LEBANESE REPUBLIC
MINISTRY OF FINANCE
Lebanon Fiscal Management Project - Project Coordination Unit

REQUEST FOR EXPRESSIONS OF INTEREST
(CONSULTING SERVICES - FIRMS SELECTION)

Country	Lebanese Republic
Project	Lebanon Fiscal Management Project (FMP) (P181155)
Loan No.	IBRD-96440
Assignment Title	**Consulting Firm for IFMIS Implementation Support**
Reference No. (as per Procurement Plan)	**LB-MOF-568525-CS-QCBS**
Market Approach	Open - International
Deadline for Submission of Expressions of Interest	**5 October 2026 at 15:00, Beirut local time**

1. Financing

The Lebanese Republic has received financing from the International Bank for Reconstruction and Development (IBRD) toward the cost of the Lebanon Fiscal Management Project (FMP), and intends to apply part of the proceeds of this financing to eligible payments under the contract for the consulting services described below.

The consulting services (“the Services”) will be provided to the Ministry of Finance of the Lebanese Republic (“the Client”), which is the implementing agency for the Project.

2. Objective and scope of the Services

The objective of the assignment is to support the Ministry of Finance (MoF) in the successful preparation, procurement, implementation, and institutionalization of a fit-for-purpose **Integrated Financial Management Information System (IFMIS)** that strengthens public financial management, improves fiscal transparency and accountability, and supports the Government of Lebanon’s reform agenda.

The selected consulting firm will serve as an independent technical advisor and implementation oversight consultant. The Firm will not be responsible for supplying, configuring, implementing, or deploying the IFMIS solution, which will be procured separately through a competitive process.

The Services will include, inter alia:

- Supporting IFMIS governance, project operationalization, project management, risk management, and quality assurance arrangements;
- Reviewing the legal and regulatory framework relevant to digital public financial management and recommending required reforms;

- Undertaking Business Process Reengineering (BPR) and defining future “to-be” processes, roles, responsibilities, workflow hierarchies, user requirements, and internal controls;
- Preparing the Functional Requirements Specification (FRS) and System Requirements Specification (SRS), including integration, cybersecurity, data protection, business continuity, and reporting requirements;
- Assessing data readiness and preparing the data migration strategy and plan;
- Supporting key PFM enablers, including the Treasury Single Account (TSA) and reform of the Budget Classification and Chart of Accounts (BC-CoA);
- Preparing the IFMIS acquisition roadmap, PPSD, Early Market Engagement activities, and the complete Request for Proposals (RFP), and providing technical support during the procurement process; and
- Providing independent technical oversight and quality assurance during IFMIS implementation, including configuration review, data migration, UAT/OAT, training, go-live, stabilization, and sustainability planning.

Cross-cutting activities will include **change management, enterprise risk management, cybersecurity and data protection, capacity building, and knowledge transfer** throughout the assignment.

3. Duration, place of performance and contract type

The assignment will comprise two components:

- **Part A: Lump-Sum Component (Phases A–E):** expected to be completed within approximately **twelve (12) months** from contract commencement, covering the preparatory, analytical, requirements-definition and procurement-support activities.
- **Part B: Time-Based Component (Phase F):** expected to extend for up to **twenty-four (24) months**, commencing upon effectiveness of the IFMIS vendor contract and written authorization by the MoF. The actual duration and level of effort will be aligned with the IFMIS vendor’s implementation schedule and the project closing date.

The Services are expected to be performed through a combination of **in-country engagements at the Ministry of Finance in Beirut, Lebanon, and remote inputs**, as appropriate to the nature and requirements of each phase. The required level and timing of expert mobilization, particularly during Phase F, will be agreed with and authorized by the MoF.

The contract will therefore comprise a **Lump-Sum component for Phases A–E** and a **Time-Based component for Phase F**.

4. Terms of Reference

The detailed Terms of Reference for the assignment is attached to this Request for Expressions of Interest. It may also be obtained at the address given in paragraph 10 below, or requested by email.

5. Invitation

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

Expressions of interest shall be structured so as to address each of the shortlisting criteria set out in paragraph 6 below, in the order in which they appear. Submissions that do not address these criteria may not be considered.

6. Shortlisting criteria

The Consultant will be shortlisted on the basis of the following criteria. Only the qualifications and experience of the firm - and, where an association is proposed, of its joint venture partners - will be assessed at this stage.

a) Core business and proven corporate experience in IFMIS advisory, public financial management reform, IFMIS procurement support, implementation oversight, or closely related public-sector digital transformation assignments.
b) Demonstrated experience in IFMIS advisory, procurement preparation and/or implementation support in at least three countries during the last ten (10) years.
c) Demonstrated experience in business process reengineering and definition of functional and technical requirements for large-scale public financial management information systems, including preparation of FRS/SRS, data migration requirements and system integration specifications.
d) Experience preparing procurement strategies and RFP packages for complex COTS-based government information systems, and providing technical advisory support during evaluation, contract negotiations, implementation oversight, testing, go-live and stabilization.
e) Proven experience working in fragile, conflict-affected or post-crisis environments. Experience in the Middle East and North Africa (MENA) region and experience under World Bank-financed or other multilateral development bank-financed projects will be considered an advantage.
f) Demonstrated managerial and organizational capacity to mobilize and coordinate a multidisciplinary team covering IFMIS, PFM, business process reengineering, budget classification/chart of accounts, treasury/TSA, legal reform, ICT procurement, data migration, change management and independent quality assurance.

Key Experts will not be evaluated at the shortlisting stage.

The attention of interested Consultants is drawn to Section III, paragraphs 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers", Seventh Edition, September 2025 ("the Procurement Regulations"), setting forth the World Bank's policy on conflict of interest. The Procurement Regulations are available on the World Bank's website at www.worldbank.org/procurement.

7. Associations

Consultants may associate with other firms to enhance their qualifications, but shall indicate clearly whether the association takes the form of a joint venture or of a sub-consultancy. In the case of a joint venture, all partners shall be jointly and severally liable for the entire contract if selected.

8. Selection method and shortlist

A Consultant will be selected in accordance with the Quality- and Cost-Based Selection (QCBS) method set out in the Procurement Regulations.

The shortlist will contain not fewer than five (5) and not more than eight (8) firms. Only shortlisted Consultants will be invited to submit proposals, and will be notified in writing.

9. Submission of expressions of interest

Expressions of interest must be delivered in written form, in English, to the address given in paragraph 10 below (in person, by mail, or by e-mail) no later than **5 October 2026 at 15:00 hours, Beirut local time.**

- Submissions sent by e-mail shall be in a format that cannot be altered (PDF preferred), shall not exceed 10 MB per message, and shall bear the following subject line: "**EOI – IFMIS Consulting Firm - LB-MOF-568525-CS-QCBS - [name of firm]**".
- The Ministry of Finance will acknowledge receipt of each expression of interest by return e-mail. A Consultant that has not received an acknowledgement within one (1) working day of submission should contact the Ministry at the address given below.
- Expressions of interest should not exceed twenty-five (25) pages, excluding the covering letter.

10. Address for information and submission

Further information may be obtained at the address below during office hours, 08:00 to 16:00 hours Beirut local time, Monday to Friday:

Amer Syagha / Procurement Specialist
Project Coordination Unit - Lebanon Fiscal Management Project
Ministry of Finance - The Republic of Lebanon
Riad El Solh
Beirut, Lebanon
Telephone: +961-1-956000 Ext 1121
E-mail: amers@finance.gov.lb
Website: www.finance.gov.lb