

INTERNATIONAL HUMAN RESOURCES SPECIALIST TERM OF REFERENCE

Programme name: The Poverty Reduction Fund II

Number of position: 1

Position: Human Resources Specialist (international)

Station: PRF head office (Vientiane, Lao PDR)

Duration: 10 weeks, starting from mid-October, 2016

BACKGROUND

The Lao Poverty Reduction Fund (PRF) is an autonomous legal entity established under the Prime Minister Decree 10 dated Jan 10, 2012 which aims to assist National Committee for Rural Development and Poverty Eradication (NCRDPE) to implement rural development and poverty eradication projects based on rural development and poverty eradication plan. PRF operates based on the decree and laws of the Lao People's Democratic Republic and under the guidance of the President of the NCRDPE.

The main business line of PRF is to use the fund provided by donors and the government to carry out participatory processes, identify priority community needs and finance subprojects to build or rehabilitate priority community infrastructure. The Program aims to create stronger links between the local government and the aspirations of villagers with Program staff at district, province and national level coordinating and building linkages. A forum was created at district level where villagers and district authorities meet regularly to discuss each other priorities and plans and reach a compromise that will satisfy each party

PRF operates in 10 provinces and has about 300 staff in total. About 35 are based in the central level, and the rest is based in provincial or district level. They are mapped mainly to either of the Community Development department, Technical Assistance department, Financing and Administration department and M&E department and are headed by respective department heads that form the Project Management Team (PMT) together with the Executive Director. The PRF is implemented by the Project Management Team (PMT), which maintains offices in in Vientiane and in each of the targeted Provinces and Districts. The PMT is led by an Executive Director, and consists of four divisions: Community Development, Engineering and Administration and Finance, and Monitoring and Evaluation.

Nevertheless the organization face a certain number of issues which lead to high PRF staff turnover and employee dissatisfaction, mainly due to lack of clarity on role, responsibilities and authority of each position, as well as chain of command and reporting, absence of reward/sanction for the staff, lack of promotion opportunity and weak staff performance evaluation and training and capability strategy and action plan. For these reasons, an HR specialist has been hired in order to assist the project, but did not have the opportunity to complete its tasks. Therefore, The PRF needs to hire a new HR specialist in order to complete the tasks as describe below.

MAIN OBJECTIVE OF THE CONSULTANCY

The objective of the consultancy is to assist the Lao Poverty Reduction Fund (PRF) to streamline and improve capability of the PRF staff and the effectiveness of the organization by focusing preliminary on the performance appraisal system as well as the paying and Grading system.

SCOPE OF ASSIGNMENT

1. Review the existing performance appraisal system exhaustively - documents required will include all TORs;
2. Design the preliminary structure of the performance appraisal system and obtain Project Management Team ratification (including formulation of detailed job descriptions)
3. Design final structure of the performance appraisal system and revise the section of the HR manual related to performance appraisal accordingly
4. Conduct performance appraisal of employees in terms of an actionable plan and develop detailed guidance for such exercises in the future. This will also include 100% scrutiny of all staff personal files;
5. Complete a fitment exercise for all employees who are to be retained;
6. Develop a specific salary and grading structure for the PRF and obtain management ratification;
7. Revise the section of the HR manual related to salary and grading structure accordingly
8. Present Draft Report

DELIVERABLES

- ✓ As per tasks detailed above plus monthly reports showing targets and achievements, as also reasons for slippages, if any.
- ✓ Within a week since the commencement of the assignment, the consultant should submit the inception report that should describe the preliminary findings based on the review of project documents and the interview with relevant staff, work plan and the proposed approach to address key issues found, among other issues.
- ✓ Within 10 week since the commencement of the assignment, the consultant should submit the final report.

The lead international consultant will be responsible for ensuring these reports are delivered effectively and efficiently.

REPORTING

The Consultant will report to the Executive Director. His reports will be considered and commented upon by the Project Management Team as well as the World Bank Team.

QUALIFICATIONS AND EXPERIENCES

- Master's Degree or equivalent in HR, Business Administration, Public Administration, or related field
- At least twenty years of direct HR job experience including at least ten years consulting experience internationally
- Previous demonstrated work experience as HR Specialist or similar work in South-East Asia is;
- Excellent knowledge of local and international HR strategy and policies
- Previous experience in professional development and training;
- Experience in working with major donors' regulations and guidelines is desirable
- Good command of Ms Office® software (Word, Excel, and PowerPoint) and ability to use information technologies (Web, email) as tools and resources.
- Excellent reporting skills;
- Fluency in both written and spoken English (Lao knowledge is an asset);
- Women are strongly encouraged to apply.