

## TERMS OF REFERENCE

Ref: BAD 66-2025

Consultant for Mouvement Social- NGO  
“Developing Conflict of Interest Policy”

### 1. Background

Mouvement Social (MS) is a non-sectarian, non-partisan, and non-charitable association committed to working alongside Lebanon’s most marginalized communities. Established in 1957, officially registered in 1961, and recognized as a public interest association in 1962, MS has been a driving force for social justice for over six decades. It operates through 13 community centers in underserved areas.

Mouvement Social currently has over 500 employees. Its structure includes departments for finance, human resources, procurement, MEAL, Media and Communication, programs, and safety and security.

MS is continuously working to improve its internal policies and procedures. Preventing personal interests from interfering with the organization’s mission is a key part of that effort. It is important for Mouvement Social to ensure that no individual’s private interest—whether financial, personal, or relational—contradicts MS’s interests, Code of Ethics and Conduct, or any internal policies. Such interests must not influence or affect the organization’s decisions, standards, or priorities.

### 2. Purpose and Objectives of the Consultancy

The consultancy aims to equip Mouvement Social (MS) with a comprehensive Conflict of Interest Policy along with all related procedures, forms, templates, and tools necessary for effective implementation.

### 3. Scope of Work

Using a participatory approach, the consultant will lead the design and development of the conflict-of-interest policy and tools, conduct internal consultation sessions to gather information, and then submit the policy draft for validation. After validation, the consultant will submit the final version of the policy and conduct a PowerPoint presentation or short guide for staff induction.

## Key Responsibilities:

### a) Internal Consultation Sessions and Information Gathering

- Meet with relevant MS staff to gather information and feedback
- Review existing internal documents and relevant policies
- Benchmark practices from similar NGOs operating in Lebanon

### b) Policy Development and Tools

- Draft Conflict of Interest Policy based on MS's Code of Conduct, Code of Ethics, legal framework, and organizational structure
- Design templates, reporting forms, and procedures
- Ensure that the conflict-of-interest policy include practical, step-by-step application guidance
- Ensure that the conflict-of-interest policy comply with local laws, donor regulations, and humanitarian standards
- Review and integrate existing MS policy materials where applicable

### c) Submission and Validation

- The consultant will submit a draft version of the Conflict-of-Interest Policy for internal validation
- Following the validation process, the consultant will incorporate feedback and submit the final version of the policy
- The consultant will also deliver all related tools, forms, and supporting documents developed as part of the policy package
- A PowerPoint presentation or a short guide will be delivered to support staff induction and ensure understanding of the conflict-of-interest policy

#### 4. Timeline and Deliverables

The development of the Conflict-of-Interest Policy will take place between mid-June and the end of July, with final submission by July 31.

Phase	Tasks	Timeframe
Internal consultations for conflict-of-interest policy and Information gathering	<ul style="list-style-type: none"> <li>– Conduct meetings with relevant MS staff</li> <li>– Review internal documents and policies</li> <li>– Ensure compliance with local laws and donor regulations</li> </ul>	Week 1
Policy drafting phase for Conflict of Interest	<ul style="list-style-type: none"> <li>– Draft Conflict of Interest Policy</li> <li>– Design templates, reporting forms, and procedures</li> <li>– Review and integrate existing MS policy materials where applicable</li> </ul>	Week 2&3
Submission of Conflict-of-Interest policy	<ul style="list-style-type: none"> <li>– Submit the draft version of the Conflict-of-Interest policy for internal validation</li> <li>– Submission of all related tools, forms, and supporting documents developed as part of the policy package</li> <li>– Conduct a meeting with relevant staff for the purpose of the draft validation</li> <li>– After Validation and making the necessary changes, A PowerPoint presentation or a short guide will be delivered to support staff induction and ensure understanding of the policy</li> </ul>	Week 4&5

#### Deliverables

- Final Conflict of Interest Policy
- All related tools, templates, forms, and procedures for the conflict-of-interest policy
- PowerPoint presentations or short guides for staff induction for the policy
- Summary of internal consultation outcomes and benchmarking notes

## 5. Language Requirement

The Conflict-of-Interest policy, including all related tools, forms, and induction materials, must be delivered in both English and Arabic languages.

The consultant is responsible for ensuring accurate and clear translations suitable for use by all staff.

## 6. Required Qualifications and Experience

- Advanced university degree (Master's or equivalent) in public administration, law, business, social sciences, international development, or a related field
- Proven experience in developing organizational policies for NGOs, especially in ethics, compliance, and conflict of interest management
- Demonstrated understanding of conflict-of-interest management in the humanitarian or development sector
- Solid knowledge of Lebanese labour law and donor compliance standards
- Experience working with participatory methods and conducting internal consultations
- Familiarity with NGO operational structures, especially in Lebanon
- Strong writing skills in English and Arabic
- Strong communication and coordination skills

## 7. How to apply

Bids should be sent by e-mail to Mr. Pierre Hattouny, procurement officer: [p.hattouny@mouvementsocial.org](mailto:p.hattouny@mouvementsocial.org) mentioning the TOR reference (BAD 66-2025).

## 8. Payment

- In fresh dollars.
- Payment conditions: Bank check in USD cashed fresh money from Fransabank (Badaro branch only) – Banking commission (6\$/1000\$) payable by the supplier.

The candidate is expected to include in the application:

- ✓ Cover letter
- ✓ Technical Offer (including methodology, approach, design and timeline)
- ✓ Professional profile of the Consultant(s) – Resume (highlighting relevant experience)
- ✓ Financial Offer

## 9. SELECTION AND DEADLINE

The applications will be assessed as follows:

- Financial offer: 35%
- Technical offer (Including the approach used): 35%
- Profile of the consultant (Including similar experiences): 30%

The deadline to submit the candidate's application is: Tuesday, June 10, 2025.