

Terms of Reference

National or International consultant: National Consultant

Description of the assignment (Title of consultancy): Long-Term Agreement - Senior Governance Consultant

Project Title: Anti-Corruption for Trust in Lebanon, ID 00122350

Period of assignment/services: 160 working days spread over a period of 12 months

1. Background / Project Description

UNDP launched the Anti-Corruption for Trust in Lebanon Project in March 2019 to enable the adoption and measurable progress in the implementation of an integrated and targeted approach to preventing and combating corruption that is in line with Lebanon's commitments under the UN Convention against Corruption (UNCAC) to which Lebanon is a State Party since 2009, the National Anti-Corruption Strategy (NACS) adopted by the Government in May 2020 and the SDG 2030 agenda. It is also aligned with the Reform, Recovery and Reconstruction Framework (3RF).

The Project focuses on the achievement of four outputs:

Output1: Capacity to oversee and monitor national anti-corruption strategy institutionalized and supported.

Output2: Specialized anti-corruption legislations enacted and supported for effective implementation.

Output 3: National Anti-Corruption Institution operationalized and strengthened.

Output 4: Corruption risk management mechanisms integrated in key vulnerable sectors.

Moreover, Lebanon is moving forward in the legislative anti-corruption agenda, as the country's first-ever national anti-corruption strategy, which was developed within this framework and adopted by the Council of Ministers in May 2020, provides a solid and detailed vision for moving forward. Future reform efforts would also benefit from building on the achievements made and lessons learned in the context of related initiatives including in Parliament, the judiciary, civil society and the business community. This includes, among other things, the key anti-corruption legislative reforms that were adopted in recent years on access to information (2017) and its amendment (2021), whistle-blower protection (2018) and its amendment (2020), the establishment of national anti-corruption institution (2020), asset and interest declaration and anti-illicit enrichment (2020), and asset recovery (2021), and ongoing efforts to tackle gaps in laws and regulations and the implementation thereof.

Under the outputs mentioned above, ACT project seeks the services of senior governance consultant to provide technical support in the implementation of tasks pertaining to anti-corruption from the perspective of public administration reform as detailed in section 2 below:

2. Scope of work, responsibilities, and description of the proposed analytical work

Under the supervision of ACT Project Manager, the consultant is expected to complete the following tasks under the Project's 4 outputs:

- 1- Provide technical and advisory support from governance and public administration reform perspective to the project stakeholders mainly the Ministerial anti-corruption committee (MACcom), technical anti-corruption committee (TACcom), the National Anti-Corruption Institution (NACI), Ministry of Justice and civil society organizations.
- 2- Provide, in coordination with experts and relevant stakeholders, technical support from governance and public administration reform perspective to the development of:
 - Anti-corruption thematic materials in different forms including e-courses; e-modules; audio-visuals; etc.
 - M&E system to track and assess progress in implementing the NACS's action plans
 - Action plans to advance implementation of anti-corruption laws
 - Capacity assessment plan of NACI
 - Tools and regulations for the NACI including code of conduct, job description, organizational structure, HR management, SOPs, internal regulations etc.
- 3- Provide trainings and advisory support to different stakeholders from governance and public administration reform perspective on:
 - Anti-corruption laws, public administration, NACS outputs (mainly on output 2 on Integrity of public function; Output 5 on Oversight bodies more specialized and effective in fighting corruption and Output 7: preventive measures against corruption integrated at sectoral level), UNCAC Chapter 2 on Preventive measures mainly the articles related to public administration.
- 4- Provide technical and advisory support to the development of corruption risk management plans in different sectors and to the implementation of related mitigation measures through:
 - Supporting the establishment of task forces under the selected sectors and providing trainings on the corruption risk management methodology.
 - Supporting the organization of national dialogues on corruption risk management.
 - Reviewing all documents developed under the corruption risk management plans (i.e. stakeholder's analysis, Mapping of key policies, public administration laws and regulations related to the selected sector)
 - Conducting research/desk review on the international best practices pertaining to the implementation of the selected mitigation measures.
 - Conducting change management trainings and technical trainings to relevant stakeholders to ensure all aspects of the selected mitigation measures are clear and comprehended.
 - Ensuring the proper implementation of the mitigation measures, and identify the expertise and services needed for the implementation of mitigation measures, including supporting the development of the related ToRs and budgets.
 - Developing monthly reports on the progress achieved, identifying potential risks and proposing mitigation measures and well as other materials such as PowerPoint presentations.

3. Expected Outputs and deliverables

As mentioned in Section 2 “Scope of Work”, the consultant will be responsible of completing the above-mentioned tasks when requested from the project. Upon need and request, the consultant will complete the deliverable and will provide the project with an invoice that reflects the number of working days and the daily rate to pay accordingly.

Deliverables	Indicators
Provide technical and advisory support from governance and public administration reform perspective to the project stakeholders mainly the Ministerial anti-corruption committee (MACcom), technical anti-corruption committee (TACcom), the National Anti-Corruption Institution (NACI), Ministry of Justice and civil society organizations.	Number of meetings with different stakeholders organized and attended to draft papers, documents, reports, etc.
	Number of documents, and materials (for exp PowerPoints, guides, papers, articles, multimedia products etc.) drafted, edited and reviewed from a public administration reform perspective in support of MACCom and TACCom.
	Number of meetings to provide technical support from a public administration reform perspective to the task teams
Provide, in coordination with experts and relevant stakeholders, technical support from governance and public administration reform perspective for the development of trainings materials, documents, etc.	Number of meetings with different stakeholders organized and attended to develop the materials, tools, plans, etc.
	Number of thematic materials, in different forms including e-courses; e-modules; audio-visuals; etc, developed.
	M&E system to assess progress in implementing the NACS’s action plans is developed,
	Number of tools and regulations for NACI are supported/developed.
	Number of meetings and follow up support to provide related technical assistance, guidance and mentoring to anti-corruption stakeholders
Provide trainings and advisory support to different stakeholders from governance and public administration reform perspective on NACS outputs,	Number of trainings provided including pre and post preparations.
	Number of meetings to provide advisory support from governance and public administration reform perspective on NACS outputs, anti-corruption laws, public administration, etc.

anti-corruption laws, public administration, etc.	Number of materials reviewed and edited to support the drafting of NACS progress reports
Provide technical and advisory support to the development of corruption risk management plans in different sectors and to the implementation of related mitigation measures	Number of documents and materials pertaining to CRM reviewed and analyzed from a public administration reform/governance perspective.
	Number of meetings with different stakeholders in selected sectors organized and attended to provide technical support from a public administration reform/governance perspective to CRM.
	Number of task forces established.
	Number of trainings provided including pre and post preparations.
	Number of progress reports developed.

4. Institutional arrangements

The Consultant will work with the technical guidance of the project manager. The Consultant certification of payment will be processed as per the actual number of days spent on the Scope of Works and upon acceptance of the Project Manager.

5. Duration of work

The duration of the assignment will be for 12 months. The total number of working days is 160 and should not exceed 160. Start date is upon contract signature. Contract end date cannot exceed end of May 2023 but can be renewed beyond May 2023 based on the project's need and availability of funds.

6. Duty station

The consultant can adopt work from home modality. However, s/he will be physically present in the trainings as well as the meetings with different stakeholders for consultation, coaching, technical support, etc., when needed and as advised by the project manager.

7. Requirements for experience and qualifications

I. Academic Qualifications:

A minimum of a bachelor's degree in Political science, law, public administration, international affairs, business administration or any related field.

II. Years of experience:

- At least 10 years of experience related to governance and the public sector.

- A significant track record in public administration reform and good governance work at the national level,
- A significant track record in developing training modules and provision of trainings, especially in public administration context,
- A significant track record in developing tools to reform public administrations,
- Demonstrated experience partaking in high-level participative processes with national and international stakeholders (Government, State Institutions, CSOs, UN agencies),
- Previous experience in consultancies with international agencies in relevant tasks is preferable.

III. Competencies:

- Cultural, Gender, religion, race, nationality and age sensitivity and adaptability.
- Familiarity with recent development in the topic of good governance and anti-corruption at the international, regions and national levels.
- Strong analytical, communication skills, including ability to produce high quality knowledge products.
- Ability to consult widely and efficiently while understanding the stakeholders' evolving needs.
- Excellent writing skills in English and Arabic.

8. Scope of Price Proposal and Schedule of Payments

The consultant should submit a financial proposal that reflects the proposed daily rate.

The payment schedule will be based on completion of deliverables. Once the deliverable is submitted and approved by the Project Manager, the consultant should submit an invoice reflecting the deliverable completed and the number of working days.