



## Terms of Reference

### The Lebanese Center for Human Rights

#### Governance Expert Consultant

## 1. Background:

The IOB's mandate is to provide a civil society-led independent mechanism for broad oversight on the implementation of the Lebanon Reform, Recovery and Reconstruction Framework (3RF) and to hold 3RF stakeholders accountable for 3RF progress through ensuring overarching monitoring of the 3RF related reforms and programs. Composed of representatives of the Lebanese Civil Society as outside experts and civic leaders, the IOB tracks and analyzes the progress of the reforms assigned to the Government of Lebanon (GoL), and focuses on the effectiveness, efficiency and transparency of the operations being implemented under the 3RF framework.

The current IOB members are representatives of the following CSOs: Maharat Foundation, Lebanese Association for Taxpayers' Rights and Interests (ALDIC), Nusaned and The Lebanese Center for Human Rights (CLDH).

The Lebanese Center for Human Rights (CLDH) is a local non-profit, non-partisan Lebanese human rights organization based in Beirut. CLDH was created in 2006 by the Franco-Lebanese Movement SOLIDA (Support for Lebanese Detained Arbitrarily), which had been active since 1996 in the

struggle against arbitrary detention, enforced disappearance, torture, and the impunity of those perpetrating gross human rights violations.

CLDH monitors the human rights situation in Lebanon, fights enforced disappearance, impunity, arbitrary detention and racism and rehabilitates the victims of torture. CLDH regularly organizes press conferences, workshops and advocacy meetings on human rights issues in Lebanon and collects, records and documents human rights abuses in reports and press releases. CLDH team on the ground supports initiatives aimed at determining the fate of all missing persons in Lebanon. CLDH regularly follows up on numerous cases of arbitrary detention and torture in Lebanon in coordination with Lebanese and international organizations, and with the United Nations Working Group on Arbitrary Detention WGAD and the UN Special Rapporteur on Torture. CLDH currently has 4 offices: Dora, Baouchrieh, Bekaa, & Tripoli.

The BINA project entails a comprehensive undertaking involving a structural analysis of the Lebanon Reform, Recovery and Reconstruction Framework (3RF) in Lebanon. This analysis aims to bolster governance and accountability by pinpointing gaps within the 3RF and offering actionable recommendations for enhancement. Our endeavor aims to complement existing development initiatives, ensuring that the 3RF operates with greater efficacy and responsiveness to the unique challenges faced by communities in Lebanon. The principal stakeholders encompass local governmental and non-governmental actors engaged in the 3RF, who frequently encounter obstacles such as limited resource accessibility, lack of transparency, inadequate involvement in decision-making, and mismanagement.

To facilitate this project, we will engage a Governance Expert consultant tasked with examining and addressing pivotal issues within the 3RF.

Project Profile: Enhancing Governance and Resilience: A Strategic Approach to Revitalizing Lebanon's 3RF Framework

## **2. Job Profile:**

The governance expert consultant is required to conduct a comprehensive analysis of the 3RF to identify inefficiencies, gaps, and areas for improvement.

## **3.Objectives, Duties and Responsibilities:**

### **3.1. Objectives:**

- a. Conduct a comprehensive analysis of the 3RF to identify inefficiencies, gaps, and areas for improvement.
- b. Propose structural enhancements for resource allocation, transparency, participation, and management within the 3RF.

- c. Examine and refine the dynamics between stakeholders, communication channels, and decision-making mechanisms to ensure more effective relationships and information flow.
- d. Create a more cohesive, responsive, and accountable framework for governance and accountability within the 3RF.

### **3.2. Duties & Responsibilities:**

- a. Literature Review:
  - Conduct a desk review and data collection on the 3RF, including relevant literature, reports, and data.
  - Summarize key findings, methodologies, and gaps in existing research to inform the current study.
- b. Research Design and Methodology:
  - Develop a research framework, including objectives, hypotheses, and research questions.
  - Determine appropriate research methodologies, i.e. Qualitative, quantitative, or mixed-method approaches.
  - Design data collection tools, surveys etc.
- c. Data Collection:
  - Collect primary data through surveys, interviews with governmental and non-governmental actors involved in the 3RF, focus groups, and observations, adhering to ethical guidelines and protocols.
  - Ensure data quality and validity through appropriate sampling techniques and data verification procedures.
  - Obtain necessary permissions or approvals for data collection from relevant stakeholders or authorities.
  - The consultant should ensure diversity and representativeness in the selection of participants for surveys, interviews and focus groups.
- d. Data Analysis:
  - Conduct an in-depth analysis of the 3RF to identify challenges, opportunities, and areas for improvement.
  - Analyze collected data using suitable statistical or qualitative analysis methods
  - Interpret findings to derive meaningful conclusions and insights relevant to the research objectives.
  - Utilize software tools or programs for data analysis, visualization, and interpretation as needed.
- e. Report Writing and Presentation:
  - Develop a detailed report with recommendations for structural improvements and enhancements

- Organize the report logically, with clear headings, subheadings, and citations to support key points.
  - Present findings through written reports, presentations, or visual aids in a clear and concise manner suitable for diverse audiences.
- f. Recommendations and Implications:
- Offer recommendations based on research findings to address identified gaps or challenges.
  - Discuss the implications of the study results for relevant stakeholders, policies, or practices.
  - Suggest areas for further research or exploration to build upon the current study's findings.
  - Facilitate consultation sessions with 3RF stakeholders to gather input and feedback on the report and recommendations.
- g. Collaboration and Communication:
- Collaborate with other team members or stakeholders for the purpose of the report
  - Communicate regularly with project supervisors or stakeholders to provide updates on progress, challenges, and next steps.
  - Address any feedback or revisions to the research design, methodology, or findings as necessary.

#### **4. Deliverables:**

- Research Proposal: A detailed document outlining the research objectives, methodology, scope, and timeline.
- A first draft of the report submitted for review.
- Detailed final draft of the report summarizing the findings, analysis, and recommendations for structural improvements.
- Supplementary materials such as data collection instruments, detailed data analysis outputs, or additional documentation
- Presentation slides for sharing key findings and recommendations with stakeholders.
- Facilitation of consultation sessions with 3RF stakeholders to gather input and feedback on the report and recommendations.

#### **5. Work Schedule:**

- The consultancy is for 10 months, to commence on [start date of the project] and conclude by [end date of the project].

Activity	Month 1	2	3	4	5	6	7	8	9	10	11	12
Desk Review and Initial Stakeholder Meetings	X	X										
Data Collection and Analysis		X	X	X								
First Draft					X	X						
Review and Feedback						X	X					
Final Report Preparation							X	X				
Dissemination of Findings									X	X		

## 6. Qualifications:

- Masters or PHD degree in governance, public administration, development studies, or a related field.
- Proven experience in conducting structural analyses and providing recommendations for governance and accountability initiatives.
- Strong analytical, research, and communication skills.
- Experience working with governmental and non-governmental actors in Lebanon or similar contexts is desirable.
- Bilingual proficiency in written and spoken Arabic and English, proficiency in French is optional.

## 7. Reporting and Coordination:

The consultant will report monthly, and when needed, directly to the project officer at CLDH, who will then relay the consultant's work to the IOB and share the IOB's feedback with the consultant.

The Consultant is expected to collaborate closely with project staff to ensure alignment with project objectives and priorities. Regular check-ins and progress updates will be scheduled as needed to ensure timely completion of deliverables.

The IOB coordinator will be included in all correspondence related to the consultant's responsibilities.

## **8. Budget and Payment:**

The payment will be upon deliverables, terms and schedule outlined in the contract agreement. The said payment includes expenses resulting from data collection.

## **9. Confidentiality:**

The consultant is required to maintain confidentiality regarding any sensitive information or data obtained during the course of the consultancy as stated below:

The consultant will take ethical guidelines into consideration during data collection, including ensuring the confidentiality and anonymity of respondents throughout all stages of fieldwork, data collection, analysis and report write up. Confidentiality of respondents will be ensured through anonymized data collection. Records related to their identities will be stored separately from the survey, key informant data and transcripts. The raw data will not contain any information that could reveal the identities of respondents. All files containing data will be password protected and all recordings and transcripts will be deleted after a month.

**Interviews:** interviews are conducted and finalized after the interviewees' voluntary informed consent to participate, after they are informed about the following: the purpose of the interview; what the provided information will be used for; that they may withdraw their consent at any time during or after the interview; that the study will not contain any information which would reveal the identity of the respondents if they do not wish to; that they can ask any questions that they may have before starting, during and after the interview. Interviews will be recorded (after taking the interviewee's informed consent).

Recordings and transcripts will be erased after a month, abiding by ethical standards.

## **11. Location:**

The consultant can work remotely with visits to CLDH Baouchrieh office when needed

## **10. Application:**

Interested individuals are requested to submit their **detailed proposals including expected remuneration, CV, & Cover letter** by, **June 17 2024** to [recruitment@cldh-lebanon.org](mailto:recruitment@cldh-lebanon.org) indicating in the subject line "**Governance Expert Consultant**".

E-mails with no subject lines will be disregarded.

The interview process will be ongoing and might end upon receiving a qualified candidate for the position.

Only shortlisted candidates will be contacted.

Applicants who have a personal relationship/association with a CLDH staff member are required to declare it in their email application.