

Terms Of Reference

Ref: BAD 83-2025.

Consultant for Mouvement Social- NGO
HR Manual Development for Mouvement Social.

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Introduction

Background

The Movement Social (MS) has been working since 1961 towards sustainable development over all the Lebanese territory in a secular and nondiscriminatory approach. It aims at building a fair and humane society, improving the citizenship and autonomy of the underprivileged through socio-economic development projects and to implicate Lebanese youths in the development, and

In order to pursue her objectives, the (MS) implements different programs and activities targeting children, youth and families, from which we can presents the 3 main programs below:

Program 1: Education

MS supports vulnerable and hard-to-reach children and their families by promoting school enrolment, providing homework support to improve retention, and offering Basic Literacy and Numeracy programs for out-of-school children lacking the skills to enter formal education.

Program 2: Supporting vulnerable girls and boys with learning, soft and hard skills and employability programs in Lebanon

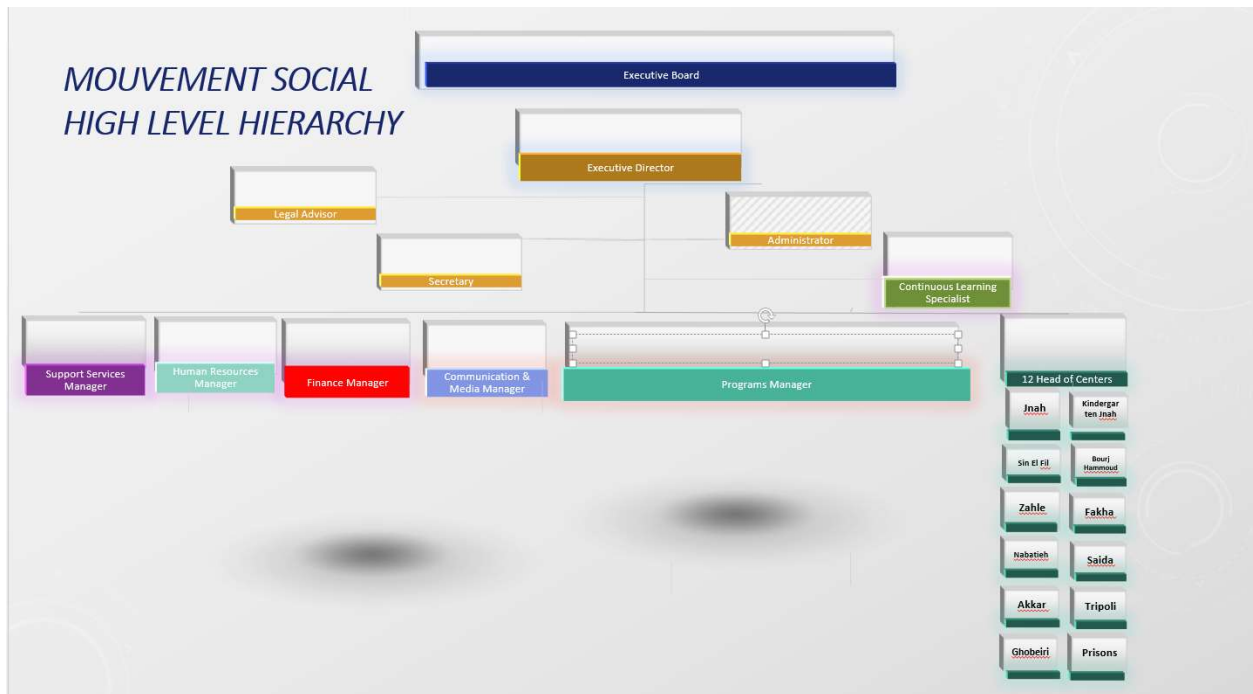
In Lebanon, 35% of youth aged 15–19 drop out of school due to financial and domestic challenges and a lack of emphasis on education, often entering the workforce early. Mouvement Social supports their reintegration by providing vocational training tailored to their needs, education level, and labor market demands.

Program 3: Prevention and protection for children at risk and in conflict with the law

Mouvement Social (MS) adopts a holistic approach to support at-risk children, youth, and families facing challenges like violence, exploitation, and child labor. It offers life skills, literacy, and employability programs to reduce exploitation and improve future opportunities. MS also works in prisons with incarcerated youth (14–18 years old), transforming sentences into rehabilitation through vocational training and social support. Programs are implemented across 12 centers in Lebanon, each managed locally but coordinated nationally. MS continuously adapts to societal needs while focusing on long-

term, sustainable change and prioritizing team capacity building to enhance program quality.

Brief Organization divisions



Mouvement Social requirements/expectations from HR Manual Development

Objectives of this consultancy

The overall objective of the consultancy is to:

- Develop a comprehensive **HR Manual** outlining detailed HR policies and procedures aligned with Lebanese labor law, Non-Governmental Organizations sector best practices, and partners compliance requirements.

Scope of the consultancy

The Consultant will be expected to:

1. Conduct a needs assessment, including a review of:
 - Existing HR documents and policies
 - Lebanese Labor Law
 - Sector compliance standards
2. Engage with key staff through interviews or workshops to gather input.
3. Draft:
 - **HR Manual** (detailed policies and procedures for HR operations)
4. Present draft to management and collect feedback.
5. Finalize both documents incorporating all feedback.
6. Provide a brief presentation/training session to HR staff on the use of the manuals.

Deliverables

- Workplan
- Draft Employee Handbook
- Final HR Manual (in English)
- Presentation/briefing session to HR staff

Timeline

The consultancy is expected to start Mid-August 2025, with the exact timeline to be finalized during the contracting process.

Qualifications

- Proven experience in HR consulting, especially within the NGO sector in Lebanon or the MENA region
- Strong knowledge of Lebanese Labor Law and HR best practices
- Experience developing HR manuals
- Excellent writing skills in English
- Ability to work independently and meet deadlines

How to respond to this TOR?

Queries

All queries related to this TOR should be addressed to:

Pierre El Hattouny

Positions: Procurement Officer

Email Address: p.hattouny@mouvementsocial.org

Interested consultants should submit:

- A technical proposal, including:
 - Understanding of the assignment
 - Proposed methodology and timeline

- A financial proposal
- CV(s) of consultant(s) involved
- Examples of previous similar work
- References from previous clients

How to apply

Bids should be sent by e-mail to Mr. Pierre El Hattouny, procurement officer:
p.hattouny@mouvementsocial.org mentioning the TOR reference (BAD 83-2025).

Payment

- In fresh dollars.
- Payment conditions: Bank check in USD cashed fresh money from Fransabank (Badaro branch) – Banking commission (5\$/1000\$) payable by the supplier.

SELECTION AND DEADLINE

The applications will be assessed as follows:

- Financial offer: 30%
- Technical offer: 40%
- Profile of the consultant: 30%

The deadline to submit the candidate's application is: **8 August 2025.**