

Role and Responsibilities of Tender Committees

Session4–February 2026

This activity is implemented in collaboration with Expertise France under the EU funded Project “Supporting progress in key areas of public administration reform in Lebanon” (2023-2027).



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“The Knowledge Lab” in Public Procurement (KLPP) is a collaborative initiative by the Institut des Finances Basil Fuleihan (IOF) designed to develop specialized learning content and reform-driven expertise in public procurement. The ultimate objective is to empower a national network of experts and bridge the gap between evolving procurement laws and real-world professional application.

Objectives

- Standardize Knowledge: Align trainers on technical topics and international best practices.
- Content Creation: Develop interactive, rapid-learning materials for continuous education.
- Professional Support: Equip officials with practical tools for informed decision-making.
- Policy Impact: Drive legislative reform and a culture of critical thinking.

Methodology

The program follows a practical, four-phase collaborative process:

- Identification: Selecting priority technical topics.
- Preparation: Nominating an expert facilitator to co-design content with IOF.
- Delivery: Conducting focused, interactive sessions using case studies and simulations.

Output: Finalizing high-impact learning materials and sector-wide resources.

Overview

The fourth session entitled " Role and Responsibilities of Tender Committees" aimed to strengthen participants understanding of Tender Committees by equipping the national network of trainers and professionals with a shared and comprehensive view of their roles, responsibilities, and operational functions, while promoting a unified approach grounded in transparency, integrity, and accountability.

A group of participants including trainers and key resource people participated in this knowledge lab formed of public procurement practitioners, judges and lawyers from several institutions and public administrations such as the Ministry of Finance, Telecommunications, Agriculture, and others.

Session Structure and Key Discussions

The fourth session of the Knowledge Lab was divided into three main parts, as detailed below:

Part One: Composition of Tender Committees and Their Frameworks

This session laid the groundwork by exploring the legal and structural foundation of Tender committees.

Tender committees, established under Public Procurement Law No. 244/2021, are independent bodies ensuring transparency and fairness in evaluations. The session covered their composition, eligibility, and leadership and relation with the procuring entities:

- › Composition: Minimum of three members, always an odd number to allow decisive voting.
- › Eligibility: Procurement committees are formed from within the administration.
- › Leadership: Chaired by a designated member, supported by alternates as needed.
- › Relation with the procuring entity: the committee fulfills its mandate independently from the procuring entity. It reports to the leadership of the procuring entity.

The importance of regulations for consistent formation and operation was highlighted, along with which procurement methods require a committee: open tenders, two-stage tenders, requests for quotations, and request for proposals for consulting services. Methods like direct contracting usually do not.

The discussion also covered fixing calculation errors, which sometimes caused purchase cancellations or changes in procurement committees. The solution is to include clear rules in the bidding documents, provide training, and offer practical guidance. Internal auditing was highlighted as key to ensuring proper public procurement procedures.

Part Two: Tasks of the Tender Committee

This session detailed the specific tasks the committee must perform during the procurement process.

1. Core Responsibilities:

The Tender committee receives, opens, and evaluates bids formally, treats all bidders equally, avoiding any personal or informal influence, and ensures fair competition and consistent application of rules.

2. Standard Procedures:

- Receive and open bids only in official sessions.
- Request written clarifications, when necessary, without changing original offers and applying equally to all relevant parties.
- Document every action, decision, and communication.

3. Prohibited Actions:

- Informal contact with bidders outside formal procedures.
- Unauthorized negotiations or post-opening changes to bids.
- Giving preferential treatment, confidential tips, or sharing evaluation results early.
- Accepting gifts or any influence that could create a conflict of interest.

The sessions also featured a group work that focused on explaining the role of the tender committee in each of the following stages: administrative, technical, and financial evaluation.

Part Three: Technical Evaluation and Committee Authority

Part Three of the Knowledge Lab Session 4 covered how the committee operates and interacts with external experts.

- › If the committee lacks specific technical expertise, it can seek help from internal or external experts. External experts must be selected following the Public Procurement Law's guidelines for "Consultancy Services."
- › Every session must be documented in a detailed report including:
 - The date and time of the meeting.
 - The names of attendees.
 - The number of bids received and their registration numbers.
 - Any rejected bids and the specific legal or technical reasons for rejection.
- › Members are bound by strict confidentiality regarding the evaluation process until the final results are officially announced.

Evaluation Results

The evaluation of the second session of the "Knowledge Lab in Public Procurement" on The Role and Responsibilities of Tender Committees was conducted through interactive discussions and observation of participant engagement during the group exercises and general discussions. Particular attention was given to participants' ability to apply legal concepts, engage in case-based discussions, and demonstrate understanding of the material related to the Tender Committees.

Overall, the results indicated a high level of engagement among experts, improved conceptual understanding, and strong potential for knowledge transfer within institutional contexts.

Outcomes

Recommendations

- **Developing a guide for verifying bidding documents** and standardizing the review process, since each controller currently checks them differently.
- **Apply Hold one session focused on challenges in public procurement**, and a separate session with Members of Parliament and Ministers.

Appendices

Appendix 1: List of Participants

Name	Institution	Position
Antoine Bakhos	Electricite du Liban (EDL)	Head of Training Department
Manal Bilal	Ministry of Finance	Contracts Supervisor
Diana Bou Ghanem	Ministry of Telecommunications	Head of Center
Bassem Chaaban	Lebanese Army	Colonel
Lina Diab	Institute of Finance	Lawyer and Legal expert
Jean Ellieh	Public Procurement Authority	Head of the PPA
Ziad El Cheikh	Ministry of Finance	Expenditures Controller – Public Procurement expert
Elias El Namroud	Green Plan	Agriculture Engineer
Rachad Fayad	Ministry of National Defense	Head of Expenditure Office
Wassim Monzer	Lebanese General Security	Colonel
Elie Maalouf	Court of Accounts	Judge
Daad Najjar	Akl Sheikhdom of the Druze Unitarian Community	Head of Finance Department
Haifa Mansour	Ministry of Finance	Head of the Expenditure Control Department
Fida Labaky	Electricite du Liban (EDL)	Engineer - Trainer
Andy Rahme	Institute of Finance	Intern
Sarah Rammal	State Council	Judge
Rana Rizkallah	Institute of Finance	Public Procurement Expert
Khaled Shmeit	Ministry of Public Works	Head of Department
Mohammad Seifeddine	Ministry of Finance	Expenditure Controller
Sylva Salameh	Internal Security Forces	Head of the Assistance Branch
Rana Tauk	Court of Accounts	Senior Controller
Rayan Wehbe	Internal Security Forces	Captain

Appendix 2: Knowledge Lab Agenda

Title: Role and Responsibilities of Tender Committees

Location: Institut des Finances Basil Fuleihan

Date: February 11, 2026

8:45-9:00	Reception of participants
9:00-9:30	Welcome Remarks Agenda
9:30–11:00	<p>First Session: Composition of Tender Committees and Their Frameworks</p> <ul style="list-style-type: none"> ▪ Composition of procurement committees and their general tasks (legal nature, structure, who can be a member, who chairs and handles logistical tasks, need for pre-established regulations, multiple committees vs. single committee) ▪ Procurement methods that require a procurement committee ▪ The relationship between procurement methods, committee work, and tender documents <p>General Discussion Exercise</p>
11:00-11:15	Break
11:15-12:30	<p>Second Session: Tasks of the Tender Committee</p> <ul style="list-style-type: none"> ▪ Tasks of procurement committees (opening bids, administrative or legal evaluation) ▪ Group Work: bid opening, administrative evaluation, technical evaluation, financial evaluation
12:30-12:45	Break
12:45-13:30	<p>Third Session: Technical Evaluation and Committee Authority</p> <ul style="list-style-type: none"> ▪ Technical and financial evaluation ▪ Limits of committee authority ▪ Meeting minutes
13:30-14:00	<p>Suggestions and General Recommendations</p> <ul style="list-style-type: none"> ▪ Learning and Training ▪ At the Policy level