

**REQUEST FOR EXPRESSIONS OF INTEREST (REOI)  
CONSULTANT’S QUALIFICATIONS BASED SELECTION (CQS)**

**E-Services, Business Process Reengineering Foundational Work as part of Re-Inventing Government**

<b>Name of Project</b>	<b>GFPP for Lebanon Digital Acceleration Project (LDAP)</b>
<b>Loan No/Credit No/ Grand Number</b>	<b>TF0C8895</b>
<b>Assignment Title</b>	<b>E-Services, Business Process Reengineering Foundational Work as part of Re-Inventing Government</b>
<b>Procurement Plan Ref Number</b>	<b>LB-OMSAR-537752-CS-CQS</b>
<b>Country of Delivery</b>	<b>Lebanon</b>

The **Office of the Minister of State for Administrative Reform (OMSAR)** has received financing from the World Bank toward the cost of the **Preparation Grant for the Lebanon Digital Acceleration Project (LDAP)** and intends to apply part of the proceeds for the following consulting services.

The consulting services (“the Services”) include the **end-to-end improvement and digital transformation of six (6) priority public services** within selected sectors/clusters. The assignment utilizes an **agile methodology** (MVP, alpha, and beta stages) to diagnose "As-Is" processes, redesign "To-Be" workflows, classify data according to the National Data Classification Policy, and integrate electronic signature use cases. The Consultant will configure these services on Lebanon’s **National Portal**, a low-code automation platform, and provide capacity building for civil servants. The estimated implementation period is **five (5) months** from the contract commencement date.

The detailed Terms of Reference (TOR) for the assignment is attached to this REOI.

OMSAR now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.

The attention of interested Consultants is drawn to paragraph 3.14, 3.16 and 3.17 of the World Bank’s Procurement Regulations for IPF Borrowers dated September 2025 (“the Regulations”), setting forth the World Bank’s policy on conflict of interest.

The best qualified firm to carry out the services will be selected in accordance with the Consultant’s Qualifications Based Selection (CQS) method set out in the Regulations and based on the following criteria:

Mandatory Minimum Requirements:

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- **Core Business and Longevity:** The firm must be a legally registered entity with at least **ten (10) years** of demonstrated experience in Management Consulting, Digital Transformation, and Information Technology.
- **Similar Contract Experience:** Proven track record with at least **two (2) similar contracts** successfully completed within the last **seven (7) years**. A "similar contract" must involve:
  - **Scope:** End-to-end digital transformation, including business process re-engineering (BPR) and deployment of e-services.
  - **Context:** Projects implemented specifically for **Public Sector clients** (Ministries or Government Agencies).
  - **Scale:** Redesign and digitization of multiple services simultaneously or sector-wide reforms.

Desirable Requirements (Technical and Managerial Capability):

- **Organizational Capacity:** Demonstrated ability to manage complex, multi-disciplinary projects (strategy, operations, and technology) simultaneously.
- **Specific Technical Expertise:** In-house expertise in User-Centric Design (UX/UI), secure software development, and the application of **data governance and e-signature mechanisms**.
- **Regional Experience:** Experience in the **MENA region** or Lebanon is highly desirable.
- **Change Management:** Proven experience in delivering capacity building and training programs for government staff.

(Note: The qualifications and experience of Key Experts shall not be evaluated at this shortlisting stage).

To ensure a complete submission, the Expression of Interest (EOI) **must include the following minimum documentation:**

- **Documented Evidence of Experience:** Detailed references for similar projects, accompanied by **Contract Award Notices and/or Completion Certificates**.
- **Bilingual Capability Statement:** Written confirmation of the ability to deliver all reports and portal configurations in both English and Arabic.
- **Conflict of Interest Disclosure:** A signed statement confirming no conflict of interest as per the Regulations.
- **Joint Venture (JV) Requirements:** If applying as a JV, a letter of intent or existing agreement must be provided, identifying the **Lead Firm** and specifying that all partners shall be **jointly and severally liable**.

Further information can be obtained at the address below during office hours (09:00 AM to 04:00 PM Beirut Time).

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Expressions of interest must be delivered in a written form to the address below (in person, or by mail, or by e-mail) by **COB 28 April, 2026**.

**Office of the Minister of State for Administrative Reform (OMSAR)**

Technical Unit – Preparation Grant for Lebanon Digital Acceleration Project

**Attn:** Ms. Mirvat Hammoud – Procurement Specialist

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**Attachment: Terms of Reference (TOR)**

## TERMS OF REFERENCE

### PREPARATION GRANT FOR LEBANON DIGITAL ACCELERATION PROJECT (P181954)

#### **E-Services, Business Process Reengineering Foundational Work as part of Re-Inventing Government**

##### 1. Background

Lebanon's public administration has remained largely unchanged for decades, operating with outdated structures, fragmented mandates, widespread vacancies, and weak digital and human capital systems. Combined with paper-based processes, siloed information systems, and manual approval workflows, these constraints have resulted in inefficient service delivery, duplication of roles, limited transparency, and a growing gap between government capabilities and citizen expectations.

In response, the Government of Lebanon, with support from the World Bank, as part of the Lebanon Digital Acceleration Project (LDAP), is undertaking a strategic investment aimed at modernizing public administration and strengthening the core digital enablers required for trusted digital service delivery. To support project readiness, the World Bank's Grant Facility for Project Preparation (GFPP) has been extended to the Office of the Minister of State for Administrative Reform (OMSAR). The GFPP grant is implemented by a Technical Unit (TU) housed within OMSAR.

In parallel, OMSAR, under direct government sponsorship, has launched "Reinventing Government 2030" a whole of government reform effort that aims to restructure the public sector into a coherent, citizen centric, mission driven public administration.

The reform is structured in phases progressively building toward implementation. It began with the Stakeholders' Aspirations phase, which defined a forward-looking vision for Lebanon's public administration and establishing guiding design principles. This phase has been completed. It is followed by the development of a *Blueprint for Public Sector Reform*, encompassing baseline assessments and benchmarking of current institutions and services, and the piloting of the proposed model across selected ministries. The final phase focus is on implementation, including the re-engineering and digitization of priority public services, supported by the necessary legal and regulatory changes.

To support service transformation under this agenda, OMSAR is advancing key digital foundations as part of the LDAP. These efforts will be undertaken by OMSAR and OMSTAI within their mandates and technical expertise and in coordination with relevant stakeholders, ensuring

consistency with national digital transformation, national digital trust, data governance, and interoperability frameworks. This includes the development of a National Data Classification Policy, as well as targeted support to the electronic signature framework under the existing legal system. In particular, OMSAR will work closely with the Lebanese Accreditation Council (COLIBAC) to support the definition of practical requirements and baseline criteria for electronic signature accreditation and use.

The activities are intended to be implemented in parallel and informed by practical application in real service contexts. Within this framework, e-services constitute the operational layer through which institutional reform and key digital enablers are translated into tangible improvements in service delivery.

As part of the preparatory work, an initial service prioritization exercise across several ministries has been carried out to identify potential candidate services for the assignment. Indicative examples of such services, and which are non-exhaustive and non-binding, and are subject to further validation, include digital diploma attestation, trader registration and clearance services, tourism licensing digitization, payment of fees for investment and right-of-way services, and selected municipal and sectoral permits.

The redesign and digitization of selected priority public services will enable the practical piloting of data classification and the integration of one or more electronic signature use cases within end-to-end government workflows.

This initiative will create a controlled environment to apply data classification rules and electronic signature mechanisms in practice, generate actionable lessons, and support future scale-up under the full LDAP through a phased and realistic expansion of digital public services in Lebanon.

## 2. Assignment and Objective

The objective of this assignment is to establish an evidence-based, end-to-end improvement of priority public services within selected sector(s)/cluster(s). This will be achieved through an agile approach, utilizing MVP (Minimum Viable Product), alpha, and beta stages. This requires various iterations in diagnosing current service processes and organizational arrangements, redesigning workflows to remove pain points and operational bottlenecks, digitizing service-delivery practices, applying data classification requirements and operationalizing one or more electronic signature use cases within real government workflows to ensure consistent execution.

The assignment will demonstrate a full transformation cycle, that will inform future scaling, covering process re-engineering, technology enablement and civil servants' operational readiness, and will generate validated lessons to inform future scaling across other services and sectors. Ultimately, the project aims to provide concrete execution that will strengthen public trust and

citizen experience, streamline government operations, enhance transparency, and promote more efficient and accountable use of public resources.

This will be achieved by:

1. **Diagnosing and mapping** current service processes, including assessing regulatory, policy and organizational arrangements across the involved entities, reviewing existing systems and platforms, and identifying main pain points for the citizen and the civil servants;
2. **Collecting and analyzing** service-related data and applying the National Data Classification Policy to classify data used within the selected services;
3. **Redesigning** workflows and ministry service points to eliminate pain points, inefficiencies, and bottlenecks identified during the diagnostic phase; and
4. **Digitizing and enabling** service-delivery processes on the National Portal to ensure consistent, scalable, and user-centric execution, and integrating one or more electronic signature use cases, in line with the existing legal, institutional, and policy frameworks.

**Note:** Integration shall rely on existing systems and available APIs. The Consultant will be responsible for integrating services with the National Portal using existing APIs and interfaces where available. The development of new APIs is not required under this assignment.

The National Portal is a low-code platform that supports workflow automation. It allows the creation of reusable libraries and modular service components that can be configured and reconfigured across different services, supporting integration and the transition from paper-based procedures to structured and traceable digital processes.

### 3. Scope of Work

The Consultant will implement the redesign and digitally transform 6 priority services. These services will be selected through a collaborative process where the Consultant proposes a list of 10-12 proposed services, which are then shortlisted and approved to arrive at the final 6. As part of the assignment, data associated with the selected services will be collected, analyzed, and classified in line with the proposed National Data Classification Policy, and one or more electronic signature use cases will be operationalized within selected service workflows, in accordance with the applicable legal and institutional framework. For each service, the scope of work includes:

1. Confirming the service scope, stakeholders, boundaries and interministerial dependencies to clarify objectives and ensure alignment with cross government digital enablers;
2. Conducting an as is diagnostic to map current service workflows, roles, handoffs, pain points and bottlenecks (from citizen and civil servant perspectives) and to analyze all relevant or potential regulatory, policy and cross government dependencies such as e-

signature application, data governance and classification rules, and future digital identity/trust requirements;

3. Designing a streamlined, digitization ready “to be” service workflow that removes bottlenecks, simplifies approvals, and reasonably aligns with the existing legal and trust framework;
4. Proposing functional and non-functional elements (including security, privacy, interoperability and performance), acceptance criteria and operating roles for the redesigned service, in line with existing applicable frameworks;
5. Developing, configuring, testing, validating, and operationally rolling out the digitized services in accordance with the approved “to-be” design, including the integration of cross-government digital enablers (e.g., data classification controls, electronic signature use cases, interoperability components, and trust services; and
6. Civil servants enablement and capacity building for service operations, ensuring that personnel across participating entities are equipped to operate, manage, and sustain the transformed services.

The complexity layer defined in the table below assesses the level of effort, coordination, legal change, and technical integration required to redesign and digitize the initial pool of 10–12 proposed services, from which the final list of six services will be selected.

<b>Complexity layer</b>	<b>Definition (how to interpret complexity)</b>	<b>Minimum distribution across 10-12 services</b>
<b>High</b>	Requires significant cross-entity coordination and/or end-to-end workflow redesign; multiple approval points; complex integrations (e.g., interoperability/API dependencies), high institutional and legislative change load, and/or heightened data/sensitivity considerations.	<b>At most 2</b>
<b>Medium</b>	Moderate redesign and coordination requirements; limited number of entities; some integration needs; manageable procedural/legal constraints; moderate change load for staff and operations.	<b>At least 4</b>
<b>Low</b>	Contained workflow and limited stakeholders; minimal integration; simpler procedural/legal footprint; low change load; can be digitized with relatively standard patterns.	<b>At least 4</b>

The prioritization and selection of services will be guided by a set of criteria aligned with the LDAP design and objectives. These include: (i) expected number of users or beneficiaries and the potential to improve citizen experience at scale; (ii) magnitude of the anticipated developmental impact, including improvements in transparency, efficiency, and service delivery outcomes; (iii) potential to benefit vulnerable groups, including low-income, conflict-affected, and climate-vulnerable populations, as well as women and girls; (iv) readiness for digitization, taking into account existing technological, institutional, and legal conditions; (v) sustainability and the potential for scaling beyond the pilot phase; (vi) feasibility of achieving end-to-end digitalization; and (vii) the ability to leverage existing / future national digital foundations and enablers, such as digital identity, data sharing frameworks, and data governance systems.

#### 4. Key Activities

This assignment will operationalize the transformation agenda by translating previously developed frameworks into practical, service-level improvements. It will provide the evidence, design solutions, and implementation of insights required to validate the Target Operating Model and demonstrate how re-engineered, digitally enabled services supported by data classification and electronic signature use cases can be delivered in practice and scaled across government.

Building on the frameworks, interaction models, and sector analyses developed under earlier deliverables, the selected firm will lead the end-to-end implementation of priority services within the selected sector(s)/cluster(s). The assignment follows a structured, outcome-oriented approach covering service assessment, workflow redesign, data classification, digitization, and the operationalization of electronic signature use cases, as detailed below.

#### ***Deliverable D1: Inception Report and Agile Roadmap.***

Prepare and submit an inception report as a deliverable, that shall include:

1. A validated understanding of the assignment context, objectives, scope including confirmation of stakeholders, boundaries, and dependencies;
2. A detailed workplan and timeline aligned with the agreed deliverables, including validation milestones and decision gates;
3. A methodology and engagement approach, including developing data / information gathering templates from the various service providers and ministries, and describing data collection, analysis techniques, and stakeholder engagement;
4. A description of the agile approach (delivery stages - MVP, alpha and beta, sprint structure, sequencing approach and governance arrangements for iterative delivery and approvals); and
5. An initial risk assessment and mitigation strategy.

**Deliverable D2: *Initial Data Collection and Preliminary Consultations to Inform the Subsequent Phases, Including the Shortlisting of Services.***

Present a summary on the initial data collection exercise and consultations:

1. Minimum data collection exercise leveraging previous work conducted and related to the service data collection efforts, catalogs, and existing documentation
2. Rapid consultations with relevant service owners and stakeholders to validate service scope, relevance, and key dependencies; and
3. Confirm the initial list of 10-12 candidate services out of which the final set of services to be digitalized will be selected.

**Deliverables D3-D5(three sprint waves): *Agile End-to-End Service Transformation, Deployment, Monitoring and Capacity Building.***

The Consultant shall implement the assignment using a structured agile, sprint-based approach, progressing services iteratively from discovery to working Minimum Viable Product (MVP) delivery and validation. Services shall be advanced in **pairs (two services per sprint wave)** and be configured and deployed through the National Portal. Each sprint wave shall follow a defined cycle of discovery, co-design, build, test, user validation, and retrospective review.

Progression to subsequent sprint waves shall be contingent upon formal validation of the MVPs of the preceding wave and completion of sprint retrospectives capturing lessons learned, reusable components, and required adjustments.

As stated above, the digitalization of services under will be implemented through the National low-code platform that enables workflow automation and service configuration with minimal need for custom software development. Under this approach, the Consultant will design and configure service workflows, data structures, business rules, and integration points within the platform, with minimal development of custom code. These configurations are executed by the platform to deliver fully functional digital services. The Consultant will therefore focus on preparing structured workflows, functional specifications, and integration logic that can be deployed on the platform, ensuring that services are delivered in a standardized, secure, and user-accessible format. The platform supports the use of reusable components, libraries, and modular building blocks, which can be configured and adapted across multiple services to improve efficiency and scalability.

The Consultant will hence be able to leverage the platform's flexibilities, continuously improving across waves through by reusing configurable libraries, workflow blocks, and integration components developed on the National Portal.

Activities under this deliverable shall include:

1. Progressive selection and preliminary assessment of candidate services from an initial pool of 10-12 services, including evaluation of impact, complexity, feasibility (legal and technical), and institutional readiness;
2. Validation meetings with the relevant ministries/entities for each candidate service to confirm service scope and boundaries, responsible and participating entities (service owner and process owner), decision/approval authority, inter-ministerial dependencies, current workflow realities, implementation readiness, and assessment existing digital systems;
3. The Consultant must obtain formal written endorsement from the Technical Committee (TC) in coordination with the concerned ministries prior to initiating detailed mapping and redesign activities. The endorsement shall confirm approval of the agile implementation approach, agreement on the selected service(s), and the nomination of a dedicated focal point to ensure ongoing coordination and decision-making;
4. Service-level baseline (“As-Is”) mapping for each service entering the sprint cycle, including current workflows, roles, hand-offs, approvals, bottlenecks, data flows, governance procedures, and legal, procedural, and technical constraints, together with documentation of baseline requirements and operational readiness prerequisites to inform redesign and digitization. The Consultant shall submit a detailed Business Requirements Document (BRD) reflecting the findings from the mapping and stakeholder engagement;
5. Iterative redesign of current services to make them streamlined, digitization-ready “To-Be” workflows. Classify the data elements related to the services in accordance with the National Data Classification Framework and proposed Policy. Where the redesigned service includes approvals, signatures, and authentication steps, assess and implement the appropriate electronic signature use cases in alignment with the existing legal and institutional framework;
6. Definition of functional and non-functional requirements for the redesigned and digitized service (not the legacy workflow), including security, privacy, interoperability, performance, user stories, acceptance criteria, operating roles, and system integration requirements, ensuring that redesigned workflows are compatible with and can be deployed through the National Portal. The consultant must submit a functional specification document (FSD) on the redesigned service that will go into the low-code platform;
7. Identification of enabling legislative, regulatory, or policy adjustments required to operationalize the redesigned digital service and ensure alignment with cross-government digital enablers;
8. Iterative configuration, development, testing, deployment, and stakeholder validation (including demos and UAT where applicable), resulting in working MVP/alpha versions for the services that successfully progress through the sprint cycle;
9. Development and progressive enhancement of a service performance monitoring dashboard, including:
  - Definition of service-level KPIs.

- Configuration of the selected services dashboard using the existing platform toolkit, to be used by authorized users based on agreed access rights, during their respective sprint wave.
  - Incremental onboarding of additional services to the dashboard in subsequent sprints.
10. Delivery of hands-on training and capacity-building sessions as part of each sprint wave, covering:
- Operation of the digitized service.
  - Use of the monitoring dashboard.
  - Governance and oversight responsibilities.

Throughout D3–D5, the Consultant shall apply core agile principles, including time-boxed sprints, continuous stakeholder engagement, rapid feedback loops, and formal sprint retrospectives to ensure adaptive delivery, risk reduction, and scalable reuse across services. To initiate the release of payments associated with these deliverables, the Consultant must provide documented evidence of satisfactory delivery. This shall include a Certificate of Delivery of Services issued by the Consultant, and submitted to the Grant Coordinator, and subsequently validated and approved by the TC.

**Deliverable D6:** *Lessons Learned and Scale-Up Recommendations (Final Report).*

Capture and document lessons learned from the implementation and recommendations to inform the scale-up of service redesign and digitization to additional clusters/sectors. This deliverable will include:

1. Analysis of what worked well and what challenges emerged across service redesign, data classification, and e-signature implementation;
2. Identification of enablers and constraints related to institutional arrangements, inter-entity coordination, and operational readiness;
3. Recommendations for improving processes, governance, and technical approaches in future phases;
4. Guidance on future implementation sequencing, capacity building and policy reforms required to support sustainable digital service delivery; and
5. Identification of potential risks and mitigation strategies for scaling and future implementation.

**5. Project Oversight and Management Structure**

A Technical Committee (TC) will be established to provide strategic direction, oversight, and effective management of this engagement. Chaired by the Grant Coordinator and composed of members from OMSAR, OMSTAI, and the involved ministries as applicable, the TC serve as

the primary governing body responsible for reviewing the firm’s progress and ensuring alignment with beneficiary requirements and national digital transformation goals.

For the purpose of this assignment, the TC is the sole authority empowered to formally accept and approve project deliverables. Approval of each milestone deliverable by TC is a mandatory prerequisite for the release of corresponding payments. The Consulting firm shall provide regular updates and shall submit required Deliverables and reports through the Grant Coordinator to the TC, in addition to official invoice for payment upon the TC formal written acceptance of each deliverable.

## 6. Deliverables Table

The assignment will be completed over a total period of 5 months from the contract commencement date. The contract commencement date is defined as the date of formal written notification issued by OMSAR to the Consultant to start the work, following the successful completion of the Project Kickoff meeting.

The consultant must submit all deliverables in English and in Arabic in a format to be agreed upon with TC. The provisional timetable is as follows:

<b>Deliverables</b>	<b>Description &amp; Key Components</b>	<b>Timeline (Cumulative )</b>	<b>Approvals Required</b>	<b>Payment Terms (% of Contract Total Value)</b>
<b>D1</b> <i>Inception Report and Agile Roadmap</i>	Validated scope for services, detailed workplan, and agile sprint structure	Week 2	<b>TC</b>	<b>10%</b>
<b>D2</b> <i>Summary Report on the initial data collection exercise and consultations</i>	Initial data collection exercise, consultations, and confirmation of the initial list of 10-12 candidate services.	Week 4	<b>TC</b>	<b>15%</b>
<b>D3</b> <i>First sprint of 2 services</i>	<ul style="list-style-type: none"> <li>• <i>Agile Service Discovery, Redesign, and Initial Digital Deployment</i></li> <li>• <i>Performance Monitoring Dashboard</i></li> </ul>	Week 9	<b>TC &amp; Entities</b>	<b>20%</b>

	<ul style="list-style-type: none"> <li>• <i>Training Materials and Capacity Building for Service Operations</i></li> </ul>			
<b>D4</b> <i>Second sprint of 2 services</i>	<ul style="list-style-type: none"> <li>• <i>Agile Service Discovery, Redesign, and Initial Digital Deployment</i></li> <li>• <i>Performance Monitoring Dashboard</i></li> <li>• <i>Training Materials and Capacity Building for Service Operations</i></li> </ul>	Week 14	<b>TC &amp; Entities</b>	<b>20%</b>
<b>D5</b> <i>Third sprint of 2 services</i>	<ul style="list-style-type: none"> <li>• <i>Agile Service Discovery, Redesign, and Initial Digital Deployment</i></li> <li>• <i>Performance Monitoring Dashboard</i></li> <li>• <i>Training Materials and Capacity Building for Service Operations</i></li> </ul>	Week 19	<b>TC &amp; Entities</b>	<b>20%</b>
<b>D6</b> <i>Final Report &amp; Lessons Learned and Scale-Up Recommendations</i>	Analysis of results, lessons learned, and future scale-up recommendations	Week 21	<b>TC</b>	<b>15%</b>

## 7. Payment Terms and Administrative Requirements

### 7.1 General Payment Conditions

- **Total Contract Value:** Payments shall be made in installments according to the percentages defined in **Section 6: Deliverables Table**.
- **Currency and Format:** All invoices must be submitted in the currency specified in the contract and must be accompanied by the relevant bilingual (English/Arabic) deliverable.

- **Ownership:** Final release of payment for any deliverable is contingent upon the transfer of all intellectual property, including, without limitation, all source-code, data, documents, systems information, architectures, security controls, processes, policies, designs, specifications, source materials, and other information, whether in written, oral, visual, electronic, or any other form, to the Government of Lebanon.

## 7.2 The TC Approval Gate

The Technical Committee (TC) serves as the sole authority for the acceptance of services. The following administrative process applies to every milestone:

- **Submission:** The Consultant shall submit the deliverable and a concise summary report to the TC Chairperson.
- **Review Period:** The TC will review the submission for technical accuracy and alignment with the National Data Classification Policy and e-signature framework.
- **Validation Requirement:** For all deliverables, payment cannot be processed without written validation and sign-off from the TC. In addition to the summary report, the Consultant must submit a Certificate of Delivery of Services.
- **Formal Acceptance:** The signature of the Grant Coordinator, accepting deliverables and approving the Certificate of Delivery of Services, is a mandatory prerequisite for the release of payment.

## 7.3 Invoicing Requirements

To initiate a payment, the Consultant must submit to the Grant Coordinator an administrative package containing:

1. **Official Invoice:** Referencing the contract number and specific deliverable code (D1–D6).
2. **Certificate of Delivery of Services:** A formal certificate signed by the Consultant, accompanied by the Deliverable itself and a Concise Summary Report documenting the completion of specific contractual milestones.
3. **Progress Evidence:** For technical stages, evidence of configuration/deployment on the National Portal must be demonstrated.

**Attendance Sheets:** Signed logs of training participants must be attached as proof of capacity building.

## 7.4 Delays and Escalations

- If a beneficiary entity delays the functional validation of a service (D3) beyond **5 working days**, the Consultant must immediately escalate the matter to the TC for intervention and final decision and to prevent payment bottlenecks.

Payments will be processed within the timeframe specified in the contract conditions following the formal receipt of a "complete" invoice package.

## 8. Duration of the assignment and estimated key staff-months input

The total duration of the assignment is 5 months from the date of contract signature.

The distribution of Level of Effort for all proposed Key Experts should be detailed in the bidder's technical and financial proposals.

## 9. Firm Qualifications

### 1. General Corporate Experience

- The Firm (or Lead Firm in case of a Joint Venture) must be a legally registered entity with at least ten (10) years of demonstrated experience in the fields of Management Consulting, Digital Transformation, and Information Technology.
- The Firm must demonstrate a stable financial standing and the organizational capacity to manage complex, multi-disciplinary projects (strategy, operations, and technology) simultaneously.

### 2. Specific Project Experience

The Firm must demonstrate a proven track record by submitting reference details for at least two (2) similar contracts successfully completed within the last seven (7) years. A "similar contract" is defined as follows:

- Scope: End-to-end digital transformation of public and private services (at least 2 public services), including business process re-engineering, service simplification, and the actual digitization/deployment of e-services.
- Context: Projects implemented specifically for Public Sector clients (Ministries, Government Agencies, or Public Institutions). Experience in the private sector alone should not be considered sufficient given the specific regulatory and bureaucratic complexities of the public sector.
- Scale: Projects involving the redesign and digitization of multiple services simultaneously or the implementation of sector-wide digital reforms.

### 3. Technical Capabilities

The Firm must demonstrate in its profile that it possesses in-house expertise or established partnerships in:

- User-Centric Design: Methodologies for service design (e.g., Human-Centered Design, UX/UI).

- End-to-end digital transformation or BPR of public services, including business process re-engineering and service simplification.
- Software Development: Capabilities in developing secure, interoperable web-based applications and dashboards.
- Data and Trust Enablers: Experience applying data governance, data classification, data protection, and/or electronic approval or signature mechanisms within digital public services or government workflows.
- Change Management: Experience in delivering capacity building and training programs for government staff.

## 10. Expected Key Experts

The consultant's team shall be composed of qualified experts with proven experience. The bidder must propose, at a minimum, the following Key Expert positions:

### **Key Expert 1: Team Leader / Project Manager**

### **Key Expert 2: Business Analyst Expert**

### **Key Expert 3: Developer/Digital Transformation Architect**

Bidders may propose additional non-key experts as they see fit to successfully deliver the scope of work.

## Required Qualifications

All experts must be fluent in English and Arabic (written and spoken). The minimum required qualifications for the Key Experts are as follows:

### **Key Expert 1: Team Leader / Project Manager**

- Education: Master's degree in public administration, Business Administration, Project Management, or a related field.
- Professional Certification: PMP, PRINCE2, or Agile/Scrum Master certification is mandatory.
- General Experience: Minimum 10 years of professional experience in managing complex, large-scale reform or transformation projects.
- Specific Experience: Minimum 5 leading digital transformation, business process re-engineering, or public sector modernization projects.
- Proven track record in managing rapid-cycle or pilot projects with tight deadlines.
- Experience in the MENA region or Lebanon is highly desirable.
- Experience developing and delivering training programs for public sector employees undergoing digital transformation.

### **Key Expert 2: Senior Business Process Re-engineering (BPR) Expert**

- Education: Bachelor's degree in industrial, Business Administration, Information Technology, or a related field.

- Professional Certification: Lean Six Sigma, or a similar process improvement methodology is highly desirable.
- General Experience: Minimum 7 years of experience in business analysis, operations management or management consulting, business process analysis, and process re-engineering.
- Specific Experience: minimum 5 years of specific experience in process mapping ("as-is") and redesigning ("to-be") public services or sector services. Experience with service-oriented methodologies and process optimization.
- Must have experience in "Digital Service Design", translating business processes into functional requirements or user stories for software developers.
- Proven experience in developing Standard Operating Procedures (SOPs) and User Manuals.
- Fluency in Arabic is mandatory for reviewing existing laws, forms, and administrative circulars.

### **Key Expert 3: Senior Digital Solution Architect**

- Education: bachelor's or master's degree in computer science, software engineering, Information Technology, or a related field.
- General Experience: Minimum of 8 years of professional experience in software development, systems, architecture, and web technologies.
- Specific Experience: Minimum 5 years of experience in designing and deploying e-government services or digital workflows, including secure electronic approvals or signature-enabled processes.
- Proven Experience with API integration and interoperability standards.
- Experience with rapid application development tools, low-code platforms, or form builders is highly desirable.
- Solid Knowledge of cybersecurity standards, and data protection protocols.

## **11. Reporting Requirements**

The Consultant's reporting obligations are divided into two distinct categories: Contractual Deliverables and Administrative Progress Reports.

### **11.1 Contractual Deliverables (Payment Milestones)**

These outputs are directly linked to the payment schedule defined in the Deliverables Table (Section 6). Payments will only be released upon formal written acceptance of these specific documents by the TC.

- D1: Inception Report and Agile Roadmap: Finalizes the work plan, methodology, and scope.

- D2: Summary Report on the Initial Data Collection Exercise and Consultations.
- D3–D5: Sprint Wave Reports: Documentation of technical deployment on the National Portal, including BRDs and FSDs.
- D6: Final Report: Capturing lessons learned and scale-up recommendations.

### **11.2 Administrative Progress Reporting (Monitoring Only)**

These reports are for performance monitoring and coordination purposes.

- Monthly Progress Reports: The Consultant shall submit concise monthly reports detailing activities completed, progress against the agile timeline, and planned activities.
- Bi-Weekly Progress Meetings: The Consultant's team will participate in bi-weekly meetings with the project team to present findings and status updates.

### **11.3 Enforcement of Reporting Compliance**

Timely submission of Administrative Progress Reports (as defined in Section 11.2) is a material obligation of the Consultant and considered an integral part of the deliverables and related acceptance.

## **12. OMSAR and OMSTAI Inputs**

To facilitate the successful execution of the assignment, OMSAR and OMSTAI shall provide the following:

- Data and Documentation: Access to all relevant background documents, including existing service catalogs, process maps, and any data collected in earlier phases.
- Access to Stakeholders: Facilitation of and access to relevant stakeholders for interviews, workshops, and validation sessions, including staff in participating ministries, oversight bodies, and SOEs.
- Technical Committee (TC): Designation of members from OMSAR and OMSTAI and participating entities where applicable, to provide guidance, support integration, and ensure day-to-day collaboration.
- Timely Feedback: Provision of timely and consolidated feedback on all draft deliverables submitted by the consultant.

## **13. Environmental and Social Considerations**

The Firm shall integrate environmental and social principles consistent with the World Bank Environmental and Social Framework (ESF) throughout the redesign and development of e-services. All work must ensure:

- Inclusive and accessible service design, compliant with recognized accessibility standards (e.g., WCAG 2.1 AA), and responsive to the needs of persons with disabilities and digitally vulnerable groups.
- Privacy-by-design and cybersecurity-by-design, ensuring secure handling of any information used during service diagnostics, prototyping, or pilot testing.
- Non-discriminatory service access, with redesign decisions avoiding barriers related to gender, language, or socioeconomic status.
- Basic environmental good practice in managing ICT resources, including minimizing unnecessary hardware use and ensuring responsible handling or disposal of any digital equipment used in testing.

These considerations should be reflected in service workflows, user experience recommendations, prototypes, and final technical outputs.