TERMS OF REFERENCE

Consultancy to finalise a land corruption course module for use in teaching land management and governance in Sub-Saharan Africa, Transparency International

GENERAL INFORMATION

Title of Consultancy: Land Corruption Educational Module Consultancy
Application Closing Date: 30/10/2022
Consultancy Start and End Date: approx. 07/11/2022 –15/01/2023
Location of Consultancy: Remote

Background

Transparency International (TI) is the global civil society organisation leading the fight against corruption. Through more than 100 chapters worldwide and an international secretariat in Berlin, Germany, TI raises awareness of the damaging effects of corruption and works with partners in government, business, and civil society to develop and implement effective measures to tackle it.

The Land and Corruption in Africa (LCA) Phase II (2021-2025) project builds on the solid foundation of knowledge, networks and learnings acquired from the implementation of the previous Land and Corruption in Africa project (2015-2019). TI-S and its chapters in Ghana, Kenya, Uganda, Zambia, Zimbabwe, South Africa, Madagascar, and Cameroon will implement this project leveraging relevant expertise and networks acquired during LCA I in the target countries to expand and amplify impact in this new project phase. Specifically, the project will contribute to ensuring that 1) networks of citizens in Africa are better equipped and mobilised to demand transparency and accountability in the land sector; 2) a diverse and inclusive set of stakeholders from civil society to private sector advance anti-corruption initiatives to promote fair and transparent land governance; and 3) national and local decision-makers adopt anti-corruption laws, policies and measures to prevent and redress corruption in land distribution, acquisition, dispute management and sanctions.

In the first phase of the project, TI initiated development on an education/training module that addressed the issue of land and corruption in Africa. The aim of the module was to equip future practitioners of land management and land governance as pivotal experts in land use, land administration, and land development with the awareness, knowledge, tools and networks to help tackle land corruption challenges that they will encounter in their future or ongoing careers and that pose one of the main obstacles to inclusive rural and urban development, particularly land use and land tenure, and almost every other land-related development objective.

TI is inviting land governance and land management educators and practitioners to support the finalisation of this module, building on the existing content that has been developed to date. A substantial first draft has been developed which the consultant will build on to produce a final version of the course to be made available to universities and online educational platforms. Some structural changes in the content will be required as well as the creation of new and updated content across all modules.

Envisaged scope and features of the module and its building blocks

The course module comprises the following building blocks which are also specified in more detail in Annex 1. However, changes to structure are possible following a review of all content at the start of the consultancy:

- A The basics of corruption: definitions, scale, scope, nature
- B Corruption and land in Sub-Saharan Africa
- C The impact of land corruption in Sub-Saharan Africa
- D Professional ethics for land management and land governance practitioners
- E Making a difference: anti-corruption tools and tactics for land management and land governance experts

Taken together these building blocks will ensure that course-takers will:

a) gain a deeper, evidence-based understanding of corruption, how it works, how it unfolds in the land context
b) be aware of the main corruption challenges that they might encounter in their professional lives
c) be fully aware of the public expectations and professional responsibilities attached to their profession
d) be confident that it is possible to act with integrity and be fully informed about practical tools, strategies, mechanisms to identify, protect against corruption in their day-to-day practice
e) be aware of concrete opportunities to go beyond avoiding corruption in their immediate work context and to harness their professional expertise and standing for actively advancing integrity and inclusiveness

The individual building blocks are meant to add up to a full course module, but at the same time function individually so that they can be flexibly integrated into land management teaching and related trainings or events in a variety of ways. The main principles underpinning the module and its production are to:

a) Focus on a few key learnings about the issue of corruption, its manifestations in the land sector and ways for land management and land governance practitioners to make a difference, including some cutting-edge bits on personal and professional ethics without going too esoteric
b) Make the learning as practical as possible via good case studies and engagement exercises that speak to the African context
c) Borrow from and link to already existing materials, recombine and complement them in creative ways.
d) Mix of media formats and learning methods are desirable
e) Ensure maximum flexibility in use by developing a three-tiered, staggered approach to each sub-theme / building block consisting of
    - a 15min presentation,
    - a 2hr teaching module and
    - a deeper drill-down reading/immersion segment

Approach, responsibilities, and deliverables

The assignment will include:

- Review all existing course content as well as TI feedback from the last review process
- Review NELGA's "Guidelines for the Development of Curricula on Land Governance in Africa" to assess if these guidelines have been followed for the content
- Provide a status update on the content to the TI project team including recommendations for finalising the materials and any necessary structural changes to the course
- Provide a draft of the updated course, addressing all previous comments and recommendations and ensuring that the course is well structured, intuitive, practical, up to date and adheres the NELGA's guidelines where possible. New resources may need to be added or updated. In the case of one the module, the module will have to be drafted from scratch
- Make any necessary changes to the content following review rounds by the TI team in order to deliver a final version of the course (ready to be published) by January 15, 2023

Approach

The consultant will carry out the production of the module in close consultation with and highly responsive to the inputs from TI and designated stakeholders from the land governance community, producing a set of outlines and drafts that are to be shared for inputs and feedback along the way. The consultant will provide weekly progress updates by email and be available for bi-weekly calls with the TI project team. The assignment is considered work for hire with all copyrights residing with Transparency International.

Deliverables

The consultant is expected to produce the following final deliverables:

- An overview prospectus that explains the overall organisation, logic and learning objectives, presents the different building blocks with their individual learning objectives, approaches to teaching and set of key readings or resources, distinguishing between essential readings and recommended readings, linked resources for deeper engagement with the topic
- A full syllabus covering all individual thematic building blocks and the three-part approach (presentation/module/immersion) outlined above
- A repository of:
  - full-text copies of all essential and to the extent possible further recommended readings (these copies must have the necessary permissions),
  - other materials and media to be used including case studies, video clips, visuals etc. with a clear note on what level of public access, copyright protection applies to these resources for teaching purposes
- A brief teachers manual that explores in more detail learning objectives and their rationale for each module, time requirements, preparatory work suggested for both educators and students and that most importantly provides concise, practical guidance on the suggested teaching and learning methods, including scripts for role plays, questions for ethical self-assessments, discussion items, home assignments; brief for practitioners' guest presentations

Timeline

The assignment should start as soon as possible, and all final deliverables should be submitted and ready to be disseminated by January 15, 2023. As part of their application, the consultant/s should submit a detailed timeline for the delivery of the products. Some flexibility on the final date is possible if deemed necessary.

Consultant's skills and profile

- Very strong expertise and track-record in land management and land governance research and practice work with a focus on Sub Saharan Africa
- Experience in developing educational content, ideally as part of a formal curriculum at third level
- A superb sense of how to creatively mix different media and tools to create engaging learning and teaching experiences, preferably backed up by extensive experience in teaching and training
- A very open mind to work confidently at the intersection of several professional communities
- Excellent service-orientation and commitment to work with the clients through several rounds of feedback
- Excellent and strong writing and communication skills in English, experience developed published written content in English
- Availability: as soon as possible, location home-base

REMUNERATION AND COSTS

The Consultants should provide full cost estimate of the abovementioned services and outputs in EUR as a lump sum or as standard daily or hourly rates, and the number of estimated days required to conduct the assignment.

For candidates based in the EU, EEA, UK, and Switzerland

Transparency International e.V. is registered as a Business Entity in Germany with VAT identification number DE273612486. EU reverse charge applies. Service providers should issue invoices with zero VAT.

Candidates who are based in Germany and do not charge German VAT must confirm their small entrepreneur status.

How to apply

The application should include the following:

- A one-page letter outlining your motivation in the consultancy and proposed methodology
- Curriculum Vitae
- Contact details of two referees
- Samples of relevant previous work (confidentiality guaranteed)
- A proposed timeline for the development and finalization of the modules which should include two rounds of review by the TI team (first draft and final draft)

The current draft of the educational modules is available upon request.

Please indicate "**land and corruption curriculum**" in the subject line of your email application.

Applications should be sent in English by email to land-advocacy@transparency.org by end of day October 31, 2022. Please note that only shortlisted applicants will be contacted

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The Transparency International Secretariat is committed to creating an inclusive work environment where diversity is valued and where there is equality of opportunity. We actively seek a diverse applicant pool and therefore welcome applications from qualified candidates of all regions, countries, cultures, and backgrounds.

Selection of candidates is made on a competitive basis, and we do not discriminate on the basis of national origin, race, colour or ethnic background, religious belief, sex, gender identity and expression or sexual orientation, marital or family status, age, or ability. We kindly ask applicants to refrain from including in their application information relating to the above as well as from attaching photos.

Data protection

When you respond to this tender and submit your application, you provide consent that Transparency International e. V. keeps your application materials for the period of ten years according to German legal requirements. Afterwards Transparency International will delete your application and any personal data included in it. If you have any questions, please reach out to dataprotection@transparency.org

Annex 1: Preliminary outline for course module

Please note that this is a preliminary list to give a sense of the scope of the assignment. The list might change somewhat during the consultation and production process.

Introduce
- Overview of the course
- Audience of the course
- Learning outcomes

A. The basics of corruption
- What is corruption? What forms does it take?
- What are its scale, scope, consequences, and major dynamics?
- What are some common myths about corruption? Some examples include:
    - It is all cultural and cannot be changed
    - "It is necessary to grease the wheels and it is largely petty and harmless in its effects."
    - "Corruption is a tax on rich individuals and businesses, but otherwise it's a victim-less crime"
- Theories of corruption
    - Principle-Agent Theory

- o Collective Action Problem
  - o Individual versus systemic corruption
- Syndromes of corruption

B. Corruption and land management in Sub-Saharan Africa
- What is land governance, why is it important?
- An overview of land policy in Africa
- What is land corruption?
- Incidence, types, forms, stakeholders and causes of land corruption
- Specific corruption risks and corruption dynamics in land management
  - o What are the major corruption issues encountered in land management and land governance?
  - o What major ethical dilemmas occur in land management and land governance what can implicate and indirectly abet corruption in relation to land?

C. Impact of land corruption in Sub-Saharan Africa
- Specific examples of land corruption in the region
- Include examples of how specific groups are disproportionately impacted by land corruption

D. Professional ethics for land management and land governance practitioners
- What does the public expect from land management and land governance practitioners?
- What is the role of land management and land governance practitioners and what are possible value conflicts as discussed by leading experts/practitioners?
- What are the ethical norms embraced within the professional community? How effectively are they enforced?

E: Making a difference: anti-corruption tools and tactics for land management and land governance experts
- International and regional instruments
- Corruption risk assessments
- Peer support, helplines, and hotlines
- Effective standards for transparency, accountability, participation
- Empowering people to counter corruption
- Professional code of conduct