competency Approach
- Coaching and testing to the Ministries on Job Descriptions and Performance Appraisal
- Two Training Methodologies elaborated and TNA tool developed and utilised:
 - Training Needs Assessment
 - Training Impact Assessment
- TNA and Training Plans at the four Ministries developed
- CSB and ENA Strategic Development Plans elaborated
- Specifications of OMSAR Training Software Application developed and TSA under development
- Elaboration and organisation of ten Workshops for all Task forces members and specialists of CSB and four Ministries:
 - HR International Trends
 - Recruitment
 - Performance Appraisal
 - Promotion
 - Training Methodologies
 - Development Planning
- Training material for ENA elaborated and organisation of five training courses / workshops for ENA, more than 100 participants:
 - Quality Management
 - HRM
 - Public Policies
 - Leadership
 - Communication
- Training Sessions addressed to the Ministries, CSB (first training for CSB employees – Cat. 2 and 3), more than 100 participants
 - Project Management
 - Communication
 - Fund Raising and Negotiations
 - Performance Appraisal Systems
 - TNA tool
- Organisation and Implementation of two Study Visits:
 - Greece (10 participants)



- Belgium (15 participants)
- Visibility materials:
 - 2000 notebooks,
 - 3000 leaflets,
 - 100 posters
 - 200 USB
 - 2 Banners
 - website

As a result of the Project, a series of essential tools have been elaborated and introduced into the Lebanese administrative system that can provide the basis, the necessary preconditions for the gradual establishment of a comprehensive HR policy. The project introduced an innovative Competency Framework that is placed in the heart of all HR systems. The Competency Framework is set up in a way that will both link in a systemic way all HR components and systems and at the same time, and will translate specific strategic orientation into action (as a vehicle for transmitting vision into practice). A substantial amount of training and advice has been delivered both institutionally and personally to the project beneficiaries and their staff.



2 Background

2.1 Features of the sector

Various initiatives to enhance, reform and streamline planning in Lebanon have been undertaken over the past decades and a new dynamic is being introduced to further develop a well-defined, widely accepted and broadly practiced approach towards strategic and operational planning within public administration.

Today, the Office of the Minister of State for Administrative Reform (OMSAR) plays a key role in managing and updating the State's strategy for the reform and development of the Public Administration aiming to:

- address the main problems, inabilities, and obstacles of the current situation
- ensure alignment with the trends, developments and best administrative reform practices that can be adopted by the Lebanese public administration with the necessary adjustments
- improve performance and enhance effectiveness of public administration structures and activities
- meet the needs of the citizens and business community of Lebanon

In this context, OMSAR has prepared and drafted the "Strategy for Reform and Development of the Public Administration in Lebanon" as a key official document to govern the reform process that was approved and officially launched by the Lebanese Prime Minister and the Minister of State Administrative Reform in October 2011. This document is the result of the reviewing and updating the relative Strategy document that was issued in September 2001 in light of the recent trends and developments in many related fields, such as modern administration principles and Information Technology concepts, the ability of public administration to reach measurable results and achievements, the increasing importance of the quality of services provided by public administrations and institutions to citizens, businessmen and investors, in addition to the importance of adopting good governance principles while ensuring the implementation of monitoring, accountability and transparency legislation.

As stated in the relevant document, the main vision of the "Strategy for the Reform and Development of the Public Administration" is the establishment of a modern and contemporary public administration capable of applying the governmental policies and trends competently and efficiently in addition to providing citizens with the best services through the easiest way in order to reinforce trust between citizens and the State. The strategy depends on competent and qualified employees capable of using modern administrative and IT systems while adopting principles of good governance.

Through the development and gradual implementation of the strategy, OMSAR assists and collaborates with the main entities of the Lebanese Public Administration in charge with the development of human resources in the public administration. It cooperates closely with the Civil Service Board (ENA) and all Ministries and State Agencies, as well as with ENA and the other Training Providers to the public administration. Within the framework of the project, OMSAR and the project team worked to review, extend and develop new human



resources management practices in the CSB and the four selected Ministries (Industry, Tourism, Social Affairs and Public Health), practices that were characterised by the following:

- The recruitment system used in the Lebanese public administration is career based. Entry into the public service is regulated by a competitive examination and is managed centrally. Most posts are open to internal and external recruitment, with applicants applying directly to the posts. General and special conditions are set for recruitment. General conditions refer to personal characteristics of the candidate (i.e. nationality, age, medical and judicial status. Special conditions refer to each post and category.
- The Lebanese public administration makes a minimal use of performance assessment in HR decisions. Despite this, performance assessment is mandatory for almost all public employees and takes the form of written feedback (assessment form elaborated by CSB) from a superior every year. A small range of performance criteria are used, including activities undertaken, values, disciplines and inputs, and interpersonal skills.
- There is a lack of structured organised training in Lebanese public administration, despite the fact that a lot of training is provided to civil servants throughout public and private training providers and international donors. Induction training and advanced training for promotion from category 3 to category 2 is provided by ENA.
- Promotion of civil servants refers to promotion from one category to the higher one. Years of experience, performance appraisal and experience are taken into consideration in order to include candidates for promotion in the promotion lists. In parallel, civil servants advance, by virtue of law, every two years from one step to the upper one (the public administration counts steps according the current legislation).

These practices are regulated by Laws, Decrees and Secondary Legislation created in the early sixties under President Fouad Chehab mandate. It is worth mentioning the avant-garde spirit of these laws and to notice, the creation, in the same period, of administrations in charge of the application of these laws and of the management of personnel in the public administrations. Nevertheless, the absence of decision taking on political level the previous years didn't allow the approval of new laws and decrees that would improve the functioning of the human resources management system in the Lebanese public administration according to the latest developments and best practices in the field.

The project focused on those issues by elaborating on the HR systems as well as the improvement of capacity building in the Lebanese public administration, and proposing to adapt the legal framework.

2.2 Beneficiaries and parties involved

The project closely collaborated with the **Office of the Minister of State for Administrative Reform (OMSAR)** the Contracting Authority but also the Strategic Partner for the organisation and implementation of the project. OMSAR efficiently and effectively coordinated the communication with all beneficiaries, and monitored the implementation of the project.



The main beneficiaries and parties involved were:

The Civil Service Board (CSB) who is considered as a strategic partner for the design of the HR systems, and the TA team acknowledged the openness and commitment of CSB top management to the goals of the project. The nominated Task Force of the CSB as well as staff from the Guidance and Orientation Department and the Examination Department intensively participated to the development of the proposed HR systems for the Lebanese public administration.

The Ministry of Industry (Mol), through the General Director and the nominated Task Force, as well as selected Heads of Departments and Sections, was highly interested in the project, ensuring a continuous participation to all project activities.

The Ministry of Social Affairs, through the Acting General Director and the nominated Task Force, as well as selected Heads of Departments and Sections demonstrated strong motivation and commitment to all project activities.

The Ministry of Tourism, where the General Director was personally involved to coordinate and facilitate the project work, nominated the Task Force that coordinated the worked with the Technical Assistance Team.

The Ministry of Public Health, where a Task Force has been nominated and cooperated closely with the Technical Assistance Team, and participated to all project activities.

Furthermore, **L' Ecole Nationale d'Administration (ENA)** was also an important beneficiary institution. The President and the General Director as well as the nominated staff to work with the project where dedicated to the implementation of the activities.

The Task Forces

One of the major achievements, as well as an effective and efficient working tool, was the official nomination from all beneficiaries of highly specialised staff. The project necessitated the establishment of a team of HR public employees coming from the designated beneficiaries that should participate to all activities of the project, from drafting and elaboration of the systems to their testing. This team of highly trained and motivated public employees can continue working to develop HRM in the public administration under the coordination of OMSAR (the Contracting Authority), in charge with the public administration reform in Lebanon.

The Task Forces are composed of:

CSB				Category
Mrs	Nisrine Mashmouchi	First Controller/Research & Orientation Directorate	Coordinator	2
Mrs	Najwa Hassawi	First Controller/Research & Orientation Directorate	Member	2
Mr	Ziad Kabalan	First Controller/Research & Orientation Directorate	Member	2

Mol				Category
Mrs	Joumana El Hachem	Head of Personnel Department/Head of Diwan in charge	Coordinator	3



Mrs	Mariam Khamis	Economy Researcher	Member	3
Mr	Marie Lise Shehab	Economy Researcher	Member	3

MoSA				Category
Mrs	Mariam Mghames	Projects Coordinator	Coordinator	3
Mrs	Rania Keyrouz	Head of Diwan in Charge	Member	3
Mrs	Raghida Nehme	Head of Public administration Department	Member	3

MoPH				Category
Mrs	Roula Chami	Personnel Development	Coordinator	3
Mr.	Khaled Seifeddine	Personnel Management	Member	3

MoT				Category
Mrs	Roula Nasr	Personnel Department	Coordinator	4
Mrs	Sareen Amar	Equipment Department	Member	3
Mr	Rabih Chaddad	Development department	Member	3

2.3 Problems addressed

The main problems addressed by the project over its implementation period, namely to strengthen and improve the HRM capacities in the CSB, ENA and the 4 Ministries laid on the design and introduction of HR systems (for merit based recruitment, advancement and promotion and performance appraisal), the development and implementation of training plans based on training needs assessment and the design and development of a new Training Management IT system that will support OMSAR in the management of training activities.

The project analysed the present situation of the Lebanese Public Administration based on the characteristics of Modern Human Resource Management system and addressed the issues related to:

- **Strategic development:** HRD strategy and related policies are streamed from the Organisation global strategy
 - The project stressed the need to adopt HRD strategies, integrated in the global strategy of each ministry
 - The project introduced the Competency Framework approach that is placed in the heart of all HR systems. The developed competency framework defines the knowledge, skills and attitudes that are required by employees in the Lebanese public sector. The development of the Lebanese Competency Framework is a key issue which links horizontally and inter-relates the recruitment, the appraisal and the promotion system under the same principles, values and notions.



- The project concentrated on analysing and developing strategic development plans for CSB and ENA, working in close collaboration with the nominated Task Forces of the institutions
- **Organisational structure:** Role & responsibilities to be clearly defined in Job descriptions, workflow and manual of procedures
 - The project stressed the need to be adopted by the Parliament the draft law elaborated by OMSAR on the establishment of HR Directorates in public entities
 - The project focused on the development and testing of a new job description template based on the proposed competency framework approach.
- **Recruitment:** merit based recruitment system responding to the needs in term of qualifications and skills
 - The project focused on the elaboration of workflows and procedures of the new recruitment system that were detailed in close collaboration with the CSB, and led to proposals (legal and operational) that are improving the existing merit based recruitment system (System, Manual, Regulation, Recommendations)
 - New testing tools to improve the recruitment system such as psychometric tests and assessments centres, have been presented in order to be introduced in a mid-term period,
- **Performance appraisal:** continuous evaluation of employees efficiency and target achievement
 - The project focused on the development of the new performance appraisal system based on the Competency Framework approach that gradually will rebuild trust among the public employees
 - Using a participative approach the introduction and acceptance of the new system facilitated the elaboration of all necessary tools in order to be implemented (regulation, evaluation sheet, supporting documents and templates, manual, etc.)
- **Training:** as a major tool to enhance performance, upgrade qualifications and catalyst for change and improvement.
 - The project addressed the issues of developing a Training Needs Assessment system to be used by the entire public administration and based on the TNA results the development of training plans per public entity.
 - Within the same framework the issue of training assessment impact has been addressed
 - The development of continuous training by ENA has been addressed by the project in close collaboration with OMSAR and



- ENA leading to the elaboration and organisation of five new training modules
- The project focused also on the design and development of a new software application for OMSAR that will effectively support the important work effectuated by OMSAR in the field of training the public employees
- **Advancement & Promotion:** design a motivating and open career path with clear and fair compensation & benefits system
 - The project focused on the elaboration of workflows and procedures of the new advancement and recruitment system that were detailed and led to proposals (legal and operational) that are improving the existing system (System, Manual, Regulation, Recommendations).
 - **HRM IT system:** implement resourceful and professional management system Software – Equipment
 - The project stressed the need to develop a new integrated HRM IT system that will support operation of the new HRM systems in an efficient and effective manner. The general functional requirements to be adopted have been proposed.
 - **Employee involvement:** regularly to measure employees satisfaction and provide feedback
 - The project constantly stressed the need of employees' involvement in the HR management and development. Proposing the introduction of the Competency Framework, the project set as priority to place the human capital in the epicenter, following an employee-centered rationale which was reflected to all interventions and deliverables throughout project's duration

2.4 Other interventions

OMSAR initiated and organised in coordination with other institutions a Network of Training Providers to the Public Administration which is meeting regularly to discuss issues affecting the MR management and development issues in the Lebanese public administration. Within this context, the project team was assisting to the development and successful implementation of this initiative by participating to the workshops and meetings that the network was organising on HRM issues, when required by OMSAR.

The project team liaised with other donor-funded projects whenever requested by OMSAR. Within this framework, the project team collaborated with the Strategic Planning project as well with the Simplification project, both managed and coordinated by OMSAR, and financed by the EU. The project team also collaborated with QUALEB EU financed project, as both projects were assisting ENA to enhance its capacities.



2.5 Documentation available

The following documentation was available during the implementation of the project:

- ✓ The “Strategy for Reform and Development of the Public Administration in Lebanon” elaborated by OMSAR.
- ✓ Internal documents from the four ministries and CSB.
- ✓ OECD and EU working papers and documents on HR policies.
- ✓ Annual reports from CSB
- ✓ Working papers and documents from Lebanese institutes (Institute of Finance, etc.)
- ✓ Major Laws, Legislative decrees, legislative and regulatory decrees related to the personnel in the public administrations:
 - Legislative decree nr. 112 dated 12/6/1959 and its amendments - Personnel system
 - Legislative decree nr. 111 dated 12/6/1959 (Public Administrations Organization)
 - Law nr. 717 dated 5/11/1998 (Raising the minimum salaries and wages and converting the salaries scheme)
 - Law nr. 63 dated 2008 (Raising the minimum salaries and wages)
 - Decree nr. 3379 dated 11/7/2000 (Overtime and cash bonuses system in the public administrations)
 - Decree nr. 3169 dated 29/4/1972 (Provisions concerning the appointment of the first category staff)
 - Decree nr. 10183 dated 2/5/1997 (Identifying the contracting principals and provisions set forth in Article 87 of the personnel system) amended in accordance with the decree 3880 dated 21/4/2010.
 - Draft law implemented through the decree nr. 58 dated 15/12/982 (amending some of the 2 Legislative decrees' provisions nr. 111 and nbr.112)
 - Decree nr. 5240 dated 5/4/2001(Identifying the surplus in the public administrations)
 - Decree nr. 3950 dated 27/4/1960 (Compensation and Benefits System) and its amendments.
 - Legislative decree n.47 dated 29/6/1983 and its amendments (Retirement and Dismissal System)
 - Decree nr. 17046 dated 25/5/2006 (determining the special additional appointment' conditions of some functions: Chairman of the Department)
 - Decree nr. 9663 dated 8/12/2012 (determining the special additional appointment' conditions of some functions: administrative, financial functions...)
 - Law nr. 23 dated 5/9/2008 (Subjecting the contracting to a contest conducted by the Civil Service Board)



- Decree nr. 5883 dated 3/11/1994 (Workers General System)
- Decree nr. 116 dated 12/6/1959 (Administrative organisation - Provinces & districts)
- ✓ Major Laws, Legislative Decrees related to the Main Administrations dealing with the Personnel Affairs Management:

Civil Service Board

- Legislative decree nr. 114 dated 12/6/1959 and its amendments
- Decree nr. 8337 dated 30/12/1961 (Organizing Civil Service Board) and its amendments.
- Decree nr. 10209 dated 8/5/97 (Creation of IT Department)
- Law nr. 97 dated 18/6/1999 (Amendment of CSB Organization)
- Decree nr. 7486 dated 27/2/2002 (Amendment of CSB Organization)
- Decree nr. 12385 dated 23/6/1998 (Creating a department)
- Law nr. 583 dated 23/4/2004 Subjecting the appointment's contest in the Public Administrations to the Civil Service Board's authority (article 54)
- Decision nr. 375 dated 12/2/1966 (Personal File System)
- Decree nr. 8868 dated 27/2/1962 (Ratification of the Specialization System Abroad)

Ecole Nationale de l'Administration (ENA)

- Law nr. 222 dated 29/5/2000 (Creating ENA)
- Decree nr. number 4329 dated 25/10/2000
- Decrees that ratified the systems of the Institute especially decree nr. 11044 dated 27/9/2003

Ministry of Industry

- Law nr. 642 dated 2/6/1997, creation of the ministry of Industry
- Law nr. 20 dated 5/9/2008 amendment of law nr. 642 adding two new regional departments
- Decree nr. 13173 dated 8/10/1998, organisation of Ministry of Industry
- Decree nr. 2984 dated 4/1/2010 amendment of decree nr. 13173

Ministry of Tourism

- Law nr. 21 dated 29/3/1966, creation of the Ministry of Tourism
- Decree nr. 5743 dated 22/10/1966, organisation of Ministry of Tourism
- Decree nr. 8209 dated 26/6/1974 amendment of the structure of MoT General Direction
- Decree nr. 13179 dated 8/10/1998 amendment of appointment conditions at the MoT

Ministry of Public Health

- Decree nr. 8377 dated 30/12/1961, organisation of Ministry of Public Health



- Decree nr. 5832 dated 4/7/2001 amendment of structure and missions Projects and Programs department formed at MoPH by decree nr. 17464 dated 9/9/1964

Ministry of Social Affairs

- Law nr. 212 dated 2/4/1993, creation of Ministry of Social Affairs
- Law nr. 327 dated 18/5/1994, amendment of Law 212 on the creation of the ministry
- Decree nr. 5734 dated 29/9/1994, organisation of MoSA
- Decree nr. 9899 dated 4/4/2003, amendment of decree nr. 5734 dated 29/9/1994



3 Intervention

3.1 Overall Objective

The overall objective of the project was the improvement of Human Resources Management capacities in the **Civil Service Board (CSB)** and in the four (4) Ministries:

- + **Ministry of Industry (MOI)**
- + **Ministry of Tourism (MOT)**
- + **Ministry of Public Health (MOPH)**
- + **Ministry of Social Affairs (MOSA)**

3.2 Project Purposes

The specific purposes of the Project were to:

- Contribution to the implementation of the “*Strategy for Reform and Development of Public Administration in Lebanon*” that was officially launched under the patronage of the Lebanese Prime Minister and the Minister of State Administrative Reform in October 2011;
- Strengthening of the HR structures and functions in the CSB and in the four (4) Ministries;
- Implementation of HR operations in an objective and effective manner;
- Creation of standardized HR professional practices;
- Implementation of training plans;
- Utilization of information and communication technology for a better human resources management;

3.3 Results

Results consist of the tangible results that can be quantified or evaluated, such as the number of people who received training, the evaluation of the training and that of methodological advice and recommendations given throughout the project. These are set out in the appropriate sections of this report. However, in addition there is the intangible benefit of interaction with project experts and with E.U. public administrations through workshops and study tours that the Project provided.

Below is a table indicating the results foreseen by the Terms of Reference and presents the results achieved by the project in terms of deployment of activities and establishment of proper working relationships with the beneficiaries, of deliverables and capacity building.



Results Foreseen	Results obtained by to the end of the project
Result 1: Existing human resources management capacities analysed and developed	First, Second, Third, Fourth, Fifth and Sixth Six Months Progress Reports drafted and approved: <p>The submission and approval of the Reports in due time facilitated the achievement of all planned results.</p> <p>All proposed tasks have been implemented, while the project supported the beneficiaries in applying them, in particular the CSB and the organisation and implementation of the proposed study visits, first study visit implemented in Greece and second in Belgium.</p>
	Establishment of good working and trustful relationships with all counterparts: <p>The project team with the support of OMSAR maintained good working relationships with all counterparts.</p> <p>The project team established good working relationships with the Presidents at CSB and ENA, as well as with the General Directors of the MoSA, MOI and MoT while with MoPH the collaboration mainly passed through the Task Force.</p> <p>The Task Forces at the four ministries and the CSB were fully performing during the project implementation phase.</p>
	Collection of data, necessary for the analysis of the current situation: <p>Quantitative data collected and analysed, however the process has taken longer than foreseen due to the complexity of data and discrepancies observed (data between CSB and the 4 ministries are not synchronised in time except for MoI. Number of employees at the MoPH is much greater than the number of employees at the 3 other ministries combined).</p> <p>The project team would like to express its appreciation and thanks for the efforts made by our interlocutors and their colleagues in collecting and providing us with needed data.</p> <p>Legal and regulatory documents collected and analysed, however the translation process led to certain delays</p> <p>Internal documents, templates, reports collected and analysed</p>
	Analysis of the current situation with regard to the existing HRM capacities: <p>A comprehensive schema of the full recruitment process integrating the process of tests and exams was drafted; intensive working sessions with involved parties at the CSB and the 4 ministries were conducted.</p> <p>Creative ideas were proposed to enhance the</p>



performance of the recruitment system.

A comprehensive schema of the performance appraisal process was drafted, intensive working sessions with concerned parties at the CSB and the 4 ministries were conducted.

Gaps and needs for improvement were identified and discussed.

The Review and analysis of existing HRM structure, processes and capacities in the four Ministries and CSB, **Deliverable 1.1** submitted and approved

Measures and legal amendments:

The Measures to improve HRM capacities of the CSB and four ministries and proposed legal amendments, **Deliverable 1.2** submitted and approved

Capacity building support:

Extensive work with all personnel of the Research and Guidance Department of the CSB

Three-monthly Report on Capacity Building Support - Reform and Development Plan for the Directorate General of Research and Guidance of the Civil Service Board, **Deliverable 1.3** submitted and approved

Workshop on HR trends in public administration

The project implemented a two days' workshop on HR trends in public administration with the participation of all task forces.

Report on workshop organised on HR trends in public administration, **Deliverable 1.4** submitted and approved

First Study Visit implemented in Athens, Greece from 18th to 22nd of May 2015 - Training Report Nr. 4

Second Study Visit implemented in Brussels, Belgium from 11th to 16th of April 2016 – Training Report Nr. 6

Elaboration of a Development Plan for CSB

In close collaboration with the CSB Task Force, the **Development Plan for CSB** has been drafted

A **workshop** on the utilisation of Development Plan Tools has been organised at CSB for the high level staff of the organisation

Drafting of Functional Requirements for an HRMIS for CSB

In close collaboration with the CSB Task Force, the **the Functional Requirements for an HRMIS for CSB** has been drafted

Allocation of Resources:

Resources allocated almost in accordance with the proposed allocation. Working days for Key and Non Key experts have been allocated.

Six out of the six foreseen tasks have been implemented up



Result 2: A merit-based recruitment system and induction strategy designed in collaboration with the CSB and tested in the 4 Ministries

to the end of the final reporting period.

Analysis of the current situation

Throughout the implementation of Activity 1.1: Analyse and Develop Existing Human Resources Management Capacities of Component 1 and the Task 2.1.1 Analysis of the existing situation, the existing recruitment system including relevant regulations and procedures and the distribution of roles and responsibilities between CSB and the four Ministries has been analysed.

Description of new recruitment system

Concepts and rationale of the new system elaborated

The new recruitment system has been elaborated, discussed with OMSAR and CSB, and drafted.

Description of new recruitment system and required legal amendments, **Deliverable 2.1**, submitted and approved.

Procedures manual

The new recruitment procedures manual has been elaborated, discussed with OMSAR and CSB and drafted.

Recruitment System Procedure Manual, **Deliverable 2.2**, submitted and approved.

Legal amendments

The existing regulation has been reviewed and rewritten in accordance with the proposed new system

Support to the implementation

Working sessions held with CSB Task force and the Head of the CSB Testing Department

An Action plan for implementation of the new recruitment system, **Deliverable 2.3**, submitted and approved

Development of Job Description samples

Presentation and introduction of psycho-metric testing

Workshop / training on psycho-metric testing with the participation of all task forces

Report on support to the implementation, **Deliverable 2.4** submitted and approved

A report on psycho-metric testing has been elaborated, **Deliverable 2.4.1** submitted and approved

Coaching the CSB and Ministries' Task Forces and Working Groups in applying the new Job Description template where the competency based approach has been introduced

A report on the coaching approach has been drafted, submitted and approved

Workshops on Recruitment system



	<p>The project implemented two workshops on recruitment system with the participation of all task forces.</p> <p>Report on workshops organised on recruitment system, Deliverable 2.5 submitted and approved</p> <p>Allocation of Resources:</p> <p>Resources allocated almost in accordance with the proposed allocation.</p>
<p>Result 3: An advancement and promotion system designed in collaboration with the CSB and tested in the 4 Ministries.</p>	<p>Six out of the six foreseen tasks have been implemented up to the end of the fourth reporting period.</p>
	<p>Analysis of the current situation</p> <p>Throughout the implementation of Activity 1.1: Analyse and Develop Existing Human Resources Management Capacities of Component 1, and the Task 2.2.1 Analysis of the existing situation the existing advancement and promotion system including its conditions, procedures, obstacles and involvement of CSB with the Ministries has been analysed,.</p>
	<p>Description of new promotion and advancement system</p> <p>Concepts and rationale of the new system elaborated</p> <p>Description of new promotion and advancement system and required legal amendments, Deliverable 2.6, submitted and approved</p>
	<p>Procedures manual</p> <p>Promotion and Advancement System Procedure Manual, Deliverable 2.7, submitted and approved</p>
	<p>Legal amendments</p> <p>The existing regulation has been reviewed</p>
<p>Result 4: A performance appraisal system designed in collaboration with the CSB and tested in the 4 Ministries</p>	<p>Support to the implementation</p> <p>An Action plan for implementation of the new promotion and advancement system, Deliverable 2.8, submitted and approved</p>
	<p>Workshop on Promotion system</p> <p>The project implemented a workshop on promotion system with the participation of all task forces.</p> <p>Report on workshops organised on promotion system, Deliverable 2.9 submitted and approved</p>
	<p>Six out of the six foreseen tasks have been implemented up to the end of the project implementation.</p> <p>Analysis of the current situation</p> <p>At this stage, throughout the implementation of Activity 1.1: Analyse and Develop Existing Human Resources Management Capacities of Component 1, and the Task 2.3.1 Analysis of the existing situation, the existing performance appraisal system including obstacles to full implementation, applied regulations procedures and outcomes has been initially reviewed analysed, further work</p>



to be undertaken when designing the system.

Description of new performance appraisal system

Concepts and rationale of the new system elaborated

The new performance appraisal system has been elaborated, discussed with OMSAR and CSB and drafted.

Description of new performance appraisal system and required legal amendments, **Deliverable 2.10** submitted and approved. The work on the submitted legal amendments is an on-going procedure to be achieved with the testing process.

Performance appraisal system procedure manual

The performance appraisal procedure manual, **Deliverable 2.11** submitted and approved

Legal amendments

The existing regulation has been reviewed and rewritten in accordance with the proposed new system

Continuous work with the CSB Task Force to make the necessary practical arrangements in order the regulation to be tested (support to the testing / implementation of the system)

Support to the implementation

Working sessions held with CSB Task Force

First Workshop on Performance Appraisal

Training sessions on Performance Appraisal implementation – Training Report nr. 4

An Action plan for implementation of the new promotion and advancement system, **Deliverable 2.12**, submitted and approved

Performance appraisal tools (evaluation sheet, manual) reviewed based on testing and feedback received

Coaching the CSB and Ministries' Task Forces and Working Groups in applying the new Performance Appraisal system where the competency based approach has been introduced

A report on the coaching approach has been drafted, submitted and approved

Workshops on Performance appraisal system

The project implemented two workshops on performance appraisal system with the participation of all task forces.

Report on workshops organised on performance appraisal system, **Deliverable 2.13** submitted and approved

Allocation of Resources:

Resources allocated almost in accordance with the proposed allocation. Working days for Key and Non Key experts have been allocated.



Result 5a: Training Plans developed and implemented for the CSB and the four Ministries

Eight out of the eight foreseen tasks have been implemented up to the end of project implementation.

Analysis of the existing situation:

The functions and procedures related to training needs assessment in the four Ministries and in CSB and their relationships with the training providers have been analysed

The Overview of existing training procedures within CSB and four ministries, **Deliverable 3.1** submitted and approved

ENA capacity building plan:

The current organisational structure and work procedures of the National School of Administration (ENA Lebanon), its relationships with the CSB and other Government bodies and its existing problems have been studied.

The Capacity Building Plan for ENA Lebanon (Report and Development Plan), **Deliverable 3.2** submitted and approved

Five training courses, directly linked to the TNAs organised in the four ministries have been elaborated

Five workshops addressed to selected employees of the four ministries have been delivered at ENA

A list of training courses to be provided by ENA to the public employees in the framework of continuous training has been drafted

Training Needs Assessment Methodology and Training Development programme:

Review of existing TNA methodologies, adaptation to the local conditions, preparation of relevant templates

Elaboration of the relevant practical guide

The Methodology for Training Needs Assessment and Training Programme Development – Practice Guide, **Deliverable 3.5** submitted and approved

Training Impact Assessment Methodology:

Review of existing TIA methodologies, adaptation to the local conditions, preparation of relevant templates

The Training Impact Assessment Methodology, **Deliverable 3.6** submitted and approved

Workshops on Training Methodologies:

Two workshops on Training Methodologies (Training Needs Assessment and Training Impact Assessment) have been organised and implemented, **Deliverable 3.7** submitted and approved

Training Needs Assessment and Training Plans:

Training Needs Assessments conducted to four ministries and CSB



Working session organised with the Task Forces

An application (excel programme) regarding the compilation of TNA data and the Training Plan has been developed

Training session organised at the Ministry of Industry for all the Heads of Departments

At the end of the fifth reporting period: Implemented at the Ministry of Tourism, Industry and Social Affairs (for all personnel), at the Ministry of Public Health at the level of Personnel Departments

Report on training plans, **Deliverable 3.3** submitted and approved

Training Activities:

Two training session implemented for the Ministry of Industry – Training Report Nr. 1

One training session implemented for the Civil Service Board (CSB) – Training Report Nr. 2

One training session implemented for the Ministry of Social Affairs – Training Report Nr. 3

Implementation of ENA development plan:

Five areas of training intervention identified

Five training plans elaborated

Five training courses organised and implemented at ENA premises

Allocation of Resources:

Allocated in accordance to the foreseen resources, however the senior NKSTE in HRM participates to the working sessions with the Task Forces of the four ministries and the CSB, as he had a strong knowledge of the HR and training situation in the public administration in general and in the four ministries in particular after his assessment of the current situation in Component 1.

Achieved during the second reporting period (18th May to 17th November 2014), additionally elaboration of a software (excel) for the four ministries to apply the TNA and to easier report to OMSAR and CSB on their training needs.

Review of the existing application:

Organisation of meetings and analysis of the existing documentation and application

The Review of the Training Management Software Application, **Deliverable 3.8** submitted and approved

Re-design and technical specifications of the new application:

Organisation of meetings, listing of requirements, review of technical specifications

The Design and technical specifications of new Training Management System, **Deliverable 3.9** submitted

Result 5b: OMSAR's Training Management Application re-designed



and approved

Elaboration of a software application (excel) for the four ministries and the CSB to assist the implementation of the TNA and draft their Training Plans

Development of the Training Management Software Application for OMSAR under elaboration, the modules have been developed, discussed with OMSAR and tested

Allocation of Resources:

Allocated according to the proposed resource allocation.

3.4 Activities

The project in accordance with the Terms of Reference and the results of the Inception Phase, that confirmed the key priorities identified in the TOR, developed under four Components a wide range of activities proposed during the initial project duration and the extension period.

3.4.1 Component 1: Current situation analysis

Activity 1.1: Analyse and Develop Existing Human Resources Management Capacities

The activity started to be implemented immediately after the inception phase and has been finalised. Thus:

The project team undertook a comprehensive review of the main HRM-related operations of the CSB and the 4 beneficiary Ministries (MOSA, MOT, MOPH and MOI) through the:

- elaboration and analysis of quantitative and qualitative data provided by all beneficiaries, namely CSB and Ministries of Industry, Public Health, Social Affairs and Tourism.
- analysis of all legal frameworks, concerning the HRM systems in the public sector. Thus, the role and responsibilities of public servants as well as organisation and operation, have been collected and analysed, while a legal matrix has also been elaborated. The CSB and ministries confirmed the lists of legal documents collected that covered all aspects of HRM in the public sector. The most important legal documents have been translated into English in order to facilitate the work of the international experts of the project team
- analysis of the HR systems. Thus, the existing processes regarding the three HRM systems, recruitment, promotion and advancement, and performance appraisal, have been drafted, discussed with CSB and confirmed.
- analysis of the organisational structures. Thus, the existing organisational charts of CSB and four Ministries have been drafted, including all checked data on employment of personnel by categories (public servants, contractual and daily workers). The vacancies have been also defined.



Based on the results of the report “Review and analysis of existing HRM structure, processes and capacities in the four Ministries and CSB”, the project team proposed measures for the improvement of the HRM capacities in the CSB and the four ministries concern the legal framework, HR strategic planning, organisational charts and structures, training. Five presentations of the results of the analysis of the present situation have been organised. The conclusions have been discussed with the new President and Board of the CSB, and the four General Directors of the ministries. Their proposals and remarks have been incorporated in the measures for improvement proposed by the project. The Action Plan that defines the required practical steps for capacity building has been elaborated.

The legal analysis of the existing framework (Legislative Decree 112/59, draft law on establishment of HR Directorates, regulations, etc.) has been finalised and proposals or legal amendments have been submitted. Furthermore, legal advice was also provided, with a view to enhance the role, structure and functions of the CSB and four ministries. The project team took into consideration the difficulties faced during the project implementation period of time to pass and adopt any legislative document, thus proposed legal interventions that can be easier adopted.

The project team provided advices, coaching and working sessions, mainly with the employees of CSB, the HR central authority in Lebanon and OMSAR’s strategic partner. Thus:

- A series of in-depth individual interviews with all the civil servants of the Research and Guidance Directorate at the CSB were conducted during this reporting period. The purpose of these interviews is to have a better understanding of the day to day challenges faced by the employees of this directorate, particularly the first controllers in order to propose a development plan related to OMSAR reform strategy and the project proposed improvement measures.
- Working sessions with the Head of the Research and Guidance Directorate and member of the Board of Directors of CSB and all the personnel of the Directorate have been hold at the CSB’s premises to discuss and analyse the results of the diagnosis and in-depth analysis (interviews and documentary study) on the reform of the Directorate as well as to put the basis for further work of the Directorate in elaborating its strategy and development plan. A work that represents a pilot activity for the entire organisation and supports the capacity building of CSB.

On April 2015 a two day workshop on International Trends in Human Resources Management and Practices, and the challenges facing the Lebanese Public Administration has been organised. The workshop was opened by H.E. Mr. Nabil de Freige, Minister of State for Administrative Reform (OMSAR) and H.E. Mrs. Fatima Sayegh, President of the Civil Service Board (CSB). The representative of the EU Delegation, Mrs. Roula Abbas, the members of the Board of the CSB, Mr. Antoine Gibran and Ms. Nathalie Yared, as well as the General Directors of the Ministries of Tourism, Mrs. Nada Sardouk, Industry, Mr. Dany Gedeon and the Acting General Director of the Ministry of Social Affairs, Mrs. Randa Bou Hamdan were also present.

- The general objective of the workshop was to create awareness on the challenges facing HR management and practices in different public administrations across the world, as well as to link the general trends in HR management and practices with the challenges facing the Lebanese public administration. More particularly the objectives of the workshop were:
 - To review HR international trends (institutional frameworks and systems)



- To discuss challenges facing the Lebanese public administration in the area of human resources management and development

Moreover, as foreseen in the ToRs and the Inception Report, one of the capacity building measures involves the organisation of two study visits in selected European public administrations, for the transfer of know-how on HR management systems.

- The first Study Visit was organised in Greece (May 2015) as the public administration of the country stands as a unique case study since it has undergone numerous reforms in the last five years of which some have been effective while others were not. The objectives set for this first Study Visit were
 - To present the latest HRM reform trends in the Greek civil service
 - To compare and contrast with the current HR processes in the Lebanese civil service and with the ongoing HR reform attempts
 - To learn lessons from the Greek experience and explore the possibilities of replication or avoidance
 - To examine the sustainability of reforms in HRM area

10 high level public employees from OMSAR, CSB, ENA, Ministry of Industry and Ministry of Social Affairs participated to the visit: The Greek Public Authorities that have been visited are the following:

- Greek Civil Service Board,
- National School of Public Administration,
- Board of Inspectors of Public Administration,
- Management Organisation Unit of Development Programs (MOU),
- KEP – One stop shop for citizens

It has to be mentioned that through the Study Visit the ENA Lebanon and the Greek National School of Public Administration elaborated and signed a Memorandum of Understanding for their future cooperation.

- The second Study Visit was implemented in Brussels, Belgium (April 2016).
 - The objectives of this second Study Visit were:
 - To present the organisation and operation of the Federal Public Service Personnel and Organisation
 - To understand how the Belgian system operates in terms of legal framework development, strategic planning at national and regional level, recruitment, performance appraisal, personnel development and communication.
 - To compare and contrast with the current HR processes in the Lebanese civil service and with the ongoing HR reform attempts
 - To learn lessons from the Belgian experience and explore the possibilities of replication or avoidance

15 public employees from OMSAR, CSB, ENA, Ministry of Industry, Ministry of Tourism, Ministry of Public Health and Ministry of Social Affairs participated to the visit: The Belgian Federal Public Authorities that have been visited are the following:



- Federal Public Service – Organisation and Personnel,
 - DG OPD - Organisation and Personnel Development,
 - DG HRC - Human Resources and Career,
 - DG COMM-KM - Internal Communication and Knowledge Management
 - DG eHR - electronic Human Resources management
- Selor – the recruitment agency,
- TIFA – the training institute for public employees,

3.4.2 Component 2: Introduction of New HRM Systems

Component 2 represented the major area of intervention of the project as it dealt with the core of the HRM systems of the Lebanese public administration. The essential work of elaborating and developing the recruitment, promotion and advancement, and performance appraisal systems has been done in close collaboration with the nominated Task Force of the CSB and the specialists on recruitment and performance appraisal of the organisation.

Activity 2.1: Design a merit-based recruitment system and induction strategy in collaboration with the Civil Service Board to be tested in the four (4) Ministries

The activity started to be implemented from September 2014, continued during the extension period and has been finalised by the end of the project (17 February 2017), thus:

The project team undertook an in-depth analysis of the recruitment system in place, closely working with the Head of Testing Department and its staff. The result of this collaborative work was the drawing of the detailed workflow processes of the existing system in order to detect the strengths and weaknesses of the system. It revealed the need for improvements on the existing system through specific measures across the entire recruitment system. Based on the findings, a schema of the entire new system was drawn in order to be checked against the existing one. The new recruitment system includes aims, strategic orientation and principles, the key processes, the key actors involved, synergies and interdependencies. In parallel with the elaboration of the new recruitment system, the project team proposed improvements on the existing regulations for the proper implementation of the system.

The detailed procedure manual has been elaborated to accompany the new recruitment system. The purpose of the manual is to provide necessary information to the key actors involved including HR managers, HR personnel as well as line managers so as to help them to implement the new recruitment procedures. The manual is user-friendly and self-explanatory so that those involved are able to implement the new recruitment system without the need for extensive training.

Having elaborated the new recruitment system and the new procedure manual, several working sessions have been organised with the Head of the Testing Department at CSB in order to discuss the ways of introducing the proposed recommendation into existing regulations. These meetings led to the organisation of a working session on the new recruitment system, with the participation of all involved parties, where final recommendations commonly were proposed by the project and the Head of the Testing Department, held the 8th of September 2015.



Furthermore, the project team, in close cooperation with the Technical Manager, organised several working sessions with the CSB Task Force and the Head of the Testing Department at CSB as well as with the Ministries Task Forces in order to test and consequently review recommendations of the new recruitment system.

Two workshops have been organised on the recruitment process. Taking into consideration the developments of the project and the discussions held on the working sessions with the CSB and the Task Forces, the aim of the first workshop implemented in December 2015 was to focus on the proposed new recruitment system and more specifically on the relationship between an applicable job description of public administration positions and the proposed recruitment system. The holistic approach of the project that was based on the competency philosophy in all HRM systems of the Lebanese public administration was taken into consideration. The second workshop that was implemented in January 2016 discussed and analysed the feedback received during the working sessions held with the Task Forces on the elaboration and adoption of the new proposed job descriptions.

Further focusing in the implementation of the new system, two major aspects have been dealt with, namely the elaboration of Job descriptions, based on the proposed competency approach, and the broadening of the testing system through the introduction of psycho-metric testing. Within this context:

- All Task Forces and specialists from the ministries elaborated with the support of the project team, samples of job descriptions of indicative positions in each ministry and the CSB. The new job descriptions, except of tasks and responsibilities include the required competencies (knowledge, skills and attitudes) facilitating thus the recruitment process as it allows CSB to be more accurate in the announcements for these positions and the elaboration of the required tests by the Evaluation Commissions. The final versions of these Job Descriptions have been submitted to the Contracting Authority and discussions on the way to extend this work to the entire public administration were launched. An important support to the whole process came from the relevant presentations during the Belgian Study Visit, as the Belgian authorities clearly presented the way they are working on the cartography of job positions and the results they ensured during 16 years of reform.
- The psycho-metric tests, an essential testing tool recommended by the project, represents a new tool for the CSB. The project team closely worked with the Head of the Testing Department and the CSB Task Force to present and introduce all aspects of psycho-metric tests. Apart of the description and presentation of tests, and the analysis of benefits from their introduction in the Lebanese recruitment system, the procedures scheme to collaborate with potential providers of such tests has been drafted and discussed. Furthermore, the results of this work have been presented through a workshop/training seminar to all Task Forces and selected representatives of the four ministries. The use of psycho-metric test has been clearly shown during the visit to Selor, the Belgian recruitment agency, reinforcing the conviction that such tools should be gradually introduced in the Lebanese public recruitment system.

Through the organisation of a series of coaching sessions, the project team in close collaboration with OMSAR tested the suggested new JD format in line with the TOR requirements. The tight collaboration with the CSB was considered to be an important added value for the project. The input of civil servants in the coaching sessions was valuable for updating some parts of the JD template. Categories (2-3-4-5) have been successfully tested and the new JD approach and template have proven to be valid.



- *The new recruitment system and required legal amendments, has been elaborated and drafted.*
- *The legal amendments for the recruitment system were elaborated, discussed and developed with the CSB specialists.*
- *Action plan for the implementation of the system have been drafted*
- *Two workshops on the Recruitment have been organised and delivered.*
- *Capacity building support for the CSB, through coaching in the areas of psychometric testing (working sessions with the Head of the Testing Department and the Task Force), performance appraisal and training needs assessment(working sessions with the Task Force)*
- *A workshop on the Recruitment and psycho-metric tests has been organised and delivered.*
- *Elaboration and drafting of the final version of the proposed KSA (knowledge, skills, attitudes), based on the feedback received, to be used for the completion of the new job description template, recruitment process and the performance appraisal system*
- *Coaching of selected personnel of the four ministries on recruitment process (elaboration of job descriptions)*
- *Development of job descriptions for positions selected within the four ministries*

Activity 2.2: Design an advancement and promotion system, in collaboration with the Civil Service Board to be tested in the four (4) Ministries

The activity started to be implemented from September 2014, and has been finalised by the end of the fifth reporting period (17 May 2016), thus:

The project team undertook an in-depth analysis of the advancement and promotion system in place, closely working with the CSB specialists in the field. The result of this collaborative work was the drawing of the detailed workflow processes of the existing system in order to detect the strengths and weaknesses of the system. It revealed the need for improvements on the existing system through specific measures that will support the development of incentives that will support the public employees to accede in hierarchy. Based on the findings, a schema of the entire system was drawn in order to be checked against the existing one. The new advancement and promotion system includes aims, strategic orientation and principles, the key processes, the key actors involved, synergies and interdependencies.

The new system proposes modifications that can be incorporated without a change of the legal framework taking into consideration the difficulty to pass any law in the Parliament in a short period of time.



A detailed procedure manual was developed that will accompany the new advancement and promotion system. The purpose of the manual was to provide necessary information to the key actors involved (including HR managers, HR personnel and line managers).

Based on the progress made (elaboration of the new system, the manual, the analysis of the legal framework and the working sessions held), an action plan for the implementation of the new promotion and advancement system has been elaborated.

Several meetings have been held with the Task Force and specialists of CSB to discuss the ways of introducing the proposed recommendations.

A workshop was organised in January 2016. The aim of the workshop was to focus on the proposed changes in the promotion process taking into consideration the project's holistic approach that was based on the competency concept in all HRM systems of the Lebanese public administration. Feedbacks have been received from the Task Forces.

- *The new promotion and advancement system and required legal amendments, have been elaborated and drafted.*
- *Action plan for the implementation of the system have been drafted*
- *The workshop on the Promotion and Advancement system has been organised and delivered.*

Activity 2.3: Design a performance appraisal system, in collaboration with the Civil Service Board to be tested in the four (4) Ministries

The activity started to be implemented from September 2014, continued during the extension period and has been finalised by the end of the project (17 February 2017), thus:

The project team undertook an in-depth analysis of the performance appraisal system in place, closely working with the CSB specialists, responsible for the development and monitoring of the existing system. The result of this collaborative work was the drawing of the detailed workflow processes of the existing system in order to detect the strengths and weaknesses of the system. It revealed the need for the elaboration of a new system that will be based on the competency framework approach. Based on the findings, a schema of the entire system was drawn. The new performance appraisal system includes aims, strategic orientation and principles, the key processes, the key actors involved, synergies and interdependencies. In parallel with the elaboration of the new performance appraisal system, the project team proposed a new regulation for the proper implementation of the system.

Several meetings were held with the CSB officials responsible for performance appraisal in the Lebanese public administration, and a training (working) session with the participation of the Team Leader, the KE2 – HR Advisor and the Performance Appraisal Senior Expert and the CSB Task Force as well as the CSB specialist in performance appraisal has been hold at the CSB premises in November 2014. The new proposed performance appraisal system was presented and discussed. It should be mentioned that for the first time a discussion on performance appraisal took place among CSB employees with different field



of specialisation and activities, enriching thus the discussion and the expected results of the new system.

A detailed procedure manual was elaborated and drafted and will accompany the new performance appraisal system. The purpose of the manual is to provide necessary information to the key actors involved (including HR managers, HR personnel and line managers) so as to be in the position to implement the new performance appraisal procedures. The manual is user-friendly and self-explanatory so that the actors involved will be able to implement the new performance appraisal system without the need of extensive training.

The legal amendments for the performance appraisal system were discussed and developed with the CSB specialists and the CSB Task Force. The basic concepts of the new performance appraisal system have been accepted and proposed to be included in the regulation (a reviewed Arabic version of the system/regulation complying with the Lebanese legal framework was elaborated).

Based on the progress made, an action plan for the implementation of the new recruitment system has been elaborated.

More than 20 working sessions were held with the CSB Task Force in order to check and review the new performance appraisal regulation, to fully understand the mechanism of using a competency approach to appraise the public employees and to make the regulation applicable. The members of the CSB Task Force fully participated to this participatory exercise, tailored the regulation and finally should be considered the owners of the new regulation.

The first workshop on Performance Appraisal took place the 1st of October 2015 where the new system was presented and feedback from the Ministries' Task Forces has been received. ENA with its President and delegated staff was also participating. The MoI and MoSA sent written proposals on improving the system. The project team reviewed those and integrated them into the proposed regulation in coordination with the CSB Task Force.

The 21st and 22nd of October 2015, a Training Session on the new performance appraisal system has been organised under the leadership of OMSAR, where all Task Forces were present as well as ENA. The results of this training session were particular positive, as for the first time all the participants estimated that the proposed performance appraisal system can be applied in the Lebanese public administration (partially agree to fully agree replies). The participants to the training session tested the proposed system by checking it against a job position in each ministry (social worker for the Ministry of Social Affairs, doctor for the Ministry of Public Health, economic researcher for the Ministry of Industry)

The second workshop on Performance Appraisal has been implemented on December 2015. The aim of the second workshop was to focus on the relationship between an applicable job description of public administration positions and the proposed performance appraisal system taking into consideration the holistic competency approach to all HRM systems of the Lebanese public administration that the project followed. .

The feedback received from the participants has been used to improve the proposed performance appraisal tools, and check and review the performance appraisal manual.

During 2016 and the first two months of 2017, including the extension period of the project, several working sessions were held with the CSB Task Force in order to check, test and consequently review the new performance appraisal regulation, to fully understand the mechanism of using a competency approach to appraise the public employees and to



make the regulation applicable. The members of the CSB Task Force fully participated to this participatory exercise during which they tailored the performance appraisal tools (evaluation sheet, manual). Within this context:

- The project worked in this area, namely with regard to the testing and the applicability of the new performance appraisal system. Meetings were held with the CSB Task Force. The working groups at the Ministries of Industry and Social Affairs have been increased with public employees from categories 2, 3, 4 and 5, and the project was working on testing the performance appraisal system with those employees. Working sessions have been held on four ministries (at the Ministry of Industry in the presence of the General Director).
- Coaching sessions have been held on four ministries, namely presentation of the performance appraisal interviews, and role-plays delivered by the selected employees of the Ministries. All aspects of the performance appraisal sheet have been discussed and feedback has been recorded.
- A training plan for the new Performance Appraisal system has been elaborated and will be used further on by OMSAR and ENA to train public employees.

- *The new performance appraisal system has been elaborated and drafted.*
- *The procedure manual of the new performance appraisal system has been elaborated and drafted.*
- *The new regulation on performance appraisal has been developed in cooperation with the CSB Task Force in a participative manner.*
- *The legal amendments for the performance appraisal system were elaborated, discussed and developed with the CSB specialists.*
- *The first workshop on performance appraisal has been organised and implemented*
- *The second workshop on the Performance Appraisal system has been organised and delivered.*
- *Training session on performance appraisal implementation has been implemented*
- *All required templates (evaluation sheet, templates etc.) have been reviewed and adapted*
- *Action plan for the implementation of the system have been drafted*
- *Coaching of selected personnel of the four ministries on performance appraisal process*
- *Performance appraisal process has been tested at the four ministries*



Activity 2.4: Further support for the development of the Human Resources Management Systems

This activity has been implemented during the extension period and it was based on needs of the CSB detected during the implementation of the initial project.

Several meetings have been held with CSB Task Force to work on the different aspects concerning the development plan for CSB to enhance its capacity as the main body responsible for the elaboration and supervision of the implementation of the human resources policy in the Lebanese public administration.

The objectives, goals and specific actions to be included in the Development Plan, based on the regulatory and operational framework of CSB, have been decided through common work with the Task Force of the CSB. The strategic axes of the plan, a series of projects and the proposed activities per each project have been detailed and included in the plan.

Several meetings have been held with the CSB Task Force to discuss the different aspects concerning the implementation of the task concerning the HRMIS. The present situation has been reviewed and analysed

The business analysis (functional requirements) for the new system has been detailed in order to facilitate CSB to proceed in the future with the development of technical specifications and finally develop a new HRMIS system.

The workshop / seminar on development plan tools, addressed to high level employees of CSB has been organised and held the 15th of December 2016 at the premises of CSB. Seventeen high level employees participated. The feedback received showed the great interest of the majority of participants to continue receiving training and developing team-working approaches.

- *A new Development Plan for the CSB*
- *Organisation of a workshop for the high level staff of CSB in the field of development planning*
- *Review and analysis of the existing HRMIS system of CSB in order to proceed with the elaboration of the business analysis (functional requirements) for an improved system*
- *Drafting of proposed functional requirements for an improved HRMIS of CSB*

3.4.3 Component 3: Training Development and Implementation

Component 3 represented also a major area of intervention of the project as it dealt with the development of the necessary tools to be used to strengthen the capacity building activities of the Lebanese public administration. The essential work of developing the training needs assessment and training impact assessment methodologies, as well as training plans for the four ministries has been done in close collaboration with OMSAR and the nominated Task Forces of the Ministries and CSB.

Activity 3.1: Develop and implement Training Plans for the CSB and the four (4) Ministries



The activity started to be implemented immediately after the inception phase and has been finalised. Thus:

- In the area of training development and planning:

An assessment of the output of already implemented training programmes and elaborated training plans was undertaken by the project team to define the current state of training procedures in the operating environment of the CSB and four Ministries.

A questionnaire has been elaborated and discussed with all four ministries during several meetings. The analysis of the current situation led to the elaboration of the Overview of the existing situation.

The project team elaborated and finalised the methodologies for the Training Needs Assessment and Training Programme Development. Specifically, the Methodology for Training Needs Assessment and Training Programme Development – Practice Guide, was discussed with the Technical Manager, comments and remarks were incorporated in the final version.

The project team elaborated and finalised the training impact assessment methodology that was discussed with the Technical Manager and comments and remarks were incorporated in the final version.

Two workshops were held in March 2015:

- A workshop on Training Needs Assessment methodologies has been organised on the 10th of March 2015. Participants to the workshop were all Task Forces of the 4 Ministries and CSB, as well as the President and specialists from ENA, in total 20 participants.

The workshop was centred around the deliverable “Methodology for Training Needs and Assessments – A Practice Guide”. Printed copies of the presentation were provided to enable the participants to associate their notes with the actual visuals being discussed. The objectives of the workshop were as follows:

- Understand how training fits into the overall HRD process.
 - Carry out training needs assessment (TNA) for their respective ministries.
 - Prioritise the training needs.
 - Prepare training objectives.
 - Decide on the most appropriate training method and select the optimum training provider (considering “quality” and cost-effectiveness) for each module.
 - Prepare an annual training plan for their respective ministries comprising the selected training.
- A workshop on Training Impact Assessment methodology has been organised on the 12th of March 2015. Participants to the workshop were all Task Forces of the 4 Ministries and CSB, as well as the President and specialists from ENA, in total 18 participants.

The content of the workshop comprised:

Training Programme Implementation



- Sourcing the Training
- Implementing the Training Plan

Training Impact Assessment

- Training for Performance
- Performance Management
- Cost of Training
- Monitoring and Evaluation
- Training Impact Assessment
- Introduction to Kirkpatrick's Training Impact Assessment Levels

A Practical Methodology for Training Impact Assessment

Level 1 Assessment:

- Trainees' Reaction to the Training
- Trainer's Reaction to the Training

Level 3/4 Assessment:

- The Impact of the Training on Performance
- What Use is Made of the Information we Collect?

Regarding the implementation of the proposed Training Needs Assessment, the steps followed during project implementation for each ministry and the CSB were the following:

- 1*** **1.1** - Schedule working sessions with the Task Forces at the four ministries and CSB (all working sessions took place, at the Ministries of Tourism, Industry, and Social Affairs with the presence of General Directors too),
1.2 - Prepare soft and hard copies of the TNA forms (related to HDs and employees), in both languages (Arabic and English) – the forms have been discussed with all ministries but mainly with the CSB which made relevant amendments
- 2*** The forms include the following:
 - Core Skills, Management Skills, Specialist Skills (*To be completed by the HDs/Ministries*)
 - Employee Training History, Employee Training Needs (*To be completed by the employee in collaboration with her/his line manager*)
- 3*** Assign dates for:
 - Delivering filled forms by each Ministry to team expert, which is done as a pretest
 - Meeting with Head Directors in order to explain the methodology and process of TNA (meetings held by the Task forces at the Ministries of Industry, Tourism, Social Affairs)
- 4*** The Project team prepared electronic versions of the TNA forms in order to facilitate the process of TNA data collection by HDs. An application (excel programme) regarding the compilation of TNA data and the Training Plan has been developed by the project, was presented to OMSAR and was provided to the Task Forces.



- 5* While the electronic forms were prepared, Ministries held meetings with HDs in order to guide them through and the methodology and implementation of TNA (meetings held by the Task forces at the Ministries of Industry, Tourism, Social Affairs).
- 6* HDs filled their related forms (which have been provided electronically by project team), in the Ministries the process was conducted by the Task Forces who interviewed the personnel:
- Core Skills
 - Management Skills
 - Specialist Skills

The training needs assessment in the four ministries and CSB have been implemented. The Ministries of Industry, Social Affairs and Tourism have finalised their TNA for all their employees in the central administration. The Ministry of Public Health finalized it for the Personnel Department and the CSB started with the members of the Task Force.

Several working sessions were organised with the CSB and the Ministries, while at the Ministry of Industry, upon demand, a seminar on the TNA tool has been done for all the Heads of Departments in the presence of the General Director.

The elaboration of an annual training plan (training needs assessment) for each ministry has been finalised under the coaching of the project team. It comprises proposals on methodologies to be used by each ministry to organise and implement the training plans, the results of the TNA and their transcription into training plans

From the beneficiaries' side, the Task Forces were responsible to participate and implement the process. It has to be noted that the members of the Task Forces have undertaken the major part of activities.

- In the area of implementation of training for CSB and four Ministries:

The project team implemented training courses for the beneficiaries as follows:

- Two training sessions on Project Management has been delivered to the employees of the Ministry of Industry and held to the beneficiary's offices in order the results and evaluation of these training to facilitate the elaboration of more appropriate and practical training plans for the project's beneficiaries.

28 employees from the Ministry of Industry participated to the two sessions. The training was attended by the General Director. According to the feedback received through the evaluation sheets, the results of this session are considered to be very positive.

- A training session on Public Administration Management: Quality and efficient project management has been delivered to the employees of CSB and held to the beneficiary's offices. It should be noted that it was for the first time that a training session was provided at the premises of CSB for a group of employees of CSB. The training session was attended by a total of 19 participants of categories 2 and 3 of public employees.

According to the feedback received through the evaluation sheets, the results of this session are considered to be very positive. The outcome will be in the form of improvement of HRM capacities at the four ministries and CSB as a wider range of civil service employees are involved in project activities and trained in



HRM practices. The 19 participants from the CSB represented 33% of the total employees at the CSB.

- A training session on Fund Raising and Negotiation within public administration for Heads of Departments and Sections of the Ministry of Social Affairs (MoSA) has been organised by the project and held at the Crowne Plaza Hotel, in order the results and evaluation of these training to facilitate the elaboration of more appropriate and practical training plans for the project's beneficiaries.

11 employees from the Ministry of Social Affairs participated to the training session, mostly all of them being Heads of Departments and Divisions of the Ministry. The training was attended also by the Acting General Director. According to the feedback received through the evaluation sheets, the results of this session are considered to be very positive.

- In the area of developing ENA capacities:

Several meetings have been held with the ENA management in order to receive the necessary documents and information, and proceed in the next reporting period with the drafting of the development plan of ENA. Within this context a structured questionnaire has been drafted and submitted to the management of ENA. The answers are analysed and will be discussed and integrated into the proposed development plan.

The project team has the opportunity to exchange information with the experts of QUALEB project, the EU funded project that assist ENA in satisfying the requirements to achieve ISO 9001 – 2008 certification with a view to ensuring that ENA receives the maximum benefit from both of these EU programmes.

The project team has worked in close collaboration with the ENA management and staff to create representative vision, mission and values and to draft realistic goals and objectives for the short-term. Furthermore, the strategic axes for the coming years (2015 – 2018) have been defined and proposed a series of projects (16), covering all activities of ENA, to be launched in the short-term period with the assistance of OMSAR and international donors.

Thus, the Capacity Building Plan for ENA, including the report and the Strategic Development Plan has been elaborated.

Activity 3.2: Re-design and Improve OMSAR's Training Management Application

The activity started to be implemented immediately after the inception phase and has been finalised. Thus:

- The project team conducted a review of the existing Training Management Application in terms of:
 - System Description
 - Environment
 - Accessibility
 - Networkability
 - Flexibility



- Functionality
 - Integration
 - Scalability
 - Workflow
 - Databases
 - Forms and Reports
- Following the review of the existing situation the project team elaborated and finalised the design of the new training management system and its technical specifications. In addition to the reports and tasks required by the ToRs, the project team prepared the terms of reference for the implementation of the new Training Management Software Application of OMSAR.
 - Based on the above results, the project team during the extension of the project developed the proposed new Training Management Software Application of OMSAR. Several meetings were held with the responsible of OMSAR in order to test the system, solve eventual problems related to the operation of the system, and train the staff on using the new application.

Activity 3.3: Assist to the implementation of activities of ENA's adopted Strategic Development Plan

This activity has been implemented during the extension period and it was based on Strategic Development Plan of ENA drafted during the implementation of the initial project.

In close collaboration with OMSAR and ENA the areas of intervention (training curricula and workshops) have been agreed:

- Policies and Strategies in Public Administration
- Quality Management
- Human Resources Management
- Communication
- Leadership

The training plans for the agreed areas of intervention (training curricula and workshops) have been developed and the training materials drafted. The participants to the workshops / trainings have been selected among the employees of the four ministries, based on their training need assessment during the project implementation phase and the proposed training plans of the four ministries

The training courses / workshops have been implemented at the ENA premises and Radisson Hotel (Policies and Strategies in Public Administration course):

- Policies and Strategies in Public Administration – organised at Radisson Hotel, attended by the Minister of State of Administrative Reform, eight General Directors of different Ministries and State Organisations



- Quality Management – organised at ENA premises, 25 participants from the Ministries of Industry, Tourism, Social Affairs, Public Health, and ENA
- Human Resources Management – organised at ENA premises, 18 participants from the Ministries of Industry, Tourism, Social Affairs, Public Health, and ENA
- Communication – organised at ENA premises, 31 participants from the Ministries of Industry, Tourism, Social Affairs, Public Health, and ENA
- Leadership – organised at ENA premises, 29 participants from the Ministries of Industry, Tourism, Social Affairs, Public Health, and ENA

The list for the training programme of ENA has been prepared. The objectives for the proposed courses have been proposed.

3.4.4 Component 4: Project Management and Visibility

Activity 4.1: Setting up of project management structures and procedures

The Technical Assistance Team (TAT) was established and mobilised in accordance with the ToRs and the Technical Offer procedures. The Consortium management structures and backstopping have been set up.

The administrative procedures and ways of communication of the project with both Contracting Authority and Beneficiaries have been settled.

The Technical Assistance Team established a Project Office in Beirut, located at Mme Curie Street – Bristol Galleria 2nd floor, Hamra, telephone number: +961 1 750197 / 8, equipped with the necessary furniture and communications infrastructure. A Project Assistant has been selected and worked for the project for the entire duration of the project.

Activity 4.2: Development of the Project Monitoring and Quality Control procedures

The project developed from the very beginning, Inception Phase, the project monitoring and quality control procedures. The project was monitored according to the standard procedures. The process was based on periodic assessment of progress on delivery of specific project results and towards achievement of project objectives. The Project Director and the Team Leader were responsible for the development of procedures and their follow up.

Activity 4.3: Management of project resources

On-going activity, it was permanently revised in accordance with the emerging actual situation.

Activity 4.4: Reporting on project progress and financial issues

Thirty seven Monthly Reports and all Six Interim (Six Month Progress) Reports drafted, submitted and approved.



Activity 4.5: Project Sustainability and Activity 4.6: Coordination and Support of all Visibility Activities

The leaflets, notebooks and posters designed and edited by the project have been distributed to all beneficiaries.

All workshops and trainings were organised in accordance with the visibility requirements of EU (banners, notebooks and material using the visibility signs of the project)

In close collaboration with OMSAR the project team actively participated to the activities of the National Training Network (NTN) providers presenting activities that are implemented within the framework of the project. Thus, the project was in position to communicate, except of its beneficiaries and direct partners, with a large part of the Lebanese public administration such as the:

- Ministry of Finance,
- Ministry of Education,
- Army
- Police
- Customs Administration
- Ministry of Economy
- Other Training providers such as the Institute of Finance, etc.

The project Closing Event was held the 16th of February at the Grand Serail, under the patronage of H.E. the Prime Minister, and in the presence of the Prime Minister, the Minister of State for Administrative Reform, the President of the Civil Service Board and the members of the CSB Board, the representatives of the EUD, namely the Head of Operations and the task manager of the project, several General Directors from different ministries, the Heads of Personnel Departments of all Ministries. More than 130 persons participated to the event.



4 Assumptions

4.1 Assumptions at different levels

The fundamental assumptions in the ToRs were that:

1. The CSB and the four (4) Ministries are committed to the project and will designate the people concerned for coordination and follow-up.
2. The CSB and the four (4) Ministries are willing to benefit from the assistance, expertise and training that will be provided within the framework of this project;
3. The availability of a competent consultant that can meet all the requirements of this TOR.

Furthermore, at the proposal stage, the consultant developed also a series of assumptions related to project implementation:

- Lebanon enjoys political, economic and social stability.
- Lebanon's Government, at the highest level, remains committed to the main principles and strategic directions of human resources management reform and development.
- The project's beneficiaries participate in the development of a modernised and effective Human Resources Management system.
- Dedication of all the accountable institutions to the Human Resources Management implementation is ensured
- Will and resources are available in the Lebanese administrations to implement the new HR systems regarding recruitment, advancement and promotion, training and appraisal
- Effective coordination and cooperation between beneficiaries at all levels is developed
- The beneficiaries' staff is motivated to participate and learn, and there is no significant staff turnover
- Interest and participation of the potential / future beneficiaries and wider public
- Proper communication between the Consultant and the beneficiary assures the timely provision of relevant information for the good implementation of the project
- Beneficiary allocates sufficient staff for the Contractor
- During the lifetime of the project, there is continuity in the identities of personnel defined to work closely with the Consultant's Team, and in the senior management of OMSAR and beneficiaries.
- Beneficiaries' officers are willing to put new knowledge and skills into practice in the workplace and eager to introduce the three new HR systems that will be designed within the present project.

These assumptions were met to a major degree taking into consideration that:

- OMSAR, the Contracting Authority, fully supported the project, facilitating the communication with all beneficiaries and stakeholders in the HR field, actively participating to all project activities and closely monitoring all activities



- The beneficiaries were cooperative and supportive to all project activities (despite changes in senior staff);
- The beneficiaries' staff was motivated to participate and learn, thus all the members of the nominated Task Forces actively participated to all project activities;
- The project had close and fruitful cooperation with different projects and international donors;
- The period of the project coincided with one of exception turmoil (political and military) in the region and a period of political uncertainty for Lebanon, nevertheless the determination of the Contracting Authority to support the successful implementation of the project minimised these impacts.

4.2 Risks and flexibility

The following risks were mentioned by the ToRs:

1. Lack of/or weak commitment of the CSB, MOSA, MOT, MOPH and MOI;
2. The limited absorptive capacity of the beneficiaries due to structural and staffing shortcomings;
3. Potential inability of personnel to adopt and comprehend the new HRM system;
4. Political instability that might disrupt smooth implementation;
5. Resistance to change: the project has to be addressed clearly to convince all beneficiaries and potential/future beneficiaries about the advantage of improving and developing the HRM system.

The Project has maintained a flexible approach to fulfilling the objectives set out in the TOR in order to avoid the above mentioned risks. Thus, with the support of OMSAR, the project adopted a:

- strong communication approach with all beneficiaries (continuous and stable working sessions) reinforcing thus the commitment of all beneficiaries,
- continuous common work with the nominated representatives of the beneficiaries, and
- participative approach concerning the elaboration of legal and operational documents.



5 Implementation

5.1 Physical and non-physical means

The Consultant in close co-operation with OMSAR and the Beneficiaries made use of almost all physical and non-physical means allocated to the project.

A total of eleven Senior (international and locals) and three Junior Experts (locals) assisted to the implementation of the different Components of the project. The team of experts assisted the beneficiaries in all issues tackled by the project.

The project involved a Team Leader and two key experts (HR Advisor and Training Expert) who covered 100% of their allocated working days (1.390 working days out of 1.390 working days allocated to the project). The Key Experts covered all operational Component: 1 (Analysis of current situation); 2 (Introduction of New HRM Systems); and, 3 (Training Development and Implementation), while the Team Leader and KE2 – HR Advisor were involved as well in the implementation of the Project Management and Visibility (Component 4).

The appointed Short Term Experts (seniors and juniors) have worked for all operational Components, but mainly for Components 2 and 3. They utilised the 99.9% of their allocated working days (974 working days out of 975 working days allocated). This difference (0.1% non-utilised working days) did not affect the forecasted outputs and results.

In total, the Project's Experts covered 99.95% of their allocated working days as shown in the following table:

	INITIAL PLANNED AND ADDENDUM 1	TOTAL REALISED	PERCENTAGE
Team Leader	615	615	100%
Key Experts	775	775	100%
Short Term Experts	975	974	99.9%
Total	2365	2364	99.9%

All Short Term Experts, seniors and juniors, have been recruited according to the EU rules, in order to participate to the implementation of all project components. The majority of the Senior Short Term Experts had a very specific field of specialisation in the HR sector, thus they have contributed to all workshops, seminars and trainings organised by the Consultant and addressed specific needs of the beneficiaries. The allocated working days for the Senior Short Term Experts were 715 working days and for the Junior Short Term Experts 260 working days. Detailed data are provided in the following table:



	INITIAL PLANNED AND ADDENDUM 1	TOTAL REALISED	PERCENTAGE
Senior Short Term Experts	715	714	99.9%
Junior Short Term Experts	260	260	100%
Total Short Term Experts	975	974	99.9%

A detailed analysis of the inputs deployed during the whole project inception and implementation periods is presented in Annex 2: Planning of Operations, Output Performance and Resources of this report, in tables:

- 2.1 Overall Plan of Operations
- 2.2.a: Overall Output Performance Plan
- 2.2.b: Activity Control Table
- 2.4: Resource Utilisation Report
- 2.5 Reporting Period (Working programme)

Material resources have been used as follows:

The Consultant rented its own office in the centre of Beirut, at Bristol Galleria Center, Marie Curie str., Hamra, facilitating thus the communication and collaboration with all beneficiaries and OMSAR. Telephone and internet communications were also covered by the Consultant. The Consultant provided all the necessary equipment (server, computers, laptops, printers, scanners, photocopying apparatus, telephone centre, training equipment, etc.) in order to ensure the implementation of the project.

5.2 Organisation and implementation procedures

The management arrangements put in place for this project had an extremely important bearing on its ultimate success. The Consultant had chosen to simplify the management arrangements to the extent possible, in view of the duration of the project and the need to ensure swift mobilisation of project resources.

The implementation of the project was organised as presented in the following paragraphs.

In the first month of the project, the Team Leader and the Project Director established practical working relations with OMSAR, the Contracting Authority, and with the substantial support of OMSAR with all beneficiaries, namely the Civil Service Board (CSB), Ministries of Industry, Tourism, Social Affairs, Public Health, and Ecole Nationale d'Administration (ENA) and the E.U. Delegation. The project management had a strong presence throughout the entire period of its execution.

The project's offices were established in the centre of Beirut (a short distance from OMSAR and CSB, and relatively close to the four ministries) and manned by a full-time team comprising the Team Leader, the key experts and local administrative and support staff. On the basis of needs identified, the project office mobilised the long-term and short-term EU and local expertise available to the project and received the logistical and technical support provided by PLANET.



The project office had, in addition, the overall responsibility for reporting. In full accordance with the Terms of Reference, a project inception report, monthly progress reports and project six months reports, various technical and the final project report were compiled according to the format and standards set by EU guidelines.

5.3 Costs and financing plan

The project followed the financial plan for the utilisation of human resources (Team Leader, Key Experts, Senior and Junior Non-Key Short Term Experts) and material resources (incidentals expenditures).

5.4 Timetable

The initial duration of the project was foreseen to be 30 months. An addendum to the contract was signed that extended the project duration to 39 months. The project was accordingly implemented and no time delays were observed. The signature of the addendum led to the implementation of a broad number of activities, nevertheless without creating time completion problems.



6 Factors ensuring sustainability

6.1 Policy Support

The most significant achievement of the project that worked in close cooperation with OMSAR, CSB, ENA and the four beneficiary Ministries (MOT, MOI, MOSA, MOPH) is the elaboration and introduction of a series of essential tools into the Lebanese administrative system that can provide the basis, the necessary preconditions for the gradual establishment of a comprehensive HR policy.

The project focused its efforts to develop (based on the ToRs) three major HR systems, i.e. the Recruitment, Appraisal and Promotion system of the Lebanese Public Administration. But besides the significant work done in order to reassure that all 3 HR systems are tailor made to the actual needs of the Lebanese Public Administration and match the value set of Lebanese People, extensive work has been made in order to develop some very important additional tools. Therefore, numerous outputs regarding training of employees (i.e. techniques, methodologies, needs, plans etc) as well as the development of a, competency based, methodology for job description have been delivered (a key issue regarding the implementation of the HR systems).

The introduction of the HR systems and the respective tools is not an end in itself, but they stand as an excellent opportunity for developing, in the medium and long run, a meaningful and effective HR policy that will properly serve the people of Lebanon and will meet high expectations. In other words, the reason for the introduction of all HR systems and components is to support the achievement of OMSAR's ultimate, strategic goal, which is:

To contribute to a step-by-step transition from a traditional to a modern organizational model, that will respect Lebanese values and principles and will guarantee the creation of a more efficient and effective state.

Project's top priority was to place the human capital in the epicenter, following an **employee-centered rationale** which was reflected to all interventions and deliverables throughout project's duration. Starting from the self-evident (but still not commonly accepted in several public administrations worldwide) fact that people are the only valuable capital of each public sector, the project has tried to learn from previous experiences and avoid to repeat common mistakes.

As it is well known, sustainability is the key challenge to all reforms (including HR). Some of the main reasons that administrative reforms around the world are failing are too ambitious reform objective, the lack of political support, the administrative inertia or the limited engagement of key stakeholders. Given the delicate nature of HR systems as well as the resistance that is often faced, either from administrative inertia, or lack of knowledge and required skills, OMSAR decided to follow a **bottom-up approach** in the introduction of the above-mentioned HR systems, which focuses on the gradual rebuilding of **trust** among key stakeholders and public employees. To this end, the project introduced an innovative (and first time presented in an Arab country) **Competency Framework** that is placed in the heart of all HR systems. The Competency Framework is set up in a way that will both link



in a systemic way all HR components and systems and at the same time, and will translate specific strategic orientation into action (as a vehicle for transmitting vision into practice).

The developed competency framework defines the **knowledge, skills and attitudes** that are required by employees in the Lebanese public sector. Its significance derives from the fact that it fits the needs of actual people, currently working. It moves away from a narrow description of functions and jobs, introduces a tool to change the bureaucratic culture into a more dynamic organizational culture and it offers the flexibility to quickly adapt to changing needs and business conditions. Furthermore, it enables identification of competencies required for a role within the profession and maps individual suitability and efficiency for that role. It helps managers and employees examine whether they have the skills, knowledge and attitudes required to fill different roles, enabling them to better plan their career progression.

The development of the Lebanese Competency Framework is a key issue which **links horizontally and inter-relates the recruitment, the appraisal and the promotion system under the same principles, values and notions**. The Competency Framework that has been elaborated and developed after long and close cooperation with high-level executives from the Civil Service Board, can indeed safeguard the systemic implementation and the smooth transition towards a modern organizational model and a comprehensive HR policy for Lebanon.

6.2 Institutional and management capacity

In order to maximize the added value of the work already done during the three years of the project implementation, actions that will be undertaken should follow the same rationale and strategy. In other words, more actions should be organized and prepared in order to support the bottom-up approach and safeguard the sustainability of HR reform (in order to reduce possible resistance and inertia).

Capacity building of CSB	
Who?	OMSAR - CSB - TAT
How?	<p>The CSB will be supported by OMSAR to introduce a project based approach and culture of work. This can be attained through the assignment of internal projects of horizontal effect that require team work and spirit. The need to meet the requirements of the internal projects will help breaking the silos and the strict hierarchic way of division of labour within the CSB. Indicatively, the following actions can be supported:</p> <ul style="list-style-type: none"> ○ Introduction of new testing tools (i.e. psychometric tests and assessment centers) ○ Introduction of workforce planning techniques ○ Further implementation of the new performance appraisal system ○ Further implementation of job profiles ○ Introduction of a memory and know-how transfer mechanism for best practices and innovation in HR reforms in national and international level (in order to safeguard



	effective diffusion of experience and expertise within the CSB).
When:	Starting from 2017
Why?	<p>CSB is the most important institution in all HRM relating issues in Lebanon. The further infusion of modern HRM techniques will significantly boost the whole endeavor and will pave the road for future HR policies that are expected to be translated into regulations (e.g. the draft law that establishes HR units within ministries that is under parliamentary consideration) and will contribute to the incorporation of the new Recruitment and Performance Appraisal systems into the existing HR practices. Such initiatives can be circulated and marketed through the Council of Directors General that is chaired by the President of the CSB and through OMSAR-led supportive activities.</p> <p>Therefore OMSAR should guide and actively support all initiatives that will contribute to the effective capacity building of CSB.</p>
Assumption	Need for OMSAR's strong coordination and guidance
Output:	<p>Forming a critical mass of CSB executives that will actively support HR reforms on behalf of the CSB.</p> <p>Keeping the momentum and motivating key personnel towards the smooth introduction of HR reforms.</p>

Safeguarding sustainability of Competency Framework

Who?	OMSAR - CSB - National Training Network
How?	<p>Under the initiative and guidance of OMSAR, and through the National Training Network a civil service competency framework shall be developed, customized and updated on a periodic basis. The gathering of data and information regarding the progress in the introduction of the competency framework will be done on a regular basis under the coordination and steering of OMSAR and the mobilization of the members of the National Training Network. The latter can be the vehicle that will bring all leading public institutions of Lebanon to work together in order to further customize the competency framework. Through this mild approach, it is expected that the competency framework will be easier accepted and applied in the Lebanese public administration, since it will be the result of a joint effort by Lebanese experts. Since the development of a competency framework is a huge task, it is advisable to start with specific clusters of job categories (e.g. top management positions, mid-level, identified professions, etc.).</p> <p>The CSB and OMSAR shall collaborate to ensure that the pilot ministries and other ministries are proceeding with their job descriptions according to the new template that emphasizes the competency concept. The pilot ministries, through the HR Taskforces are supposed to keep up the</p>



	momentum. The same experience shall be replicated in other ministries. OMSAR is to organize workshops on the above topic to follow-up on the replication process.
When:	Starting from second quarter 2017 (tentative date). Revision of the competency framework every five (5) years. Each cycle of revision should last at least 6 months
Why?	Introducing a competency framework is very complex and demanding endeavor that calls for the maximum possible participation of all stakeholders involved. The active participation of all major institutions that deal with training will support its smoother implementation and will motivate Lebanese executives indulge into advanced HR techniques
Output:	<p>Creation of synergies and sharing of knowledge and expertise among numerous experts and executives.</p> <p>Sharing responsibility and motivation of key personnel regarding the implementation of the competency framework.</p> <p>Support the ownership by Lebanese administration and reassuring the sustainability of the competency framework.</p>

Supporting the sustainability of HR reforms at the national level	
Who?	OMSAR - CSB
How?	<p>Every year OMSAR will organize and host a national HR conference, with the participation of all ministries and key public institutions. The aim of this conference will be the presentation of all major developments in the field of HR across the Lebanese public sector (including an update on the yearly progress over the 3 major HR systems). Furthermore, in the conference there will be presentations of international experience and best practices from all over the world, developments and trends in the field of HR, organization of specialized workshops per thematic area etc.</p> <p>Moreover, in the context of the conference an annual award will be given to the reform champions in the field of HR.</p>
When:	Every Autumn
Why?	<p>Motivating reformers, either through awards or through publicity is a key issue that will encourage high flyers to carry on.</p> <p>One the other hand, an annual update of the progress made across government and the steady exchange of views will support the building of a network of Lebanese experts on HR issues and boost overall reforming efforts.</p>
Risks	Need for stable provision of resources for the conduction of the HR conference



Output:	<p>Creation of a network of HR experts in the Lebanese public sector.</p> <p>Dissemination of best practices and progress made</p> <p>Raise awareness over key issues and challenges of HR policy in Lebanon</p>
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Supporting the sustainability of HR reforms through the empowerment of task forces members

Who?	OMSAR - CSB
How?	<p>The members of the task forces will be requested to transfer their knowledge and experience gained to other colleagues and institutions across the Lebanese government. Given the broader lack of motivation within the Lebanese public administration, OMSAR will examine the possibility of rewarding and motivating the members of the task forces (either in monetary or in non-monetary ways) in order to encourage them sharing their expertise.</p> <p>(Among other options, OMSAR will examine the possibility to organize customized seminars in collaboration with the ENA in which members of the task forces will be the trainers.)</p>
When:	Ongoing
Why?	<p>One of project's main achievements was the formulation, development and mobilization of the task forces in the MOT, MOPH, MOI and MOSA. All members of the task forces received intense training and gained significant experiences throughout project's duration. Their engagement and active participation exceeded expectations, therefore they can act as reform agents.</p>
Output:	Motivation of task forces members (as a critical mass that will act as reform agents)

Digitalization of HR procedures

Who?	OMSAR - CSB
How?	<p>Development of a Human Resources Management System within CSB which will gradually evolve including 4 ministries. The creation of a modern and dynamic personnel file, which will allow to collect on-line all necessary data, link the personnel file with all major stages of the career of an employee (including recruitment, appraisal, promotion and training) will allow the smoother introduction of 3 HR systems (recruitment, appraisal, promotion) and will ease the overall process and communication among different institutions</p>



When:	2017 onwards
Why?	Given the lack of available IT applications within CSB, the effective introduction of the 3 HR systems calls for a modern HRMS that will ease the work of personnel both within CSB as well as in ministries.
Risks	OMSAR should be able to provide all necessary resources (material/infrastructures/IT, expertise and technical assistance) to CSB in order to allow the development of the new HRMS of the Lebanese public sector
Output:	A new, modern, interactive HRMS that will boost the implementation of HR reforms.

Dissemination of know-how in the field of HRM through the new website and online forum	
Who?	OMSAR - CSB
How?	Dissemination of lessons learnt, knowhow, HR management techniques through the new web site that will be dedicated to the HR reforms and will be under the management of OMSAR. In parallel, an online forum will ease the exchange of views and the discussion over important HR issues and challenges of the Lebanese public servants. Selected topics by the international bibliography as well as presentations and discussions over best practices around the world will be organized. Best use of existing training material and sharing of layman versions will also be needed.
When:	2017 onwards
Why?	Accessibility and dissemination of knowhow and expertise, sharing of best practices and presentation of lessons learnt is a crucial issue that will ease the communication among specialists of HR across public administration. It is important not to lose the momentum and to keep on providing specialists (members of the task-forces as well as other public employees that are active or interested in the field of HR) with up-to-date knowledge and training material.
Risks	Need for active and periodic update and management of the website by dedicated experts within OMSAR
Output:	An interactive means of communication that will support the creation of an unofficial network of experts/specialist in the HRM is an important factor that will protect the sustainability of the reforms in the field of HR



7 Monitoring and Evaluation

To ensure the project conducted proper internal monitoring and evaluation, the project management developed Project Monitoring Tools that includes Project Results, Measurable Indicators, and Means of Verification.

7.1 Definition of indicators

The project was monitored according to the standard procedures. It is based on periodic assessment of progress on delivery of specific project results and towards achievement of project objectives. The indicators below as mentioned in the attached Logic frame (Annex I) of the project were considered for the project monitoring:

- Task Forces activated and operational.
- European and international experience and systems considered.
- New systems (Recruitment, Performance Appraisal, Promotion) drafted, elaborated and tested,
- Monthly briefing notes elaborated.
- Progress reports elaborated.
- Draft regulations drafted by the project and the beneficiaries based on a participative approach.
- Flexible learning materials collected, collated and assessed.
- Policy suggestions presented and received.
- Recommendations provided and training delivered.
- Workshops (at least 15) implemented.
- Study Tours (two of them for twelve - fifteen persons each) implemented.
- Training sessions implemented.

Project progress is reported in monthly reports and in six-monthly progress reports. Progress reports contain detailed reports by component and activity implemented and planned. (See six months reports sections 3.4, 3.5, 3.6 and 5.1).

7.2 Reviews / Evaluations

The logical framework analysis for project monitoring is presented in Annex I. The verification results related to the changes in legal and regulatory framework in for each beneficiary/recipient together with the impacts of capacity building activities are presented in Annex V.

Means of Verification

In order to make proper and objective verification of the achieved results, the project used the following means of verifications:



- Coordination and feedback meetings with OMSAR (Technical and Contract Manager);
- Reports and other sources of information of the beneficiaries;
- Drafted regulations and legal documents;
- Project reports and minutes of meetings
- Feedback from workshops, training seminars and other capacity building events;
- Feedback from all project beneficiaries (CSB, Ministries of Industry, Tourism, Social Affairs, and Public Health) carried regularly during the project implementation period.
- Closing Event and presentations of the Task Forces' members



8 Conclusions

The project was fully operational and can be mentioned that:

- Good and effective working relationships have been established with OMSAR (the Contracting Authority) and all counterparts and beneficiaries, namely the Civil Service Board, the Ministries of Industry, Tourism, Public Health and Social Affairs, and the Ecole National d' Administration (ENA);
- The Task Forces (three to five members) of CSB and the four Ministries, as well as the delegated representatives of ENA have fully participated from their nomination to the project events and activities;
- New working groups have been established during the project progress to work on job descriptions and performance appraisal implementation (public employees of the four ministries, categories 2,3,4 and 5);
- A permanent working relationship has been established between the members of the five task forces through their participation in the project's workshops and the HR issues dealt by the project are seen now in a more holistic approach;
- Continuous exchange of information and documentation among the project team and the task forces through the working sessions organised;

As previously noted, it has to be mentioned that the introduction of the HR systems and the respective tools is not an end in itself, but they stand as an excellent opportunity for developing, in the medium and long run, a meaningful and effective HR policy that will properly serve the Lebanese society and will meet high expectations. Project team's top priority was to place the human capital in the epicenter, following an employee-centered rationale which was reflected in all interventions and deliverables throughout project's duration. Starting from the self-evident (but still not commonly accepted in several public administrations worldwide) fact that people are the only valuable capital of each public sector, the project team has tried to learn from previous experiences and avoided to repeat common mistakes. Thus, in order to safeguard the sustainability of HR reform there is a need for:

- Continuous involvement of OMSAR in the HR reform process in order to keep the initiative alive and monitoring the developments in the field
- Continuous communication between OMSAR and Task Force members (keep the bond among the members)
 - Forum of discussion - website
 - Involve them in other HR events like NTN
- Transfer of knowledge to be done through some of the Task Force members to understand and apply the suggested systems by the administration
- Testing of the systems by the Task Forces themselves helps to learn by practice and keep replicating in the future



- OMSAR to give special attention to the same Task Force members in upcoming HR events
- Further lobbying by the OMSAR Minister especially with the CSB
- The President of CSB who is the Chairperson of the Council of Directors General to put the new systems on the agenda of the meetings
- The continuous capacity building of the CSB to keep abreast of HR developments (CSB for the first time asked OMSAR to train their staff)
- The continuous involvement of ENA in HR reform process



Annexes



Annex 1: Logical Framework Analysis

LOGFRAME MATRIX				
Project title: Strengthening the Human Resources Management Capacities in the Lebanese Public Sector				Date of drafting: February 2017
			Planning period: 39 months	
	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Overall Objective	Improvement of HRM capacities in the Civil Service Board and in the four Ministries: the Ministry of Social Affairs, Ministry of Tourism, Ministry of Public health and Ministry of Industry	<ul style="list-style-type: none"> • Number of HR related personnel within the CSB and four ministries who received capacity building support and on-the- job-training from the Consultant • New HR systems (recruitment, advancement & promotion and performance appraisal) introduced in beneficiaries and in operational mode • Internal monitoring procedures of CSB and the four Ministries in place (if applicable) for reporting on the HR systems' operation • Acceptance and support of Human Resources Management reform by affected public service employees 	<ul style="list-style-type: none"> ▪ OMSAR's progress reports on the implementation of the public administration strategy plan ▪ Project's Final report ▪ Relevant project deliverables ▪ Internal monitoring reports of CSB and the four Ministries ▪ International reports (issued i.e. by the EC, OECD, World Bank) ▪ Feedback from HR personnel on the initial operation of the HR systems ▪ Feedback from civil servants on the new HR systems 	<ul style="list-style-type: none"> • <i>(Not applicable at this level)</i>



LOGFRAME MATRIX				
Project title: Strengthening the Human Resources Management Capacities in the Lebanese Public Sector			Date of drafting: February 2017	
			Planning period: 39 months	
	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Project Purpose	<p>The project will contribute to:</p> <ul style="list-style-type: none"> ▪ contribution to the implementation of the 'Strategy for Reform and Development of the Public Administration in Lebanon' officially launched under the patronage of the Lebanese Prime Minister and OMSAR in October 2011; ▪ the Strengthening of the HR structures and functions in the CSB and in the four Ministries; ▪ the creation of standardised HR professional practices; ▪ the implementation of training plans; ▪ the utilisation of information and communication technology for a better human resources management 	<ul style="list-style-type: none"> ▪ Checklist on how the project contribute to the implementation of the Strategy ▪ New HR systems in CSB and the Four ministries designed and tested ▪ Availability of procedure manuals for the three HR systems ▪ Number of civil servants who received training according to training plans ▪ Positive feedback of civil servants on training delivery ▪ Availability of technical specifications of new Training Management System 	<ul style="list-style-type: none"> • Project reporting • Relevant project outputs and deliverables • Internal monitoring reports of CSB and the four Ministries • Feedback from beneficiaries' staff (on capacity building measures, implementation support, training activities) <p>Outcomes of certification tests following training activities</p>	<ul style="list-style-type: none"> ▪ Lebanon's Government, at the highest level, remains committed to the principle of human resources management reform and development ▪ Effective coordination and cooperation among all relevant stakeholders and beneficiaries is ensured ▪ Personnel of the project's beneficiaries are willing to put new knowledge and skills into practice
Result 1	Existing human resources management capacities analysed and developed	<ul style="list-style-type: none"> ▪ Number of interviews conducted with personnel in the CSB and four ministries for obtaining data on existing HRM capacities ▪ Number of brainstorming sessions conducted for gap analysis (desired 	<ul style="list-style-type: none"> ▪ Project reporting ▪ Deliverable 1.1: Review and analysis of existing HRM structure, processes and capacities in the four Ministries and CSB, 	<ul style="list-style-type: none"> ▪ Commitment and cooperation of the different government agencies involved ▪ Provision of relevant information to the consultant ▪ Public sector employees are willing



LOGFRAME MATRIX				
Project title: Strengthening the Human Resources Management Capacities in the Lebanese Public Sector			Date of drafting: February 2017	
			Planning period: 39 months	
	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
		vs. existing HRM capacities) <ul style="list-style-type: none"> ▪ Availability of HR-related legal amendments and draft regulations ▪ List of measures to improve the HRM capacities of the four ministries and the CSB ▪ Number of personnel involved in capacity building development ▪ Number of participants in the workshop on HR trends in public administration ▪ Positive assessment of workshop on HR trends by participants 	<ul style="list-style-type: none"> ▪ Project deliverables: <ul style="list-style-type: none"> – D1.2: Measures to improve HRM capacities of the CSB and four ministries and proposed legal amendments, – D1.3: Three-monthly reports on capacity building support – D1.4: Report on workshop organised on HR trends in public administration – D.2.14: Strategic Development plan for CSB – D.2.15: Seminars organized for the CSB staff on the proposed actions of the development plan – D.2.16: Business analysis (functional specifications) for a Human Resources Management Information System (HRMIS) ▪ Documentation of feedback from personnel who received capacity building support ▪ Completed evaluation forms by workshop participants 	to participate in the workshop



LOGFRAME MATRIX				
Project title: Strengthening the Human Resources Management Capacities in the Lebanese Public Sector			Date of drafting: February 2017	
			Planning period: 39 months	
	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Result 2	A merit-based recruitment system and induction strategy designed in collaboration with the CSB and tested in the four Ministries	<ul style="list-style-type: none"> ▪ Availability of description of the new merit-based recruitment system (strategy, procedures, policy recommendations) ▪ Availability of procedure manual on merit-based recruitment system ▪ Availability of draft regulations on new merit-based recruitment procedures ▪ Positive feedback by CSB and ministries' staff on the implementation support provided by the Consultant for introduction of the recruitment system ▪ Number of participants in the two workshops on recruitment and selection in public administration ▪ Positive assessment of workshops 	<ul style="list-style-type: none"> ▪ Project reporting ▪ Project deliverables: <ul style="list-style-type: none"> – D2.1: Description of new recruitment system and required legal amendments – D2.2: Recruitment system procedure manual – D2.3: Action plan for implementation of the new recruitment system – D2.4: Three monthly reports on HR systems' implementation support (per Ministry and CSB) [<i>addressing all three systems: recruitment, advancement & promotion and performance appraisal</i>] – D2.5: Report on workshops organised for the new recruitment system – D.4.1: Report on the progress made in the implementation of the new recruitment system (during extension period) ▪ Internal monitoring reports of the CSB and four ministries 	<ul style="list-style-type: none"> ▪ Commitment and cooperation of the different government agencies involved ▪ Provision of relevant information to the Consultant ▪ Public sector employees from CSB and the four Ministries are willing to participate in the workshop



LOGFRAME MATRIX				
Project title: Strengthening the Human Resources Management Capacities in the Lebanese Public Sector			Date of drafting: February 2017	
			Planning period: 39 months	
	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Result 3	An advancement and promotion system designed in collaboration with the CSB and tested in the four Ministries	<ul style="list-style-type: none"> ▪ Availability of description of new advancement and promotion system (strategy, procedures, policy recommendations) ▪ Availability of procedure manual on advancement and promotion system ▪ Availability of draft regulations on new advancement and promotion procedures ▪ Positive feedback by CSB and Ministries' staff on the implementation support provided by the Consultant for introduction of the new advancement and promotion system ▪ Number of participants in the workshop on advancement and promotion in public administration ▪ Positive assessment of workshops 	<ul style="list-style-type: none"> ▪ Completed evaluation forms by workshop participants ▪ Project reporting ▪ Project outputs and deliverables <ul style="list-style-type: none"> – D2.6: Description of new advancement and promotion system and required legal amendments – D2.7: Advancement and promotion system procedure manual – D2.8: Action plan for implementation of the new advancement and promotion system – D2.4: Three monthly reports on HR systems' implementation support (per Ministry and CSB) – D2.9: Report on workshops organised for the new advancement and promotion system ▪ Internal monitoring reports of the CSB and four ministries ▪ Completed evaluation 	<ul style="list-style-type: none"> ▪ Commitment and cooperation of the different government agencies involved ▪ Provision of relevant information to the consultant ▪ Public sector employees from CSB and the four Ministries are willing to participate in the workshops



LOGFRAME MATRIX				
Project title: Strengthening the Human Resources Management Capacities in the Lebanese Public Sector			Date of drafting: February 2017	
			Planning period: 39 months	
	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Result 4	A performance appraisal system designed in collaboration with the CSB and implemented in the four Ministries.	<ul style="list-style-type: none"> ▪ Availability of description of new performance appraisal system (strategy, procedures, policy recommendations) ▪ List of performance evaluation criteria ▪ Availability of procedure manual on new performance appraisal system ▪ Availability of draft regulations on new performance appraisal procedures ▪ Positive feedback by CSB and Ministries' staff on the implementation support provided by the Consultant for introduction of the performance appraisal system ▪ Number of participants in the two workshops on performance appraisal in public administration organised ▪ Positive assessment of workshops by participants 	<ul style="list-style-type: none"> ▪ Project reporting ▪ Project outputs and deliverables <ul style="list-style-type: none"> – D2.10: Description of new performance appraisal system and required legal amendments – D2.11: Performance appraisal system procedure manual – D2.12: Action plan for implementation of the new performance appraisal system – D2.4: Three monthly reports on HR systems' implementation support (per Ministry and CSB) – D2.13: Report on workshops organised for the new performance appraisal system – D.4.2: Report on the progress made in the implementation of the new performance appraisal system (during extension period) ▪ Internal monitoring reports of the CSB and four ministries ▪ Completed evaluation forms 	<ul style="list-style-type: none"> ▪ Commitment and cooperation of the different government agencies involved ▪ Provision of relevant information to the Consultant ▪ Public sector employees from CSB and the four Ministries are willing to participate in the workshops



LOGFRAME MATRIX				
Project title: Strengthening the Human Resources Management Capacities in the Lebanese Public Sector			Date of drafting: February 2017	
			Planning period: 39 months	
	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Result 5a	A training needs assessment methodology and Training Plans designed and implemented for the CSB and four Ministries	<ul style="list-style-type: none"> ▪ Number of interviews with HR personnel for analysis of existing training procedures ▪ Availability of plan to enhance the capacity and role of ENA Liban ▪ Number of personnel involved in training needs assessment exercise (number of completed questionnaires etc.) ▪ Availability of Training Plan per Ministry and the CSB ▪ Availability of training material according to training needs ▪ Training delivered as planned ▪ Number of personnel who received training (in training sessions, seminars, on-the-job training etc.) ▪ New qualifications obtained by trainees ▪ Availability of Methodology for training needs assessment and training engineering ▪ Availability of methodology for training impact assessment ▪ A workshop on training 	<ul style="list-style-type: none"> ▪ Project reporting ▪ Project outputs and deliverables <ul style="list-style-type: none"> – D3.1: Overview of existing training procedures within CSB and four ministries – D3.2: Capacity Building Plan for ENA Liban – D3.3: Training Plan per Ministry and CSB – D3.4: Reports on the implementation of training plans – D3.5: Methodology for Training Needs Assessment and Training Programme Development – Practice Guide – D3.6: Training Impact Assessment Methodology – D3.7: Report on workshop organised for training methodologies – D3.2.1: ENA - List of required curricula (Initial, Continuous, "Practical") – D3.2.2: ENA – Training Material 	<ul style="list-style-type: none"> ▪ Commitment and cooperation of the different government agencies involved ▪ Provision of relevant information from ENA Liban to the Consultant ▪ Participation of the beneficiaries in implementation of the activities foreseen by the framework plan ▪ The target group are willing to take part massively and in a productive manner in the project training sessions, workshops and capacity building activities ▪ There is no significant staff turnover ▪ The content of the trainings meet the needs of the employers and employees



LOGFRAME MATRIX				
Project title: Strengthening the Human Resources Management Capacities in the Lebanese Public Sector				Date of drafting: February 2017
			Planning period: 39 months	
	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
		methodologies organised	<p>(up to five)</p> <p>– D3.2.3: ENA - Report on workshops / seminars provided</p> <ul style="list-style-type: none"> ▪ Feedback from trainees ▪ Training reports ▪ Workshop reports ▪ Signed attendance lists for implemented training sessions ▪ Completed evaluation forms by participants (assessing the delivery of training sessions and other activities) ▪ Positive assessment of workshop (via evaluation forms) 	
Result 5b	Training Management Application re-designed at OMSAR	<ul style="list-style-type: none"> ▪ 10 interviews conducted with OMSAR IT personnel for reviewing the existing Training management software application ▪ Availability of functional and technical specifications of a new, user-friendly and adaptable training management system confirmed 	<ul style="list-style-type: none"> ▪ Project reporting ▪ Project outputs and deliverables <ul style="list-style-type: none"> – D3.8: Review of the Training Management Software Application – D3.9: Design and technical specifications of new Training Management System – D3.10: Report on Training Management System (TMS) in 	<ul style="list-style-type: none"> ▪ Commitment and cooperation between OMSAR and the Consultant ▪ Provision of relevant information to the Consultant



LOGFRAME MATRIX				
Project title: Strengthening the Human Resources Management Capacities in the Lebanese Public Sector				Date of drafting: February 2017
			Planning period: 39 months	
	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
			operation – D3.11: TMS Final Training Plan – D3.12: TMS Training Material – D3.13: TMS Documentation	
Result 6	The project is effectively planned, managed and coordinated and sustainability of the project results is ensured	<ul style="list-style-type: none"> ▪ Project activities implemented according to time-plan ▪ Timely submission of project deliverables at the specified quality ▪ Consultant’s key and non-key experts mobilised according to resource allocation plan 	<ul style="list-style-type: none"> ▪ Ad hoc or organised project reviews by OMSAR ▪ Minutes of technical meetings between the Consultant and staff from the CSB and four ministries ▪ Project’s Progress and Final Reports 	<ul style="list-style-type: none"> ▪ Regular implementation of relevant measures will be ensured for the implementation of the project



LOGFRAME MATRIX															
Project title: Strengthening the Human Resources Management Capacities Procedure Manuals of Lebanon		Date of drafting: November 2016													
		Planning period: 39months													
Activities	Means	Costs	Outputs												
Component C_0: INCEPTION PHASE Activity 0.1: Establishment of Project Resources Activity 0.2: Project orientation and identification of project stakeholders Activity 0.3: Preparation of Project Inception report	<table border="1"> <tr><td>KE1 Team Leader</td><td>29</td></tr> <tr><td>KE2 HR Advisor</td><td>41</td></tr> <tr><td>KE 3 Training Expert</td><td>15</td></tr> <tr><td>Junior STE</td><td>0</td></tr> <tr><td>Senior STE</td><td>0</td></tr> <tr><td>TOTAL TEAM</td><td>85</td></tr> </table>	KE1 Team Leader	29	KE2 HR Advisor	41	KE 3 Training Expert	15	Junior STE	0	Senior STE	0	TOTAL TEAM	85	Technical assistance fees	<ul style="list-style-type: none"> ▪ Logistical arrangements in place ▪ Project Management Functions and Mechanisms formulated ▪ Acquaintance with the overall situation in Lebanon achieved ▪ Steering Committee established and first meeting conducted ▪ Plan for NKEs recruitment developed ▪ Work plan elaborated ▪ Planning and Monitoring Tool elaborated
KE1 Team Leader	29														
KE2 HR Advisor	41														
KE 3 Training Expert	15														
Junior STE	0														
Senior STE	0														
TOTAL TEAM	85														
Component C_1: CURRENT SITUATION ANALYSIS Activity 1.1: Analyse and Develop Existing Human Resources Management Capacities	<table border="1"> <tr><td>KE1 Team Leader</td><td>101</td></tr> <tr><td>KE2 HR Advisor</td><td>166</td></tr> <tr><td>KE 3 Training Expert</td><td>6</td></tr> <tr><td>Junior STE</td><td>0</td></tr> <tr><td>Senior STE</td><td>53</td></tr> <tr><td>TOTAL TEAM</td><td>326</td></tr> </table>	KE1 Team Leader	101	KE2 HR Advisor	166	KE 3 Training Expert	6	Junior STE	0	Senior STE	53	TOTAL TEAM	326	Technical assistance fees and incidental expenditure	<ul style="list-style-type: none"> ▪ Mapping of existing HR capacities and capacity building needs in the four Ministries and CSB ▪ Capacity Building Programme per Ministry and the CSB ▪ Enhanced HR capacities of the four Ministries and CSB
KE1 Team Leader	101														
KE2 HR Advisor	166														
KE 3 Training Expert	6														
Junior STE	0														
Senior STE	53														
TOTAL TEAM	326														



LOGFRAME MATRIX															
Project title: Strengthening the Human Resources Management Capacities Procedure Manuals of Lebanon		Date of drafting: November 2016													
		Planning period: 39months													
Activities	Means	Costs	Outputs												
<p>Component C_2: INTRODUCTION OF NEW HUMAN RESOURCES MANAGEMENT SYSTEMS</p> <p>Activity 2.1: Design a merit-based recruitment system and induction strategy in collaboration with the Civil Service Board to be tested in the four (4) Ministries</p> <p>Activity 2.2: Design an advancement and promotion system, in collaboration with the Civil Service Board to be tested in the four (4) Ministries</p> <p>Activity 2.3: Design a performance appraisal system, in collaboration with the Civil Service Board to be tested in the four (4) Ministries</p> <p>Activity 2.4: Further support for the development of the Human Resources Management Systems</p>	<table border="1"> <tr> <td>KE1 Team Leader</td> <td>256</td> </tr> <tr> <td>KE2 HR Advisor</td> <td>326</td> </tr> <tr> <td>KE 3 Training Expert</td> <td>0</td> </tr> <tr> <td>Junior STE</td> <td>0</td> </tr> <tr> <td>Senior STE</td> <td>492</td> </tr> <tr> <td>TOTAL TEAM</td> <td>1.074</td> </tr> </table>	KE1 Team Leader	256	KE2 HR Advisor	326	KE 3 Training Expert	0	Junior STE	0	Senior STE	492	TOTAL TEAM	1.074	<p>Technical assistance fees and incidental expenditure</p>	<ul style="list-style-type: none"> ▪ Design of new HR systems with accompanying procedure manuals (recruitment, advancement & promotion, performance appraisal) ▪ Draft regulations available for three HR systems ▪ New HR systems tested and in operation in the four Ministries ▪ Creation of awareness on new HR systems among the beneficiaries ▪ Development plan for CSB ▪ Seminars organized for CSB ▪ Business analysis (functional specifications) for a Human Resources Management Information System (HRMIS)
KE1 Team Leader	256														
KE2 HR Advisor	326														
KE 3 Training Expert	0														
Junior STE	0														
Senior STE	492														
TOTAL TEAM	1.074														
<p>Component C_3: TRAINING DEVELOPMENT AND IMPLEMENTATION</p> <p>Activity 3.1: Develop and implement Training Plans for the CSB and the four (4) Ministries</p> <p>Activity 3.2: Re-design OMSAR's Training Management Application</p> <p>Activity 3.3: Assist to the implementation of activities of ENA's adopted Strategic Development Plan</p>	<table border="1"> <tr> <td>KE1 Team Leader</td> <td>161</td> </tr> <tr> <td>KE2 HR Advisor</td> <td>54</td> </tr> <tr> <td>KE 3 Training Expert</td> <td>154</td> </tr> <tr> <td>Junior STE</td> <td>260</td> </tr> <tr> <td>Senior STE</td> <td>169</td> </tr> <tr> <td>TOTAL TEAM</td> <td>798</td> </tr> </table>	KE1 Team Leader	161	KE2 HR Advisor	54	KE 3 Training Expert	154	Junior STE	260	Senior STE	169	TOTAL TEAM	798	<p>Technical assistance fees and incidental expenditure</p>	<ul style="list-style-type: none"> ▪ Training Plans developed per Ministry and CSB ▪ Skills and knowledge of trainees enhanced ▪ Methodology for Training Needs Assessment and Training Programme Development ▪ Methodology for Training Impact Assessment ▪ Technical specifications for improved
KE1 Team Leader	161														
KE2 HR Advisor	54														
KE 3 Training Expert	154														
Junior STE	260														
Senior STE	169														
TOTAL TEAM	798														



LOGFRAME MATRIX															
Project title: Strengthening the Human Resources Management Capacities Procedure Manuals of Lebanon		Date of drafting: November 2016													
		Planning period: 39months													
Activities	Means	Costs	Outputs												
			Training Management Software Application <ul style="list-style-type: none"> Technical specifications for integrated Training Management System Training Management System developed and operational Training material for up to five courses to be provided to ENA Workshops and seminars on the new training material 												
Component C_4: PROJECT MANAGEMENT AND VISIBILITY Activity 4.1: Setting up of project management structures and procedures Activity 4.2: Development of the Project Monitoring and Quality Control procedures Activity 4.3: Management of project resources Activity 4.4: Reporting on project progress and financial issues Activity 4.5: Project Sustainability Activity 4.6: Coordination and Support of all Visibility Activities	<table border="1"> <tr> <td>KE1 Team Leader</td> <td>68</td> </tr> <tr> <td>KE2 HR Advisor</td> <td>13</td> </tr> <tr> <td>KE 3 Training Expert</td> <td>0</td> </tr> <tr> <td>Junior STE</td> <td>0</td> </tr> <tr> <td>Senior STE</td> <td>0</td> </tr> <tr> <td>TOTAL TEAM</td> <td>81</td> </tr> </table>	KE1 Team Leader	68	KE2 HR Advisor	13	KE 3 Training Expert	0	Junior STE	0	Senior STE	0	TOTAL TEAM	81	Technical assistance fees and incidental expenditure	<ul style="list-style-type: none"> Project's management structures and procedures established Project Director appointed and backstopping mechanism is in place Solid communication mechanism between Consortium Partners in place Ability of the Consultant to rapidly respond to project needs and mobilize (or replace) experts quickly Deliverables and reports are submitted on time and according to the quality standards Visibility of project ensured
KE1 Team Leader	68														
KE2 HR Advisor	13														
KE 3 Training Expert	0														
Junior STE	0														
Senior STE	0														
TOTAL TEAM	81														



Annex 2: Planning of Operations, Output Performance and Resources

TABLE 2.1: OVERALL PLAN OF OPERATIONS*

Project title: Strengthening Human Resources Management Capacities in the Lebanese Public Sector											Project (Contract) number: ENPI/2013/327-618					Country: Lebanon																																																																	
Planning period: 18 November 2013 - 17 February 2017											Prepared on : 18 February 2017					Contractor: Planet S.A.																																																																	
Project objectives: The overall objective of the project is the improvement of Human Resources Management capacities in the Civil Service Board (CSB) and in the four (4) Ministries: a. Ministry of Industry (MOI), b. Ministry of Tourism (MOT), c. Ministry of Public Health (MOPH) and d. Ministry of Social Affairs (MOSA)																																																																																	
MAIN ACTIVITIES	2013															2014															2015															2016															2017															INPUTS				INCIDENTALS	OTHER (Materials, etc.)
	2013					2014					2015					2016					2017					PERSONNEL																																																							
	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	TEAM LEADER	KEY EXPERTS	SHORT TERM SENIOR EXPERTS	SHORT TERM JUNIOR EXPERTS																																																				
Component 0: Inception Phase	23	62																								29	56	0	0																																																				
Component 1: Current situation analysis		54	126	56	16	15	22	12	6	11	8															101	172	53	0																																																				
<i>Activity 1.1: Analyse and Develop Existing Human Resources Management Capacities</i>		54	126	56	16	15	22	12	6	11	8															101	172	53	0	Workshops Study Visits																																																			
Component 2: Introduction of new Human Resources Management Systems			1	33	149	150	81	93	92	138	75	36	152	74											256	326	492	0																																																					
<i>Activity 2.1: Design a merit-based recruitment system and induction strategy in collaboration with the Civil Service Board to be tested in the four (4) Ministries</i>			1	11	45	63	24	40	34	64	34	8	37	8											86	117	166	0	Workshop Training Translations																																																				
<i>Activity 2.2: Design an advancement and promotion system, in collaboration with the Civil Service Board to be tested in the four (4) Ministries</i>				2	40	29	11	18	17	27															36	55	53	0	Workshop Training Translations																																																				
<i>Activity 2.3: Design a performance appraisal system, in collaboration with the Civil Service Board to be tested in the four (4) Ministries</i>					20	64	58	46	35	41	47	41	14	39	16										94	144	183	0	Workshop Training Translations																																																				
<i>Activity 2.4: Further support for the development of the Human Resources Management Systems</i>													14	76	50										40	10	90	0	Workshop Training Translations																																																				
Component 3: Training Development and Implementation		16	85	104	37	98	68	60	50	21	14	27	143	75											161	208	169	260																																																					
<i>Activity 3.1: Develop and implement Training Plans for the CSB and the four (4) Ministries</i>		16	52	63	37	88	68	60	50	21	14														156	204	59	50	Seminars, Workshops																																																				
<i>Activity 3.2: Redesign OM SAR's Training Management Software Application</i>			33	41	0	10							23	81	26										4	0	0	210																																																					
<i>Activity 3.3: Assist to the implementation of activities of ENA's adopted Strategic Development Plan</i>													4	62	49										1	4	110	0	Seminars, Workshops																																																				
Component 4: Project Management and Visibility		10	4	4	10	3	10	3	11	7	3	4	7	5											68	13	0	0	Visibility Material	Office Equipment																																																			
TOTAL IN WORKING DAYS	23	142	216	197	212	266	181	168	159	177	100	67	302	154											615	775	714	260																																																					

* Operations as finalised by the end of the project - 17th February 2017



TABLE 2.2.a: OVERALL OUTPUT PERFORMANCE PLAN

Project title: Strengthening Human Resources Management Capacities in the Lebanese Public Sector	Project (Contract) number: ENPI/2013/327-618	Country: Lebanon	
Prepared on: 18 February 2017	Contractor: Planet S.A.		
Planned Deliverables / Outputs	Achieved Outputs - Deviation from original plan*	Date of Completion	Remarks
Component 0: Inception Phase			
0.1 Project Resources established	100%	11/2/2014	
0.2 Project orientation and identification of project stakeholders	100%	11/2/2014	
0.3 Inception Report	100%	11/2/2014	Submitted and approved
Component 1: Current situation analysis			
1.1 Review and analysis of existing HRM structure, processes and capacities in the four Ministries and CSB	100%	31/6/2014	Relevant report (D1.1) submitted and approved.
1.2 Measures to improve HRM capacities of the CSB and four ministries and proposed legal amendments	100%	14/11/2014	Relevant report (D1.2) submitted and approved.
1.3 Three-monthly reports on capacity building support	100%	16/11/2015	Relevant report (D1.3) submitted and approved
1.4 Report on workshop organised on HR trends in public administration	100%	30/4/2015	Relevant report (D1.4) submitted and approved.
Component 2: Introduction of new Human Resources Management Systems			
2.1 Description of new recruitment system and required legal amendments	100%	31/3/2015	Relevant report (D2.1) submitted and approved
2.2 Recruitment system procedure manual	100%	29/7/2015	Relevant report (D2.2) submitted and approved.
2.3 Action plans for implementation of the new recruitment system	100%	17/11/2015	Relevant report (D2.3) submitted
2.4 Three month reports on HR systems' implementation support (per Ministry and CSB) [addressing all three systems: recruitment, advancement & promotion and performance appraisal]	100%	17/2/2017	On-going work, to be continued until the end of the project
2.5 Report on workshops organised for the new recruitment system	100%	5/4/2016	Relevant report (D2.5) submitted and approved
2.6 Description of new advancement and promotion system and required legal amendments	100%	30/9/2015	Relevant report (D2.6) submitted and approved
2.7 Advancement and promotion system procedure manual	100%	29/10/2015	Relevant report (D2.7) submitted and approved
2.8 Action plans for implementation of the new advancement and promotion system	100%	17/11/2015	Relevant report (D2.8) submitted and approved
2.9 Report on workshops organised for the new advancement and promotion system	100%	5/4/2016	Relevant report (D2.9) submitted and approved
2.10 Description of new performance appraisal system and required legal amendments	100%	31/3/2015	Relevant report (D2.10) submitted and approved.
2.11 Performance appraisal system procedure manual	100%	31/3/2015	Relevant report (D2.11) submitted and approved.
2.12 Action plans for implementation of the new performance appraisal system	100%	17/11/2015	Relevant report (D2.12) submitted and approved
2.13 Report on workshops organised for the new performance appraisal system	100%	5/4/2016	Relevant report (D2.13) submitted and approved
2.14 Strategic Development Plan for CSB	100%	17/2/2017	Relevant report submitted and approved
2.15 Seminars for CSB	100%	17/2/2017	Implemented in December 2016
2.16 Business Analysis (Functional Specifications) for an HRMS	100%	17/2/2017	Relevant report submitted and approved
Component 3: Training Development and Implementation			
3.1 Overview of existing training procedures within CSB and four ministries	100%	31/7/2014	Relevant report (D3.1) submitted and approved
3.2 Capacity Building Plan for ENA Liban	100%	30/9/2014	Relevant report (D3.2) submitted and approved
3.3 Training Plan per Ministry and CSB	100%	17/5/2016	Relevant report (D3.3) to be submitted with the Fifth Six Months Progress Report
3.4 Reports on the implementation of training plans	100%	17/2/2017	The final results depend on the capacity of the ministries to find and allocate the necessary budgets for the implementation of training. The consultant will assist them in their effort.
3.5 Methodology for Training Needs Assessment and Training Programme Development – Practice Guide	100%	28/10/2014	Relevant report (D3.5) submitted and approved. Based on the results of the workshops further refinement will be done if needed.
3.6 Training Impact Assessment Methodology	100%	29/10/2014	Relevant report (D3.6) submitted and approved. Based on the results of the workshops further refinement will be done if needed.
3.7 Report on workshop organised for training methodologies	100%	31/3/2015	Relevant report (D3.7) submitted and approved
3.8 Review of the Training Management Software Application	100%	31/7/2014	Relevant report (D3.8) submitted and approved
3.9 Design and technical specifications of new Training Management System	100%	31/10/2014	Relevant report (D3.9) submitted and approved.
3.10 Development of the new Training Management Software Application System	100%	17/2/2017	Operational
3.11 Training material for ENA	100%	17/2/2017	Relevant material submitted and approved
3.12 Workshops organised for ENA	100%	17/2/2017	Relevant report (January 2017 monthly report) submitted and approved
Component 4: Project Management and Visibility			
Monthly Reports (36 reports to be delivered)	100%	17/2/2017	Thirty seven Monthly Reports have been submitted to the Contracting Authority and approved
Six Month Progress Reports (six reports to be delivered)	100%	17/11/2016	The sixth six months progress report has been submitted and approved
Draft Final Report	-	17/1/2017	The draft report was not submitted as the time period between the submission of the sixth report and the final report was three months instead of six months
Final report		17/2/2017	

* The percentage of the achieved outputs up to the end of the project



TABLE 2.4: RESOURCE UTILISATION REPORT

Project title: Strengthening Human Resources Management Capacities in the Lebanese Public Sector		Project (Contract) number: ENPI/2013/327-618		Country : Lebanon		
Reporting period: 18 November 2013 - 17 February 2016		Prepared on : 18 February 2017		Contractor: Planet S.A.		
Project objectives: The overall objective of the project is the improvement of Human Resources Management capacities in the Civil Service Board (CSB) and in the four (4) Ministries: a. Ministry of Industry (MOI), b. Ministry of Tourism (MOT), c. Ministry of Public Health (MOPH) and d. Ministry of Social Affairs (MOSA)						
RESOURCES / PERSONNEL	TOTAL PLANNED(1)	CUMMULATIVE PLANNED(2)	PERIOD PLANNED(3)	PERIOD REALISED(4)	TOTAL REALISED(5)	AVAILABLE FOR REMAINDER(6)
KEY EXPERTS						
Kyriakos Fragkozidis	615	615	45	45	615	0
Jean Bilal Saade	600	600	10	10	600	0
Richard Kingston	175	175	0	0	175	0
Sub-total	1390	1390	55	55	1390	0
SENIOR SHORT TERM EXPERTS						
Victor A. Khouri(7)	100	80	0	0	100	0
Sadek Alawieh (13)	0	0	0	0	0	0
Konstantinos Bouas	80	80	0	0	80	0
Jean Pierre Chamma(7)	125	125	0	0	125	0
Ilham Khalife(8)	42	42	0	0	42	0
Ioannis Kourelas	30	30	0	0	29	1
Nada Salem Khalil	28	28	0	0	28	0
Konstantinos Bouas (9)	30	30	20	20	30	0
Nada Salem Khalil (9)	80	80	37	37	80	0
Sami Hoteit (10)	60	60	45	45	60	0
Pierre Fililli (10)	60	60	43	43	60	0
Mahmoud Haidar (11)	30	30	25	25	30	0
Jean Pierre Chamma (12)	30	30	24	24	30	0
Desiree Khoury (12)	20	20	14	14	20	0
Sub-total	715	695	208	208	714	1
JUNIOR SHORT TERM EXPERTS						
Ali Hamka	80	80	0	0	80	0
Ibtihaj Abdelrahim	50	50	0	0	50	0
Ali Hamka (9)	70	70	30	30	70	0
Mohamad Mantach (9)	60	60	20	20	60	0
Sub-total	260	260	50	50	260	0
TOTAL	2365	2345	313	313	2364	1

(1) The number of working days according to the contract and the addendum

(2) The planned working days from the beginning of the project up to the end of the project 17th February 2017

(3) The planned working days per expert for the last Reporting Period (3 months), reviewed after the signature of the addendum

(4) The working days per expert realised during the last Reporting Period (3 months)

(5) The working days per expert realised from the beginning of the project up to the end of the project, 17th February 2017

(6) The working days per expert not utilised

(7) Additional days have been approved during this reporting period (16th of October 2015) to NKSTEs Victo A. Khouri (20 w/d) and Jean Pierre Chamma (25w/d) reaching Total Planned days 100 for Mr. Khouri and 125 for Mr. Chamma

(8) 60 working days have been initially approved for NKSTE Ilham Khalife but due to unforeseen circumstances she only covered 42 days

(9) Approved the 15th of September to implement activities during the extension period

(10) Approved the 17th of October to implement activities during the extension period

(11) Approved the 27th of October to implement activities during the extension period

(12) Approved the 4th of November to implement activities during the extension period

(13) The working days of Mr. Sadek Alawieh have not been approved thus they have been deducted from the Resource Allocation table



Remaining WD from original period covering 18 Nov 2013 until 17 may 2016	Additional WD as per Addendum 1	New Total WD
TL KE1: 67 (from 580)	TL KE1: 35	TL KE1: 615
KE2: 15 (from 580)	KE2: 20	KE2: 600
KE3: 0 (from 175)	KE3: 0	KE3: 175
Senior STNKE: 21 (from 485)	Senior STNKE: 230	Senior STNKE: 715
Junior STNKE: 0 (from 130)	Junior STNKE: 130	Junior STNKE: 260



TABLE 2.5: REPORTING PERIOD (Work programme)																					
Project title: Strengthening Human Resources Management Capacities in the Lebanese Public Sector										Project (Contract) number: ENPI/2013/327-618					Country: Lebanon						
Reporting period: 18 November 2016 - 17 February 2017*										Prepared on: 18 February 2017					Contractor: Planet S.A.						
Project objectives: The overall objective of the project is the improvement of Human Resources Management capacities in the Civil Service Board (CSB) and in the four (4) Ministries: a. Ministry of Industry (MOI), b. Ministry of Tourism (MOT), c. Ministry of Public Health (MOPH) and d. Ministry of Social Affairs (MOISA)																					
No	ACTIVITIES	TIME FRAME										INPUTS									
		2016 - 2017 (months)										PERSONNEL								INCIDENTALS	OTHER (Materials, etc.)
		(18 November	December	January	17 February	TEAM LEADER	KEY EXPERTS		SHORT TERM SENIOR EXPERTS		SHORT TERM JUNIOR EXPERTS										
Planned	Utilised	Planned	Utilised	Planned	Utilised	Planned	Utilised	Planned	Utilised	Planned	Utilised										
1.	Component 0: Inception Phase																				
2.	Component 1: Current situation analysis	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	<i>Activity 1.1: Analyse and Develop Existing Human Resources Management Capacities</i>																		Transportation Translations		
3.	Component 2: Introduction of new Human Resources Management Systems	12	29	29	28	29	17	36	36	6	6	94	102	0	0			Translations			
	<i>Activity 2.1: Design a merit-based recruitment system and induction strategy in collaboration with the Civil Service Board to be tested in the four (4) Ministries</i>	4	6	6	3	4	1	10	11			11	13								
	<i>Activity 2.2: Design an advancement and promotion system, in collaboration with the Civil Service Board to be tested in the four (4) Ministries</i>																				
	<i>Activity 2.3: Design a performance appraisal system, in collaboration with the Civil Service Board to be tested in the four (4) Ministries</i>	2	6	6	7	7	2	8	7	3	2	20	21								
	<i>Activity 2.4: Further support for the development of the Human Resources Management Systems</i>	6	17	17	18	18	14	18	18	3	4	63	68								
4.	Component 3: Training Development and Implementation	12	39	34	36	36	3	0	0	5	4	115	106	50	50						
	<i>Activity 3.1: Develop and implement Training Plans for the CSB and the four (4) Ministries</i>																	Trainings Translations			
	<i>Activity 3.2: Redesign OM SAR's Training Management Software Application</i>	6	9	9	13	13								50	50						
	<i>Activity 3.3: Assist to the implementation of activities of ENA's adopted Strategic Development Plan</i>	6	30	25	23	23	3			5	4	115	106								
5.	Component 4: Project Management and Visibility	3	1		1		4	9	9									Visibility			
	TOTAL IN WORKING DAYS	27	69	63	65	65	24	0	45	45	11	10	209	208	50	50					

* The table covers the working days utilised during the last Reporting Period of the project (3 months) per activity and experts' categories



Table 2.6 as per table 3.1: Working days of the expert categories per Component as on the Technical Proposal*

COMPONENTS (C) AND ACTIVITIES	KE1 Team Leader	KE2 HR Advisor	KE 3 Training Expert	Junior STE	Senior STE	Total
INCEPTION PHASE	29	41	15	0	0	85
Component C_0: INCEPTION PHASE	29	41	15	0	0	85
Activity 0.1: Establishment of Project Resources	4	2	1	0	0	7
Activity 0.2: Project Orientation and Identification of Project Stakeholders	13	30	7	0	0	50
Activity 0.3: Preparation of Project Inception Report	12	9	7	0	0	28
IMPLEMENTATION PHASE	518	546	160	260	714	2198
Component C_1: CURRENT SITUATION ANALYSIS	101	166	6	0	53	326
Activity 1.1: Analyse and Develop Existing Human Resources Management Capacities	101	166	6	0	53	326
Component C_2: INTRODUCTION OF NEW HUMAN RESOURCES MANAGEMENT SYSTEMS	256	326	0	0	492	1074
Activity 2.1: Design a Merit-based recruitment system and induction strategy in collaboration with the Civil Service Board to be tested in the four (4) Ministries	86	117	0	0	166	369
Activity 2.2: Design an advancement and promotion system, in collaboration with the Civil Service Board to be tested in the four (4) Ministries	36	55	0	0	53	144
Activity 2.3: Design a performance appraisal system, in collaboration with the Civil Service Board to be tested in the four (4) Ministries	94	144	0	0	183	421
Activity 2.4: Further support for the development of the Human Resources Management Systems	40	10	0	0	90	140
Component C_3: TRAINING DEVELOPMENT AND IMPLEMENTATION	161	54	154	260	169	798
Activity 3.1: Develop and implement Training Plans for the CSB and the four (4) Ministries	156	50	154	50	59	469
Activity 3.2: Re-design and Improve OMSAR's Training Management Application	4	0	0	210	0	214
Activity 3.3: Assist to the implementation of activities of ENA's adopted Strategic Development Plan	1	4	0	0	110	115
PROJECT MANAGEMENT	68	13	0	0	0	81
Component C_4: PROJECT MANAGEMENT & VISIBILITY	68	13	0	0	0	81
Activity 4.1: Setting up of Project Management Structures and Procedures	1	1	0	0	0	2
Activity 4.2: Development of the Project Monitoring and Quality Control Procedures	1	1	0	0	0	2
Activity 4.3: Management of project resources	50	3	0	0	0	53
Activity 4.4: Reporting on project progress and financial issues	14	8	0	0	0	22
Activity 4.5: Project Sustainability	0	0	0	0	0	0
Activity 4.6: Coordination and Support of all Visibility Activities	2	0	0	0	0	2
TOTAL	615	600	175	260	714	2364

* The actualised working days of the experts categories per Component at the end of the project, 17th February 2017



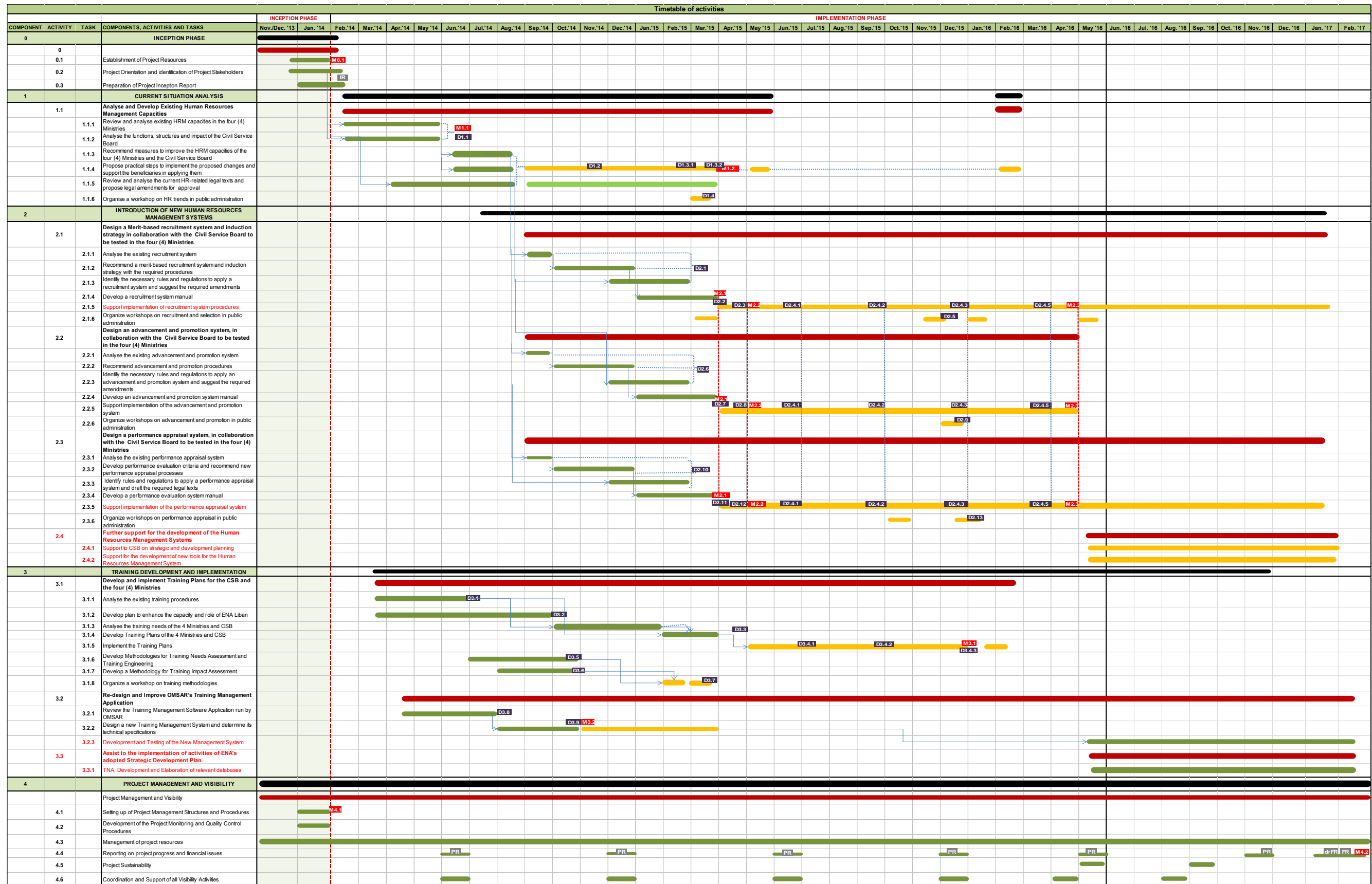
Table 2.8 as per table 3.1.3: Working days (per ToR) as on Technical Proposal*

<i>Number of full working days</i>	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Year 1	Cumulative total
Key experts														
- Team leader	4	18	19	20	14	21	21	8	13	22	22	19	201	201
- Senior experts	19	25	28	31	29	31	37	8	39	44	44	19	354	354
Non key experts														
- Senior experts	0	0	0	0	0	0	16	0	0	15	30	23	84	84
- Junior experts	0	0	0	0	0	0	11	19	5	18	17	0	70	70
Number of full working days	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Year 2	Cumulative total
Key experts														
- Team leader	15	18	20	21	15	19	22	7	16	20	21	20	214	415
- Senior experts	17	25	33	33	18	19	15	22	15	18	19	22	256	610
Non key experts														
- Senior experts	16	27	21	30	25	13	13	18	10	18	10	4	205	289
- Junior experts	0	0	0	10	17	0	3	10	5	5	0	0	50	120
Number of full working days	Month 25	Month 26	Month 27	Month 28	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34	Month 35	Month 36	Year 3	Cumulative total
Key experts														
- Team leader	16	17	20	21	15	9	0	0	8	19	20	18	163	578
- Senior experts	31	19	20	26	19	15	0	0	0	10	10	5	155	765
Non key experts														
- Senior experts	12	14	13	29	36	11	0	0	0	10	32	73	230	519
- Junior experts	2	0	4	4	0	0	0	0	0	20	40	26	96	216
Number of full working days	Month 37	Month 38	Month 39	Year 3 (first three months)	Cumulative total									
Key experts														
- Team leader	12	17	8	37	615									
- Senior experts	5	5	0	10	775									
Non key experts														
- Senior experts	97	82	16	195	714									
- Junior experts	18	26		44	260									

* The actualised working days of the project per Experts categories and Months at the end of the project, 17th February 2017



Annex 3: Overall Time Plan of Activities and Deliverables





Project deliverables, submitted and approved up to 17 February 2017

Contract Title	Strengthening Human Resources Management Capacities in the Lebanese Public Sector
Contract No	ENPI/2013/327-618
Contractor	PLANET S.A Consortium with: HAY Group Investment Holding B.V (Denmark), LDK Consultants Engineers and Planners S.A (Greece) and TEAM International (Lebanon)

LIST OF DELIVERABLES

1st Interim Period		
Type of Deliverables	Submission Date	Approval Date
Inception Report	11/FEB/2014	07/APRIL/2014
Monthly Briefing note	1 st 21/JAN/2014	1 st 22/JAN/2014
	2 nd 03/FEB/2014	2 nd 10/FEB/2014
	3 rd 03/MARCH/2014	3 rd 06/MARCH/2014
	4 th 02/APRIL/2014	4 th 07/APRIL/2014
	5 th 02/MAY/2014	5 th 06/MAY/2014
	6 th 03/JUNE/2014	6 th 06/JUNE/2014
1 st 6 monthly Interim Report	12/JUNE/2014	24/JULY/2014

2nd Interim Period		
Type of Deliverables	Submission Date	Approval Date
Deliverable 1.1: Review and analysis of existing HRM structure, processes and capacities in CSB and the four Ministries	30/JUNE/2014	08/AUG/2014
Deliverable 1.2: Measures to improve HRM capacities of the CSB, the four Ministries & propose legal amendments	14/NOV/2014	08/DEC/2014
Deliverable 3.1. Overview of existing training procedures within CSB and the four Ministries	30/JUNE/2014	05/SEP/2014



Deliverable 3.2 : Capacity Building Plan for ENA Lebanon	26/SEP/2014	7/NOV/2014
Deliverable 3.5: Methodology for Training Needs Assessment and Training Program Development – Practice Guide	28/OCT/2014	11/NOV/2014
Deliverable 3.6: Training Impact Assessment Methodology	29/OCT 2014	11/NOV/2014
Deliverable 3.8: Review of the Training Management Software Application	09/JULY/2014	05/SEP/2014
Deliverable 3.9: Design and Technical Specifications of the new Training Management System	31/OCT/2014	11/NOV/2014
Report 1: training provided to the Ministry of Industry (Sep-Oct 2014)	05/NOV/2014	11/NOV/2015
Report 2: training provided to the Civil Service Board (Nov 2014)	02/DEC/2015	03/DEC/2015
(6) Monthly Briefing notes	7 th 02/JULY/2014 8 th 05/AUG/2014 9 th 02/SEP/2014 10 th 02/OCT/2014 11 th 05/NOV/2014 12 th 02/DEC/2014	7 th 10/JULY/2014 8 th 06/AUG/2014 9 th 04/SEP/2014 10 th 07/OCT/2014 11 th 11/NOV/2014 12 th 03/DEC/2014
2 nd 6 monthly Interim Report	12/DEC/2015	22/JAN/2015
Visibility Materials		
Leaflet 3.000 leaflet (size A5, coated 200 gr)	14/SEP/2014	24/OCT/2014
Notebooks 2.000 notebooks (size A5, spiral binding)	14/SEP/2014	24/OCT/2014
2 Roll up banners	14/SEP/2014	24/OCT/2014
Poster	29/OCT/2014	08/DEC/2014



100 Posters		
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3 rd Interim Period		
Type of Deliverables	Submission Date	Approval Date
2.1 Description of new recruitment system and required legal amendments	27/FEB/2015	07/JULY/2015
2.10 Description of new performance appraisal system and required legal amendments	27/FEB/2015	04/MARCH/2015
2.11 Performance appraisal system procedure manual	30/MARCH/2015	01/JUNE/2015
3.7 Report on workshop organised for training methodologies	23/MARCH/2015	01/JUNE/2015
1.4 Report on workshop organised on HR trends in public administration	11/MAY/2015	01/JUNE/2015
Report no. 4 Study Visit to Greece (17 to 22 May 2015)	03/JUNE/2015	05/JUNE/2015
(6) Monthly Briefing notes	13 th 09/JAN/2015 14 th 05/FEB/2015 15 th 03/MARCH/2015 16 th 02/APRIL/2015 17 th 07/MAY/2015 18 th 03/JUNE/2015	13 th 16/JAN/2015 14 th 09/FEB/2015 15 th 06/MARCH/2015 16 th 17/APRIL/2015 17 th 15/MAY/2015 18 th 15/JUNE/2015
3 rd 6 monthly Interim Report	11/JUNE/2015	10/JULY/2015
Visibility materials		
Calendar 2015 - 200 Calendars		

4 th Interim Period		
Type of Deliverables	Submission Date	Approval Date
2.2 Recruitment System Procedure Manual	29/JULY//2015	07/SEPT/2015
2.6 Report on the new advancement and promotion system and legal amendments	30/SEPT/2015	12/JAN/2016
2.7 Report on the advancement and promotion procedure manual	29/OCT/2015	12/JAN/2016



1.3 Three Months Report on capacity building support	16/NOV/2015	12/JAN/2016
2.12 Action plan for implementation of the new performance appraisal system	17/NOV/2015	12/JAN/2016
2.3 Action plan for implementation of the new recruitment system	17/NOV/2015	12/JAN/2016
2.8 Action plan for implementation of the new promotion and advancement system	17/NOV/2015	12/JAN/2016
Report no. 4: Study visit to Greece 17 th to 22 nd of May 2015	03/JUNE/2015	15/JUNE/2015
Training Needs Assessment Tool	03/JULY/2015	06/JULY/2015
Report no. 5: Two days Training Session in Performance Appraisal	04/NOV/2015	10/NOV/2015
(6) Monthly Briefing notes		
19 th monthly briefing note: June	06/JULY/2015	07/JULY/2015
20 th monthly briefing note: July	13/AUG/2015	20/AUG/2015
21 st monthly briefing note: August	03/SEP/2015	07/SEP/2015
22 nd monthly briefing note: September	06/OCT/2015	07/OCT/2015
23 rd monthly briefing note: October	04/NOV/2015	10/NOV/2015
24 th monthly briefing note: November	04/DEC/2015	18/DEC/2015
4 th 6 monthly Interim Report	10/December/2015	01/February/2016

5th Interim Period		
Type of Deliverables	Submission Date	Approval Date
2.5 Report on workshops organised for the new recruitment system	24/MARCH/2016	05/APR/2016
2.13 Report on workshops organised for the new performance appraisal system	24/MARCH/2016	05/APR/2016
2.9 Report on workshops organised for the new advancement and promotion system	30/MARCH/2016	05/APR/2016
Report no. 6: Study visit to Belgium 11 th to 16 th of April 2016	16/MAY/2016	19/MAY/2016
(6) Monthly Briefing notes		
25 th monthly briefing note: December	12/JAN/2016	18/JAN/2016
26 th monthly briefing note: January	05/FEB/2016	16/FEB/2016
27 th monthly briefing note: February	04/MAR/2016	11/MAR/2016



28 th monthly briefing note: March	07/APR/2016	19/APR/2016
29 th monthly briefing note: April	17/MAY/2016	19/MAY/2016
30 th monthly briefing note: May	27/MAY/2016	07/JUN/2016
5 th 6 monthly Interim Report	17/JUNE/2016	8/JULY/2016

6th Interim Period		
Type of Deliverables	Submission Date	Approval Date
2.4 Report on HR systems implementation	14/JULY//2016	05/OCT/2016
2.4.1 Report on psycho-metric testing	21/SEPT/2016	05/OCT/2016
(3) Monthly Briefing notes 31 th monthly briefing note: August 32 th monthly briefing note: September 33 th monthly briefing note: October	05/SEP/2016 06/OCT/2016 10/NOV/2016	06/SEP/2016 18/OCT/2016 18/NOV/2016
5 th 6 monthly Interim Report	17/JUNE/2016	8/JULY/2016

Visibility materials		
Calendars	The 2016 Calendars (200 pieces) have been printed and delivered in accordance with the Delivery Order of the 25 th of February 2016, the invoice of the remaining quantities was included within the 5 th interim reporting period.	
Preliminary version of website: Elaboration of the proposed characteristic and web content are submitted to OMSAR for discussion and approval.	The website has been designed and the framework tested, however the content is not yet completed and finalized and it is still under testing	N/A

7th Interim Period - Final		
Type of Deliverables	Submission Date	Approval Date
Report on the progress made in the implementation of the new recruitment system	24/FEB//2017	
Report on the progress made in the implementation of the new performance	24/FEB/2017	



appraisal system		
Strategic Development Plan for CSB	14/FEB/2017	
Seminar organized for the CSB staff on the proposed actions of the development plan	09/JAN/2017 December Briefing Note	16/JAN/2017 December Briefing Note
Business analysis (functional specifications) for a Human Resources Management Information System (HRMIS)	17/FEB/2017	
Training Management System (TMS) in operation	Ongoing testing	
ENA - List of required curricula	24/FEB/2017	
ENA – Training Plans (up to five)	05/DEC/2016	05/DEC/2016
ENA - Report on workshops / seminars provided	03/FEB/2017 January Briefing Note	17/FEB/2017 January Briefing Note
(3) Monthly Briefing notes		
34 th monthly briefing note: November	05/DEC/2016	13/DEC/2016
35 th monthly briefing note: December	09/JAN/2017	16/JAN/2017
36 th monthly briefing note: January	03/FEB/2017	17/FEB/2017
37 th monthly briefing note: February	24/FEB/2017	13/MAR/2017
6 th 6 monthly Interim Report	30/DEC/2016	24/JAN/2017

Visibility materials		
Visibility material for Closing Event (USB)	05/FEB/2017	10/FEB/2017
Finalisation of the proposed web content, approved by OMSAR.	The website has been designed and the framework tested, the content is completed and finalized	09/DEC/2016



Annex 6: Deliverables and Reports

See attached CD-rom 1: Reports (Six Month Progress Reports, Monthly Briefing Notes)

See attached CD-rom 2: Deliverables



Annex 7: Incidentals Expenditures Utilised

Incidental Expenditures				
Categories	Units	Foreseen		Utilised
		Unit Cost (Euro)	Total	Total
A	Travel Costs & Perdiems Experts		0	0
B	Detailed - Study Visits Costs		42.260	43.141
C	Detailed - Cost of workshops, seminars, conferences		49.585	30.408
D	Detailed - Costs for the production of information/publication/awareness materials		11.155	6.490
E	Detailed - Costs arising from editing and translation in Arabic and English languages		27.000	11.172
TOTAL			130.000	91.210

