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| **CALL FOR TENDERS**  **TERMS OF REFERENCE**  **-**  **Preparation for the implementation of a Human Resources Information System (HRIS) for the Lebanese Civil Service** |

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| 1. **General information** |

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| **Assignment** | Preparation for the implementation of a Human Resources Information System (HRIS) for the Lebanese Civil Service |
| **Contracting authority** | Expertise France |
| **Beneficiary** | Civil Service Board |
| **Place of delivery** | Hybrid : Beirut (Lebanon) and remote. |
| **Period of delivery** | 07/06/2025 – 07/09/2025 |
| **Estimated budget** | 100.000 € |

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| 1. **Background and needs** |

1. Expertise France and its activities

A public agency under the dual supervision of the Ministry of Europe and Foreign Affairs and the Ministry of the Economy, Finance and Industrial and Digital Sovereignty, **Expertise France is the French agency for international technical cooperation**. It was created by the law of 7 July 2014 on development and international solidarity policy, and joined the Agence française de développement (AFD) Group on 1 January 2022.

Expertise France designs and implements projects that sustainably strengthen public policies in developing and emerging countries. Governance, security, climate, health, education... Expertise France works in key areas of sustainable development and contributes alongside its partners to achieving the Agenda 2030.

**In the field of Governance, Expertise France is present in many countries to support national or local authorities engaged in processes of reform and modernisation of the State.** The agency supports beneficiary countries in strengthening their administrations around their strategic functions. The steering of public policies, interministerial coordination and change management are some of the central elements highlighted by the projects deployed by the agency. Its action aims to facilitate structural reorganisation, the renovation of legal frameworks, the simplification of procedures, a better relationship between the administration and the user, and the modernisation of the management of public human resources.

1. The Public Administration Reform in Lebanon Project

Lebanon is facing one of the most serious economic crises in the world, exacerbated by the explosion in the port of Beirut in 2020, the Covid-19 pandemic and, more recently, armed conflict in the country. These tensions have affected all sectors, in particular public services and the operation of public administrations, due to the reduction in available resources. Recruitment in the public sector has been suspended since 2017, leaving administrations understaffed and struggling to fulfil their missions.

The project to support public administration reform in Lebanon was set up in this context to strengthen governance, integrity, transparency, equality and accountability. It is funded by the European Union, implemented by Expertise France, and is based on three main areas of reform.

1. Safeguarding the integrity of public administration in public human resource management

* Clearly defining the roles and responsibilities of public officials,
* Applying standards of transparency and merit in appointment, promotion and non-discriminatory recruitment of public officials,
* Recognizing the independence and effectiveness of the Civil Service Board.

1. Enhancing transparency of public procurement
2. Strengthening accountability of the administration and the role of oversight bodies in implementing reforms and anti-corruption measures

**This call for tenders is part of the first component, “Safeguarding the integrity of public administration in public human resources management”.**

The Civil Service Board[[1]](#footnote-1) (CSB) is the institution responsible for human resources management in the public sector in Lebanon and plays a key role in the revitalisation of public administrations. Its mandate covers:

* Central administrations and public institutions, excluding the Justice, Defence and Security sectors.
* The 10 largest municipalities in Lebanon.

The Civil Service Board is composed of two Departments: the Department of Research and Orientation, which deals with the organisation and working methods of administrations, and the Department of Employees, which focuses on the management of public human resources. It is in the latter department that the HRIS will be installed.

It should be noted that the Civil Service Board is currently engaged in a project to compile an interministerial directory of professions, the content of which (professions, expected skills) will ultimately be integrated into the HRIS.

1. Installation of a public human resources information system (HRIS) in Lebanon

**Expertise France is working with the Civil Service Board to install a public human resources information system.**

Presently, the CSB has a tool for storing data relating to each public employee: personal information, status, current and past positions, specific conditions of service, leave, diplomas, training, languages spoken, salary and allowances, promotions, sanctions, etc. This information is updated by the CSB itself, on the basis of declarations made by administrations and sent in by post, as the tool is not connected to the outside.

The tool can also be used to run queries to analyse the data available. It was developed in-house and is managed by the ‘Personnel files’ unit in the Department of Employees, which has 7 staff.

The tool currently lists data relating to around 10,000 current employees.

The main problems in the current situation are as follows:

* Difficulties in updating and ensuring the reliability of the data centralised and managed by the CSB,
* Mainly paper-based human resources management processes,
* Limitation of human resources management practices based on basic data,
* Minimal accountability on the part of administrations in managing their human resources.

The introduction of an HRIS for the Lebanese civil service, managed by the Civil Service Board, is intended to address these issues and promote greater transparency and efficiency in the management of public human resources.

1. Technical specifications

A number of options are under consideration for the selection of a suitable technology, ranging from the development of a new proprietary tool to the use of an existing turnkey solution. Given the sensitivity of the data being processed, non-cloud-based solutions are preferred.

The Civil Service Board would have a complete, centralised database, while the administrations would have a partial database, corresponding to the scope of their employees and the functionalities that will be available to them.

The administrations would work on specific interfaces, depending on their role. For example, the Ministry of Finance will have to be able to transmit information relating to staff salaries and allowances, the supervisory bodies (Central Inspection, Court of Audit, High Disciplinary Council) will transmit data relating in particular to sanctions taken against staff, and the administrations employing staff will have to be able to update their personal files.

A ‘temporary’ database could be set up to enable the Civil Service Board to check the reliability and consistency of data updated by administrations, before validating it.

The aim will be to migrate the data currently available, and to carry out the first update so as to obtain a reliable census of all public employees currently employed and remunerated.

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| 1. **Objectives and expectations of the assignment** |

1. Objectives

**The aim is to make the HRIS an effective human resources management (HRM) tool for the Lebanese civil service, in terms of day-to-day personnel management as well as analysis and forward-looking management of staff, jobs and skills.**

More specifically, the objectives are as follows:

* Digitise current management processes, as well as documents and data shared between the CSB and administrations, for major efficiency gains.
* Automate certain steps and increase the frequency of sharing in order to make data more reliable and provide consistent information in real time.
* Contribute to the transfer (decentralisation) of part of the HR management of public employees to the administrations, where it is relevant for these activities to be carried out locally.
* Enrich staff files with new data, particularly relating to their skills and performance.
* Raising the overall level of HRM by developing practices linked to forward-looking management of staff, jobs and skills, with the help of the HRIS.

**The assignment is situated prior to HRIS development work and is intended to inform imminent strategic decisions and prepare the operational modalities for deploying the tool.**

1. Expected deliverables
2. **Technical scenarios**: advantages and disadvantages of different solutions and strategic, operational and technical implications, based on the following criteria:
   1. Suitability of the solution’s functionalities with what is expected
   2. System reliability and scalability
   3. Security and protection of sensitive data
   4. Ease of integration with administrative processes
   5. Total cost (development, maintenance, training, support)
3. **HRIS blueprint**, including:
   1. A study of the existing system
   2. A detailed description of the expected functionalities
   3. Mapping of new processes
   4. Internal (CSB) and external (administrations) organisational implications
   5. The roadmap leading up to the successful adoption of the tool by its stakeholders
   6. Performance indicators to assess the adoption and impact of the HRIS
4. **Technical specifications** for the development of the tool
5. **Change management and risk management plan,** including user skills development requirements.
6. Conditions of the assignment

The service provider must plan to travel to Beirut in order to work with the teams from the Civil Service Board and Expertise France. Some of the tasks involved in producing the deliverables may be carried out remotely.

The service provider will be part of an ecosystem consisting of:

* Within Expertise France, the Project Director, the Head of the ‘Civil Service’ component of the project, the long-term expert dedicated to the ‘Civil Service’ component, and the short-term expert mobilised by the project team on IT matters.
* Within the Civil Service Board, the President of the CSB, who is responsible for deciding on the future shape of the HRIS and is involved in the work, the Director General of the Department of Employees, the Personnel Files unit and the IT team.

In its technical and financial offer, the service provider will have to present the way in which it proposes to involve public entities in the process (public administrations, in particular the Ministry of Finance, supervisory bodies and municipalities), in order to:

1. Adapt the HRIS to the needs and capabilities of the various entities.
2. Facilitate user acceptance and ownership of the system.
3. Test and validate functionalities and processes via pilot administrations.
4. Ensure interoperability with existing systems, particularly within the Ministry of Finance.

The service provider must pay particular attention to change management in its technical offer.

The day-to-day working language may be French or English. Deliverables must be submitted in English. Knowledge of Arabic would be an asset.

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| 1. **Evaluation of tenders** |

The tenders will be evaluated following the here-presented criteria, out of a maximum of 100 points.

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|  | **Maximum number of points** |
| **Financial criteria** | **35** |
| **Technical criteria** | **65** |
| Technical sub-criterion 1: Quality and suitability of the experts’ profiles and of their personal portfolio of experiences | 35 |
| Technical sub-criterion 2: Relevance of the methodology and of the proposed timeframe | 30 |

1. « Conseil de la Fonction publique » in French [↑](#footnote-ref-1)