

TERMS OF REFERENCE
(Individual Contract Agreement)

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| Title: | Project Management Support - Senior Officer (Land Management) |
| Project: | Greater Banjul Area: Sustainable Urban Development Programme 2020 - 2040 |
| Duty Station: | Banjul, The Gambia |
| Section/Unit: | AFR/Ghana Multi-Country Office (GMCO) |
| Contract/Level: | ICS 9 / LICA 9 |

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 knowledge exchange
4. Technical Assistance (TA) and capacity building, including training for 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

2. Purpose and Scope of Assignment

Provide embedded Technical Assistance to the Ministry of Lands and Regional Government (MoLRG) for optimal co-creation of project deliverables and knowledge exchange, the Project Management Support Land Management National Coordinator will contribute to the successful delivery of Output 1. S/he will be located in the Department of Lands and Surveys (DLS) and will lead a team of two (2) Junior land management specialists and any service providers as required. S/he will have the support of an International Land Management Expert and will report to the Capacity Building Team Leader. S/he must be results-oriented towards the delivery of Output 1; a team player, ready to support the Project Manager and the team in the delivery of the overall project objectives. S/he must be able to apply, independently, the below duties and responsibilities of the project success criteria:

Stakeholder Management:

- Strengthen the working relationship between UNOPS and the MoLRG.
- Encourage the active participation of other stakeholders in the land management process (e.g. Brikama Area Council, Banjul City Council, Kanifing Municipal Council, Gambia Ports Authority, Gambia Tourism Board, National Environment Agency, National Disaster Management Agency).
- Support the Project Manager in her communication with the MoLRG and ensure stakeholders are in a position to accept handover products.

Land management:

- Guide the land management team on gathering and analysing relevant data on the MoLRG's policies, plans, strategies, and documents in support of the overall project outputs and outcomes.
- Manage the performance of the cadastral map service provider, ensuring timely and quality delivery and contract administration.
- Coordinate the cadastre digitization pilot and preparation of the scale-up plan.
- Coordinate the mapping of Land Allocation Procedures and the formulation of recommendations for improvement.

Urban planning:

- Work closely with the Urban Planning team to guarantee alignment and successful delivery of Output 1.
- Provide technical inputs to other work packages in terms of land management and administration, legislation, land-based financing, land surveying, land tenure practices, land policies and registration within the Gambian context.
- Actively contribute to the land use plan and the urban management plan in line with Gambian institutional frameworks, laws and regulations.

Capacity building

- Assist the Institutional Capacity Building Team Leader in the successful implementation of the Technical Assistance Action Plan including providing targeted training and knowledge sharing sessions to partners.

Reporting and Communication:

- Provide timely and comprehensive inputs to the monthly progress.
- Participate in project-level coordination meetings (Capacity Building Team meetings, Planning Team meetings, project team meetings) as relevant.

Procedures:

- Comply with Project Document Archive as required by the UNOPS Organisational Directive.
- Contribute to work planning, monitoring and adaptation of work plans for effective delivery tracking and project reporting.
- Follow UNOPS procurement and financial management procedures. In this respect, active collaboration with the support services team is required.

Knowledge Management:

- Participate in the relevant UNOPS Communities of Practice.
- Actively interact with other relevant communities to share case studies, lessons learned and best practices.
- Share knowledge of past experience that may enrich the impact of project activities.
- Incorporate lessons learned from others in project activities.

3. Monitoring and Progress Controls

The Land Management - National Coordinator's performance will be measured against the following criteria:

- ✓ Efficient and effective performance management of her/his team
- ✓ Timely reporting on progress of tasks assigned
- ✓ Effective and timely project progress and deliverables production as per the project implementation plan
- ✓ Land survey implemented within quality, time, cost and scope expectation
- ✓ Cadastral map layer in Digital Platform developed
- ✓ Cadastre pilot implemented & scale-up plan drafted and approved by MoLRG and LGAs
- ✓ Recommendations for Land Allocation Procedures approved by MoLRG
- ✓ Implementation of land management-related capacity building activities contained in the Technical Assistance Action Plan within quality, time, cost, and scope expectation
- ✓ Satisfaction of the MoLRG of the technical assistance provided

4. Qualifications and Experience**A. Education**

- Advanced University Degree in Geography, Land Economy, Land management, Law, Urban Development, Urban and Regional Planning or other relevant disciplines is required
- 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:

- Familiarity with Geographic Information Systems and related software (ArcGIS, QGIS or equivalent).

B. Work Experience

- Minimum 2 years working on land issues is required, including (but not limited to) land management, tenure formalisation, cadastre creation and management, land dispute resolution, land information systems, land-based revenue collection is required;
- Demonstrated experience and knowledge of land management and related policies in The Gambia is required;
- Knowledge of best practices in urban governance, legal and regulatory frameworks and policies is highly desirable;
- Experience in conducting policy reviews and preparation of policy recommendations for decision-makers is a distinct advantage;
- Experience supervising junior team members is an asset;
- Previous experience working with UN Agencies or other international development partners is an asset;
- Knowledge of Sustainable Development and SDGs is an asset;

C. Key Competencies



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)**



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.



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



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).



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.



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.



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.

5. Certifications and Skills

Contextual Skills

- Public sector experience
- Working with Local Governments
- Sustainability Focus
- Facilitation
- Political / political judgment

Project Management Skills

- Advisory services
- Capacity building
- Gender analysis
- Monitoring and Evaluation
- Reporting
- Risk analysis
- Strategic planning
- Geographic Information Systems (GIS)
- Mapping

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