

TERMS OF REFERENCE  
(Individual Contract Agreement)

<b>Title:</b>	<b>Institutional Capacity Building Team Leader</b>
<b>Project:</b>	Greater Banjul Digital Master Plan and Capacity Building Project 2020-40 (GBA – SUDP)/21995-001
<b>Duty Station:</b>	Banjul, The Gambia
<b>Section/Unit:</b>	Ghana Operational Hub (GHOH)
<b>Contract/Level:</b>	<b>IICA 2</b>

### 1. General Background

The Gambia has one of the fastest urbanisation rates in sub-Saharan Africa, with the Greater Banjul Area (GBA) already accounting for 68% of the total population. This has resulted in several environmental and socio-economic problems including deforestation, soil erosion, pollution and waste generation, as well as stress on health, education and employment services. These have been exacerbated by the lack of an urban masterplan for Banjul (which has not been updated for nearly 20 years) and the absence of a planned response to the growing economic activity of the city. Likewise, the absence of an updated cadastral map and insufficient data on taxable properties in the Greater Banjul Area has resulted in the municipalities being able to collect only a small portion of their potential revenue from property taxes. With inadequate funding available from the central government, there is increased pressure on the municipalities to explore innovative revenue generation mechanisms to effectively deliver basic services.

Despite these challenges, the investment climate in The Gambia is growing in attractiveness to investors and is expected to accelerate on account of the proposed Port Expansion and the new trans-Gambia bridge. It is imperative that the city has the proper instruments in place to prepare for increased urbanization, traffic flows and vulnerability to climatic change.

To respond to this potential and address these issues, the African Development Bank (AfDB) has affirmed its support to the Government of The Gambia for the development of a comprehensive, digitized master plan for the Greater Banjul Area. The overall aim of the Greater Banjul Area: Sustainable Urban Development Programme 2020-40 (GBA-SUDP) is to put in place innovative mechanisms to support an increase in local revenue generation and collection, improve the delivery of basic services and roll out the decentralised approach as stated in the National Development Plan (2018-2021). The project can be defined in two main service lines (a) Urban Master Plan Development and (b) Technical Assistance to institutional capacity development; covering 6 main outputs:

1. A digital masterplan for the Greater Banjul Area, integrating the Port and linking it with the immediate area of Barra Esau (opposite the River Gambia)
2. 5-year urban development investment plans for the 3 municipalities in Greater Banjul Area
3. Study tour to Senegal for benchmarking
4. Technical Assistance (TA) and capacity building, including training, for 3 municipal governments (Banjul City Council, BCC; Kanifing Municipal Council, KMC; Brikama Area Council, BAC) and the Ministry of Land and Regional Government (MoLRG)
5. Institutions' (Gambia Port Authority, BCC, KMC, BAC and MoLRG) staff trained in project management

## 6. Procurement of ICT and office equipment to support the facilitation of municipal management

The Institutional Capacity Building Team Leader is responsible for the successful delivery of Output 4 Technical Assistance (TA) and capacity building. In doing so, s/he will lead a team of one (1) National Lands Management Expert and three (3) National Municipal Management Experts. The Institutional Capacity Building Team Leader will report to the Project Manager on day-to-day basis and to the Head of Programme at the Hub level. He/she is expected to meet and exceed the organization's performance and delivery goals.

### **2. Purpose and Scope of Assignment**

The Institutional Capacity Building Team Leader, partially located in the UNOPS country office and co-located with the beneficiary Agencies, is responsible to read the Project Initiation Documentation (PID), Legal Agreement and have a thorough understanding of the terms, conditions, and the respective roles and responsibilities of the partners/stakeholders, team members and his/her position in relation to the broader country presence of UNOPS, to ensure their project(s) products are capable of meeting the business cases for both UNOPS and the client. Success of Output 4, the Project and hence Institutional Capacity Building Team Leader will be based on the Success Criteria of UNOPS engagements which are linked to the below responsibilities. The project(s) will rely on a number of external suppliers for its successful delivery and would be working with firm deadlines. S/he must be results oriented towards the delivery of Output 4; a team player, ready to support the Project Manager in the delivery of the overall project objectives, and be able to apply, **independently**, the below duties and responsibilities of the project success criteria:

#### **Stakeholder Management:**

- Establish solid working relationship with the Project Governance structures, clients and key stakeholders
- Manage communications and ensure stakeholders are aware of Work Package activities, progress, exceptions and are in a position to accept handover products
- Advise the Project Manager on issues that may impact the achievement of their outcomes (including issues of sustainability and post project requirements such as ongoing operations) and support their communication to the client(s).

#### **Delivery and Performance:**

- Develop and maintain Work Package plans, see details under Additional Requirements below
- Implement approved Work Package plans (including the establishment of milestones)
- Embed sustainability dimensions including social and gender inclusion, environmental and economic aspects into Work package activities
- Manage the production of the required products, taking responsibility for overall progress and use of resources and initiating corrective action where necessary
- Liaise with any external suppliers or account managers
- Supervise Sub-Workpackages as required
- Identify and manage risks so that maximum benefit to client, stakeholders and UNOPS is achieved
- Manage and review product quality and ensure products and Sub-Workpackages are accepted
- Monitor and evaluate the performance of his/her Team

- Identify and report potential business opportunities for UNOPS to the Project Manager and the Country Manager
- Identify and report threats to UNOPS internal business case to the Project Manager

**Procedures:**

- Follow the Project Management Cycle Instructions and ensure that all organizational policy is complied with (Organizational Directives and Administrative Instructions)
- Input into the following plans for approval by the Project Board: I. Project Initiation Documentation;
- Input into the following reports:
  - i. Highlight Reports
  - ii. End Stage Reports
  - iii. Operational Closure Checklist
  - iv. End Project Report
  - v. Handover Report
- Proactively contribute to the maintenance project document and knowledge management systems as required by the UNOPS Organisational Directives, taking full responsibility for compliance with document and knowledge management policies for Output 4
- Ensure that all expenditures comply with UNOPS Financial Rules and Regulations (FRR).
- Manage and monitor team deliverables and associated timelines to ensure that tasks are completed to agreed quality criteria within the overall budget

**Knowledge Management:**

- Participate in the relevant Communities of Practice
- Actively interact with other relevant community to share case studies, lessons learned and best practice on the Knowledge System.
- Provide feedback to Practice Leads on policy, supporting guidance with an aim towards continuous improvement of UNOPS policies
- Complete lessons learned as per reporting format
- Incorporate lessons learned from others as per planning format
- Proactively contribute to knowledge and information sharing within The Gambia Country Office

**Personnel Management:**

- Lead and motivate the Institutional Capacity Development Team
- Ensure that behavioural expectations of team members are established
- Ensure that performance reviews are conducted
- Identify outstanding staff and bring them to the attention of the Project Manager
- Have a thorough understanding of UNOPS personnel contract modalities (including ICA and Staff)
- Train team as required by project plans
- Actively support the Project Manager and Country Manager to ensure safety and security for all personnel and comply with UNDSS standards

**Core Values and Principles:**

- Understand and respect UNOPS sustainability principles
  - I. Look for ways to embed UNOPS sustainability principles in day to day project management
  - II. Seek opportunities to champion gender equality at work place
  - III. Champion and communicate project's sustainability aspects with key stakeholders
- Understand and Respect National ownership and capacity
  - i. Understand the principles of the Paris Declaration on aid effectiveness and mainstream them into the project plans
  - ii. Seek opportunities to recruit qualified local staff
  - iii. Look for ways to build capacity of local counterparts
- Partnerships and Coordination
  - i. Understand the UN Development Assistance Framework (UNDAF) and UNOPS, the project's place in the UN system
  - ii. Strive to build strong partnerships and effective coordination among relevant project actors (e.g. United Nations, governments, and non-governmental organizations or other relevant partners)
- Accountability for results and the use of resources
  - i. The project management processes are designed to deliver maximum accountability, transparency and results. If a project or processes is not in line with this, it is the responsibility of the PM to raise the issue to a supervisor
- Excellence
  - i. Contribute to innovation and the adaptation of best practice standards of sustainability and quality.

**Additional Requirements:**

The Institutional Capacity Building Team Leader will be responsible for the following activities:

- Development and operation of a rotational system (for placement of National Institutional Capacity Building team members) that effectively leverages the key competencies of the National Experts across the three Municipalities;
- Implementation of a Technical Assistance needs assessment using the necessary industry standard tools and methodologies and best practice;
- Prioritization of high impact action items giving due consideration to the available budget for Output 4 when proposing solutions for Technical Assistance Action Plan (TAAP) for consideration of Project Manager and Clients. Action items should include municipal finance management, including Tax Revenue and Policy Analysis; as well as Capacity building and guidance on tax collection mechanisms among other priorities;
- Coordination and Implementation of the TAAP;
- Performance management of the TAAP including quarterly assessment of National Experts and TA beneficiaries to confirm institutionalisation of knowledge transfer, as well as effectiveness of instituted systems and processes;
- Facilitate the definition of key performance indicators (KPIs) for monitoring the alignment of urban planning process with the capacity development initiatives
- Promotion of Good Governance principles of accountability, transparency, participation, non-discrimination and efficiency including linking these with the implementation of Municipal programmes, adoption of local policies and/or regulations;

- Facilitating the provision of input to the Urban Plan consultant in the development of the Digital Master Plan and 5 year investment plan that is sustainable and inclusive;
- Actively contribute to governance arrangements adopted by the project;
- Participate in coordination meetings within The Gambia Country Office, and escalate issues, risks and opportunities of a strategic importance to the Project Manager and Country Manager in a timely manner;

### **3. Monitoring and Progress Controls**

- Completed comprehensive Technical Assistance needs assessment and recommendations
- Technical Assistance Action plan (TAAP) approved by the Project Board and implemented;
- Quarterly Performance Assessments of TA Action plan progress, National Experts capacity and instituted systems and processes
- Achievement of milestone assessment to trigger the release of the final Tranche of Funds
- Key performance indicators for monitoring the alignment of urban planning process with the capacity development initiatives are defined

#### **General:**

Ensure that the project(s) produces the required products within the specified tolerance of time, cost, quality, scope, risk and benefits. The Institutional Capacity Building Team Leader is also responsible for contributing to the project producing a result capable of achieving the benefits defined in the Business Case.

#### **Additional Requirements:**

### **4. Qualifications and Experience**

#### **A. Education**

- Advanced University Degree in Public Administration/ Policy, Urban Development and/ or Governance, Town and Country Planning, Land Economy, International Relations, Public Financial Management/Investments, Political/Development Studies, or other relevant discipline.
- University Degree (bachelor's degree / first level) with a combination of 2 additional years of relevant professional experience may be accepted in lieu of the advanced university degree
- PRINCE2 Foundation Certification - Preferred
- Municipal Management/Governance Certification - Preferred
- A relevant combination of academic credentials and/or industry certifications and qualifying experience may be accepted in lieu of the university education.

#### **Additional Requirements:**

#### **B. Work Experience**

#### **Standard:**

- 5 years progressively responsible experience in the management, development and/or delivery of institutional capacity building and/or technical assistance to governments is required;
- Demonstrated experience in Municipal and/or Land Management is required;
- Experience and Knowledge of municipal finance management is preferred;

- Experience and knowledge of urban and/or spatial planning is an asset;
- Experience leading a team of multi-disciplinary experts is desirable;
- Previous experience working with UN Agencies is an asset;
- Previous experience working in Africa is desirable;
- Knowledge of Sustainable Development and SDGs an asset;
- Knowledge of Urban Infrastructure an asset;

**Additional Requirements:** N/A

### C. Key Competencies

	<p>Develops and implements sustainable business strategies, thinks long term and externally in order to positively shape the organization. Anticipates and perceives the impact and implications of future decisions and activities on other parts of the organization. <b>(Applicable only for levels ICS-10 and above)</b></p>
	<p>Treats all individuals with respect; responds sensitively to differences and encourages others to do the same. Upholds organizational and ethical norms. Maintains high standards of trustworthiness. Role model for diversity and inclusion.</p>
	<p>Acts as a positive role model contributing to the team spirit. Collaborates and supports the development of others. <b>For people managers only:</b> Acts as positive leadership role model, motivates, directs and inspires others to succeed, utilising appropriate leadership styles</p>
	<p>Demonstrates understanding of the impact of own role on all partners and always puts the end beneficiary first. Builds and maintains strong external relationships and is a competent partner for others (if relevant to the role).</p>
	<p>Efficiently establishes an appropriate course of action for self and/or others to accomplish a goal. Actions lead to total task accomplishment through concern for quality in all areas. Sees opportunities and takes the initiative to act on them. Understands that responsible use of resources maximizes our impact on our beneficiaries.</p>
	<p>Open to change and flexible in a fast paced environment. Effectively adapts own approach to suit changing circumstances or requirements. Reflects on experiences and modifies own behaviour. Performance is consistent, even under pressure. Always pursues continuous improvements.</p>



Evaluates data and courses of action to reach logical, pragmatic decisions. Takes an unbiased, rational approach with calculated risks. Applies innovation and creativity to problem-solving.



Expresses ideas or facts in a clear, concise and open manner. Communication indicates a consideration for the feelings and needs of others. Actively listens and proactively shares knowledge. Handles conflict effectively, by overcoming differences of opinion and finding common ground.

*Below general Certifications, Contextual Skills and Project Management Skills are required:*

**Certifications**

- PRINCE2® Foundation is preferred

**Contextual Skills**

International organisations experience  
 Management experience  
 Technical Assistance  
 Institutional Capacity Building

**Project Management Skills**

Client Management  
 Financial Rules and Regulations  
 Budget Management  
 Knowledge Management  
 Monitoring and Evaluation  
 Multistage Reporting  
 Project Design  
 Project Development  
 Project Management  
 Risk Analysis  
 Stakeholder Management  
 Develop project team

Project Authority (Name/Title):		Contract holder (Name/Title):	
Signature	Date	Signature	Date