

Strategic Planning in Four Pilot Ministries

LAUNCHING STRATEGIC PALNNING

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OBJECTIVE, PURPOSE & EXPECTED RESULTS

- **Overall objective**
- The overall objective of the project is to:
Improve the Strategic Planning capacity in Lebanon Public Administration at OMSAR and four key ministries: Ministry of Social Affairs, Ministry of Tourism, Ministry of Public Health and Ministry of Industry.

Results

Results to be achieved by the Contractor

- **Result 1: Existing planning capacity are analysed**
- **Result 2: Existing methodology is reviewed**
- **Result 3: Capacities of OMSAR and the four ministries are reinforced to enable them prepare, revise, apply, monitor and evaluate strategic and operational plans**
- **Result 4: The strategic and/or operational plans for the four ministries are drafted**
- **Result 5: The assistance in establishing a help Desk office**

Help Desk

- **Result 5: The assistance in establishing a help Desk office**
- The Consultant is to assist OMSAR in the establishment of a dedicated and fully functioning Help Desk Office, as an accessible service point.
- The help desk will provide on-demand advice, information or action to aid the user in carrying out a strategic plan.
- The staff of the intended Help desk will be trained and provided with basic knowledge to provide the required support, advice and solutions.
- Also the centralized help desk office will be supported by a customized/ developed website with a back office interface (a web master tool kit) that the administrator/webmaster can access, and manage the different sections of the website and its content.
- Thus the help-desk support can be provided, by expert personnel through telephone, email or through posting on the website.

Training

- Prepare Training material and toolkit(s) and train the beneficiary ministries in drafting short and medium term plans and linked action plans while applying best practices and reinforcing the methodologies and techniques to prepare, revise and evaluate the plans.

Training cont.

- Provide specialized training, study tours and workshops to coordinators from concerned Ministries and from OMSAR who must all be directly involved in the strategic planning exercise during the two years period. This will be in accordance with an agreed plan and number.

MONITORING AND EVALUATION

- **Definition of indicators**

- Full analysis of the existing strategic planning capacities in the four ministries with specific recommendations;
- Availability of strategies and other policy documents for the development of the various strategic planning functions that are stated in this TOR (sectoral plans, economic plan, CDR plans, PMO planning, MOF performance budgeting, control units);
- Draft regulations that govern the above Strategic Planning functions are developed.
- The number, qualifications and experience of the people involved in the Strategic Planning development process.

Indicators

- Achievements indicators:
- For Result 1: Analysis of the existing planning capacity:
 - full analysis report thorough and accurate
 - analysis and results communicated and approved by stakeholders
- For Result 2: The review of the existing methodology, and strategic planning and policy coordination:
 - detailed review report
 - review report communicated and approved by stakeholders

Indicators cont.

- For Result 3: Reinforcement of the Capacities of OMSAR and the four ministries:
 - staff in OMSAR and the four ministries capable of producing quality strategic plan
- For Result 4: The strategic and/or operational plans for the four ministries are drafted:
 - quality strategic plans of the four ministries
- For Result 5: Support OMSAR in the establishment of a dedicated and fully functioning Help Desk as an accessible service point which will provide on-demand advice and information using a dedicated website and email:
 - Well-functioning Help Desk and website

REPORTS

- **Reporting requirements**
- **Submission & approval of reports**

REQUIREMENTS

Key expert 1: Team Leader

- Excellent and effective written and oral communication skills in English. Knowledge of French and/or Arabic is an asset;
- demonstrated analytical, negotiations and interpersonal skills
- Proven ability to develop training master plans as well as to design and provide training, workshops, study tours and presentations.
- Experience in programme and/or project management;
- Experience of working in international or EU programmes; experience with MEDA/ENPI programme would be an asset.
- Experience in management of complex projects, especially public sector projects financed by the European Union,
- Must have a broad knowledge of the project components, with particular emphasis on implementation and institutional set up. Comparative knowledge of other Strategic Planning systems, as well as good management skills are essential.

REQUIREMENTS cont.

Key expert 2: Strategic Planning Training Expert (minimum of 150 working days)

- At least 10 years of professional experience in a senior management position in public administration, in the area relevant to the assignment, preferably in an EU Member State;
- At least 5 years of direct experience in Public Administration staff training in strategic planning and close interdisciplinary fields;
- Sound knowledge of public administration, and related legislation and regulations;
- Experience of working in ENPI countries would be an asset;
- All experts must be independent and free from conflicts of interest in the responsibilities they take on.

REQUIREMENTS cont.

Short term and Non key experts

- Short term experts may have the qualifications, skills and experience to be involved in more than one activity in a component and more than one component of a sub-project
- The project activities are estimated to require the mobilization of about 4 short-term experts, the majority with different profiles.

REQUIREMENTS cont.

– Profile and tasks of the other experts

- Expert Strategic Planning for Ministry of Social Affairs
- Expert Strategic Planning for the Ministry of Public Health
- Expert Strategic Planning for Ministry of Tourism
- Expert Strategic Planning for Ministry of Industry