

TERMS OF REFERENCE  
(Individual Contract Agreement)

**Title:** **Project Management Support - Specialist**  
**Project:** Greater Banjul Area: Sustainable Urban Development Programme 2020 - 2040, 21995\_001  
**Duty Station:** Banjul, The Gambia  
**Section/Unit:** **Ghana Multi-Country Office (GMCO)**  
**Contract/Level:** **LICA 10 (ICS10)**

### 1. General Background

The Gambia has one of the fastest urbanisation rates in sub-Saharan Africa, with the 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 improve with accelerated investments via the next prospective flagship project of the Port Expansion and the current opening of the new trans-Gambian 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 and the Ministry of Land and Regional Government
5. Institutions' (GPA, BCC, KMC, BAC and MoLRG) staff trained in project management

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

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

Working under the direct supervision of the Institutional Capacity Building Team Leader, the National Land Management Expert will review and analyse existing Policies, Strategies and Plans of the Ministry of Lands and Regional Governance and identify capacity gaps to guide institutional strengthening. He/She will work closely with the Ministry to plan system reforms needed to manage and implement the GBA Vision and Plan which includes increased revenue collection and improved land management to prepare for increased urbanisation, traffic flows and vulnerability to climate change. The National Land Management Expert will report to the Institutional Capacity Building Team Leader on a day-to-day basis and to the Infrastructure Specialist at the Hub level.

The National Land Management Expert is expected to be a team player, who is capable of working to a high standard. S/he should be able to remain abreast of good practices in the field of land management and draw on global case studies to inform the advice provided. The outputs of the National Land Management Expert are key in the successful achievement of Output 4 Technical Assistance and Capacity Building. He/She is expected to perform the following duties and responsibilities:

### **Stakeholder Management**

- Establish a solid working relationship between UNOPS and the Ministry and other key stakeholders
- Manage communications within the Ministry and ensure stakeholders' ownership of the capacity building plan
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- Facilitate the coordination of land-related activities between the Ministry, the Municipalities and other relevant stakeholders
- Ensure project activities include vulnerable and under-represented groups as co-creators, decision-makers, implementers and/or beneficiaries

### **Capacity Building**

- Gather relevant data on the Ministry's Policies, Plans and Strategies, maps and relevant documents and identify existing institutional and technical capacity gaps for the successful implementation of the GBA Vision and development and implementation of the Technical Assistance Action Plan
- Actively contribute to the Capacity Needs Assessment exercise to identify capacity gaps within the Ministry
- Lead the Technical Assistance Action Plan's land management component in terms of design and implementation, including policy work, systems strengthening and training.
- Participate in the organisation of a benchmarking visit to Senegal for relevant stakeholders within the Ministry and Municipalities.

**Urban Planning**

- Assist the Greater Banjul Area planning team and provide technical advice on sustainable urban development and planning, land management and administration, governance, legislation, land-based financing, land surveying, land tenure practices, land policies and registration within the Gambian context
- Work closely with the project team for the development of the following documents:
  - Urban Profile
  - Planning Briefs for Vision workshops
  - Expert-based Vision Report
  - Integrated Vision Report
  - Digital Masterplan
  - Implementation Guidelines
  - Digital Project Platform

**Reporting and Communication**

- Provide monthly Checkpoint reports which will feed into the overall project reports
- Provide inputs for end-stage reports, operational closure checklist, end-stage report and handover report as applicable
- Participate in project-level coordination meetings (Planning Team meetings, thematic working groups, Urban Forum and Project Board meetings) as relevant,
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- Provide assistance for the development of content for project-related communications and outreach
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**Procedures:**

- Comply with Project Document Archive as required by the UNOPS Organisational Directive.

**Knowledge Management:**

- Participate in the relevant Communities of Practice
- Actively interact with other relevant community to share case studies, lessons learned and best practices
- Incorporate lessons learned from others in project activities

**Core Values and Principles:**

- Understand and respect UNOPS sustainability principles
  1. Look for ways to embed UNOPS sustainability principles in day to day project management
  2. Seek opportunities to champion gender equality in the workplace
  3. Champion and communicate the project's sustainability aspects with key stakeholders
- Understand and Respect National ownership and capacity
  1. Understand the principles of the Paris Declaration on aid effectiveness and mainstream them into the project plans

2. Seek opportunities to recruit qualified local staff
  3. Look for ways to build the capacity of local counterparts
- Excellence
    - i. Contribute to innovation and the adaptation of best practice standards of sustainability and quality.

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

- ✓ Completed comprehensive Technical Assistance needs assessment and recommendations
- ✓ Full implementation of Technical Assistance Action Plan (TAAP) activities with specific emphasis on those targeting the Ministry of Lands and Regional Government
- ✓ Ministry of Lands and Regional Government satisfaction with the project

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

#### **A. Education**

- **Master's** Degree or PhD in Public Administration/ Policy, Urban Development and/ or Governance, Urban and Regional Planning, Land Economy, Public Financial Management/Investments, Political/Development Studies, or other relevant disciplines.
- 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
- 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 experience in the planning, management, development and/or delivery of institutional capacity building and/or technical assistance to governments is required;
- Experience working on land issues is required, preferably (but not limited to) land management, tenure formalisation, cadastre creation and management, land dispute resolution, land information systems, land-based revenue collection, land pooling, land conservation, watershed management, urban/rural/regional planning, infrastructure planning, infrastructure and/or real estate development;
- Knowledge of good practice in urban governance, legal and regulatory frameworks, and policies is highly desirable;
- Previous experience in technical assistance and/or institutional development is highly desirable;
- Knowledge of global frameworks around sustainable urban planning and infrastructure development is an asset;
- Experience in conducting policy reviews and preparation of policy recommendations for decision-makers is a distinct advantage;
- Previous experience working with UN Agencies or other international development partners is an asset;
- Knowledge of Sustainable Development and SDGs an asset;

Additional Requirements: N/A

### C. Key Competencies

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|---|--|
|    | <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>  |
|  | <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.</p>   |



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 an asset

#### **Contextual Skills**

International organisations experience  
Management experience  
Working with local governments

#### **Project Management Skills**

Capacity Building  
Client Management  
Knowledge Management  
Monitoring and Evaluation  
Stakeholder Management  
Strategic Planning

#### **Human Resources**

Design and development of training  
Organisational design

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