

TERMS OF REFERENCE
(Individual Contract Agreement)

Title: Project Management Support - Specialist (National Municipal Management Expert)
Project: Greater Banjul Area: Sustainable Urban Development Programme 2020 - 2040
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

Working under the direct supervision of the Institutional Capacity Building Team Leader, the National Municipal Expert will review and analyse existing policies, strategies and plans of the Municipality to which he/she is assigned and identify capacity gaps to guide institutional strengthening. He/She will work closely with the Municipality to plan system reforms needed to manage and implement the GBA Vision and Plan which include improvements in the delivery of basic services and local revenue collection. The National Municipal 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.

2. Purpose and Scope of Assignment

The National Municipal Expert is expected to read the Project Initiation Documents (PID), Legal Agreement and have a thorough understanding of the terms, conditions, and the respective roles and responsibilities of the partners/stakeholders and teammates to ensure their project products are capable of meeting the business cases for both UNOPS and the client. The outputs of the National Municipal Expert are key to the successful implementation of the capacity building team. He/She is expected to perform the following duties and responsibilities:

Stakeholder Management:

- Establish solid working relationship between UNOPS and the Municipality and other key stakeholders
- Manage communications within the Municipality and ensure stakeholders are in a position to accept handover products
- Advise the client on issues that may impact the achievement of their outcomes (including issues of sustainability and post project requirements such as ongoing operations)

Delivery and Performance:

- Analyze and gathering relevant data on the Municipality's Policies, Plans and Strategies and compile into an inception report
- Conduct a Capacity/Training Needs Assessment exercise to identify capacity gaps within the Municipality and provide plans for scheduling of tasks for improved capacity strengthening
- Provide monthly Checkpoint Reports on progress which will feed into the overall Highlight Report
- Oversee the coordination of meetings organised by the Planning Team for Forum Groups, the Urban Forum and Project Board
- As part of the Planning Team, conduct GBA-wide field visits including a study tour to Senegal as part of information gathering, in conjunction with UNOPS and the Municipality
- Work closely with the consultancy-consortium for the development of the following documents:
 - Planning and planning capacity assessment
 - Urban Profile
 - Planning Briefs for Vision workshops
 - Community-based Vision Report
 - Expert-based Vision Report
 - Integrated Vision Report
 - Digital Masterplan
 - Implementation Guidelines
 - Digital Project Platform

Procedures:

- Provide substantive input into the following plans for approval by the Project Board:
 - i. Project Initiation Documentation;
- and into the following reports:
 - i. Highlight Reports
 - ii. End Stage Reports
 - iii. Operational Closure Checklist
 - iv. End Project Report
 - v. Handover Report
- Comply with Project Document Archive as required by the UNOPS Organisational Directive.
- Monitor 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
- Incorporate lessons learned from others as per planning format

Personnel Management:

- Adhere to the behavioural expectations of the planning team members
- Identify outstanding staff within the Municipality and bring them to the attention of the Mayor/CEO
- Have a thorough understanding of UNOPS personnel contract modalities (including LICA and Staff)
- Provide trainings to the Municipality to which He/She is assigned to as required by project plans

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 Responsibilities:

The National Municipal Expert will be responsible for the following activities:

- ✓ Development, Coordination and Implementation of Technical Assistance Action plan
- ✓ Provision of Technical Assistance, through formal and informal training, coaching and mentoring, including study visit, for the development of requisite competencies required to plan and manage municipal programmes, both strategically and operationally.
- ✓ Promotion of Good Governance principles of accountability, transparency, participation, non-discrimination and efficiency
- ✓ Linking good governance principles with the implementation of Municipal programmes, adoption of local policies and/or regulations.
- ✓ Support implementation of local governance reforms where applicable, in particular improving transparency, coordination of planning, the establishment of local accountability mechanisms, responsible management of public assets and citizen participation.
- ✓ Provision of support to the institutionalisation of effective Municipal programme Management including the promotion of inter-municipal cooperation and adoption of relevant local level policies and/or regulations
- ✓ Identification and elaboration of impediments in implementation of effective Municipal management programme and provide recommendations of complementary actions needed to address this
- ✓ Working in partnership with the Urban Planning consultant, providing relevant input in the development of the Digital Master Plan and 5-year investment plan that is sustainable and inclusive.

3. Monitoring and Progress Controls

- ✓ Completed comprehensive Technical Assistance needs assessment and recommendations
- ✓ Achievement of milestone assessment to trigger the release of funds for project activities
- ✓ Good Governance promoted in the implementation of ongoing programmes
- ✓ Coordinated Planning - through the establishment of an appropriate entity or reinforcement of an existing body, for local Monitoring of the Implementation of the Digital Urban Plan and 5-year investment plan
- ✓ Citizen Participation enhanced through the creation of an enabling environment for public consultations

General:

Ensure that the project(s) produces the required products within the specified tolerance of time, cost, quality, scope, risk and benefits. The National Municipal Expert is also responsible for contributing to the project producing a result capable of achieving the benefits defined in the Business Case. Contribute to the overall business targets and needs.

Additional Requirements:**4. Qualifications and Experience****A. Education**

- Advanced University Degree (Masters or equivalent) is required preferably in Public Administration/Policy, Urban Development and/or Governance, Law, Economics, Public Financial Management/Investments, Political Science, Development Studies or another 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:**

- Minimum 5 years experience in the management, development and/or delivery of institutional capacity building and/or technical assistance to governments is required;
- 10 years experience working in The Gambia is required
- Demonstrated experience in Municipal Management is required and/or knowledge of Municipal operations and policies in The Gambia;
- Experience and knowledge of municipal finance management is an asset;
- Experience in Previous experience working with UN Agencies is an asset;
- Knowledge of Sustainable Development and SDGs an asset;
- Knowledge of Urban Infrastructure an asset;

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. (Applicable only for levels ICS-10 and above)</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. For people managers only: 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>
	<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.</p>

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

Certifications

- PRINCE2® Foundation is an asset

Contextual Skills

International organisations experience

Management experience

Project Management Skills

Capacity Building

Client Management

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