

# Terms of Reference (TOR): Senior Training and Development Specialist

**Entity:** Digital Transformation Office (DTO)

**Division:** Strategy and Governance Division - Ministry of Education and Higher Education (MEHE), Republic of Lebanon

**Position Title:** Senior Training and Development Specialist

**Reports to:** Head of Strategy and Governance Division

**Engagement Period:** Initial 3-month term, renewable based on performance.

## 1. Introduction & Strategic Context

The Ministry of Education and Higher Education (MEHE) is undergoing a comprehensive IT transformation. A critical pillar of this transformation is ensuring that ministry staff effectively adopt modern technologies. The "Technology Adoption" initiative is a core function of the Strategy and Governance Division, tasked with moving beyond traditional training to establish a modern, sustainable learning culture.

This role acts as the **Strategic Lead** for this initiative. The Specialist will architect the program, introduce modern learning methodologies, and ensure rigorous documentation of all activities, working in close coordination with internal trainers and the DTO leadership.

## 2. Role Purpose & Core Objectives

The Technology Adoption Specialist is responsible for leading the design and structure of the Ministry's adoption program. The individual will introduce innovative learning approaches (e.g., gamification, hybrid learning) and ensure the program is built on a foundation of clear metrics and comprehensive documentation.

The primary objectives for this role are:

- **Lead the Initiative:** Own the strategic direction of the technology adoption program, defining the vision, standards, and roadmap.
- **Innovate Learning:** Move MEHE away from static training by introducing modern methodologies like social learning, gamified paths, and hybrid delivery.
- **Standardize & Document:** Build a "knowledge factory" where every learning path, course, and evaluation criteria is meticulously documented and organized.
- **Measure:** Define what success looks like, ensuring the program is data-driven.

### 3. Core Responsibilities

#### A. Strategic Leadership & Assessment

- **Lead** the "Technology Adoption" initiative, setting the schedule, priorities, and quality standards for all enablement activities.
- **Conduct** high-level assessments to identify organizational skill gaps and define the specific "Learning Personas" within the Ministry.
- **Define** the long-term roadmap for user enablement, ensuring alignment with the DTO's rollout of new technologies.
- **Operationalize Partnerships:** Develop the detailed execution plans for external partnerships (e.g., universities for content creation or delivery), ensuring scalable resources beyond the internal team.
- **Coordinate** with the technical team to define high-level adoption metrics and reporting requirements.

#### B. Instructional Design & Modern Learning Strategies

- **Design** comprehensive "Learning Paths" for all key roles (e.g., a path for Executives vs. a path for Admin Staff), tracking progress from "Beginner" to "Advanced."
- **Introduce and structure** modern learning formats, including:
  - **Hybrid Learning:** Mixing live sessions with on-demand resources.
  - **Social Learning:** Creating structures for peer-to-peer knowledge sharing.
  - **Gamified Learning:** Designing mechanisms to track progress, award badges, or visualize achievement.
- **Select and curate** the appropriate mix of delivery methods (in-person workshops, recorded capsules, live webinars) for each learning path.

#### C. Program Documentation & Quality Assurance

- **Establish and maintain** a central repository for all program assets. *Everything must be documented.*
- **Develop and standardize** all program materials, including:
  - Course Syllabuses and Learning Objectives.
  - Training Materials (Slide decks, handouts, video scripts).
  - Evaluation Sheets and Feedback Surveys.
  - Quality Criteria for training delivery.
- **Produce** regular, structured "Adoption Progress Reports" documenting the status of learning paths and user proficiency levels.

### 4. Key Deliverables (First 3 Months)

- **Technology Adoption Strategic Framework:** A comprehensive document outlining the learning philosophy, methodologies (hybrid/gamified/social), and the 12-month roadmap.
- **Adoption KPI Definition:** A simple definition of the key success metrics to be tracked (e.g., "Daily Active Users").
- **Role-Based Learning Paths:** Documented curriculum maps for at least 3 key ministry personas (e.g., General Staff, Management, IT Specialists).
- **Program Documentation Standard:** A verified repository structure containing the templates for all course designs, evaluation forms, and progress reports.
- **Pilot Program Launch:** The design and documented execution of the first learning module using the new hybrid/modern methodology.

## 5. Required Qualifications & Experience

- **Proven experience** in leading Learning & Development (L&D) programs, Capacity Building, or EdTech initiatives.
- **Academic background** in Education, EdTech, Instructional Design, or related fields (e.g., Graduate Diploma in Online Education).
- **Demonstrated ability** to design modern learning experiences (e.g., e-learning, gamification, blended learning).
- **Exceptional organizational skills**, with a track record of creating comprehensive documentation, syllabuses, and program reports.
- **Leadership capability** to drive an initiative and ensure high-quality standards.
- **Excellent communication skills** (English and Arabic) for creating high-quality educational content.

**Note:** The responsibilities and deliverables outlined in this TOR are foundational. The DTO leadership may dynamically adjust the program's priorities to ensure alignment with the Ministry's evolving strategic objectives. The candidate is required to fully abide by these changes, demonstrating flexibility and a commitment to continuous improvement.