

Terms of Reference

National GIS and Data Governance Expert



Position description

Object	National GIS and Data Governance Expert
Activity name	<p>SO1: To improve the capacities of subnational governments to engage in holistic, area-based planning and consider different scenarios that respond to the needs of the host, refugee, and IDP populations.</p> <p>Pilot project: Area-Based Planning and establishment of Technical Unit at the Unions of Municipalities</p> <p>This assignment contributes to the implementation of the following activities:</p> <ul style="list-style-type: none"> • Operationalisation on planning units, including tasks, competencies, and skills. • Institutionnalize • Sustainability strategy to maintain planning capacities beyond MASAR
Project background	<p>MASAR for Local Governments is a programme funded by the EU MADAD Trust Fund. The program's overall aim is to strengthen the long-term resilience of targeted subnational governments and their host, refugee, and IDP populations to deal with displacement.</p> <p>Sub-national governments in Iraq and Lebanon have been the first to be confronted by the repercussions of the Syrian refugee crisis: increased pressure on local services, competition for local employment opportunities, corroding social cohesion, faster urbanization trends, rent-seeking behaviour, and inflation due to externally injected funds in the local economy, and so forth.</p> <p>MASAR focuses on the urban setting, which is the background of processes of displacement, investment, employment, and service delivery.</p> <p>In Lebanon, the programme aims to help governorates of Baalbek-Hermel, Akkar, coastal plain north of Tripoli, and their unions of municipalities to deal with accelerated urbanization caused by the crisis.</p> <p>This programme will mobilize municipal experts from Lebanon and Europe to contribute to building the capacity of subnational governments.</p> <p>This capacity development can include, among others:</p> <ul style="list-style-type: none"> - Provision of technical advice. - Training. - Coaching and mentoring addressed to municipal Planning Units or Service Departments.

	<p>Capacity-building activities will be complemented by pilot quick impact projects aiming to, for instance, designing an urban layout to improve an existing network of streets and roads to accommodate a higher influx of traffic better or to set up a municipal solid waste sorting plant to better cope with increasing volumes of litter.</p> <p>A consortium of European entities is implementing the MASAR project: VNG International (the association of municipalities of the Netherlands), the Polish Center for International Aid (Polish acronym PCPM), the Catalan Agency for Development Cooperation (Catalan acronym ACCD), and Local Government Denmark (Danish acronym KL).</p> <p>The expert will work with VNGI (Baalbek- Hermel), PCPM (Akkar), and ACCD (Akkar and North Lebanon) in coordination with the Municipal Strategic Planning Thematic Coordinator and under the supervision of the Team Leader and the Front Officers of each geographical area corresponding to each of the MASAR Partners.</p>
<p>Geographical scope of the assignment</p>	<p>VNGI (Baalbek- El Hermel)</p> <ul style="list-style-type: none"> • Union of Municipalities of Deir El Ahmar, 8 municipalities • Aarsal Municipality <p>PCPM (Akkar)</p> <ul style="list-style-type: none"> • Union of Dreib Al Awssat Municipalities, 12 municipalities • Union of Dreib El Gharby Municipalities, 7 municipalities • Union of Dreib El Chemali Municipalities, 10 municipalities <p>ACCD (Akkar-North Lebanon)</p> <ul style="list-style-type: none"> • Union of Oussat wa Sahil al Qaytaa, Governorate of Akkar, 14 municipalities • Union of Menieh, Governorate of North Lebanon, 5 municipalities
<p>Specific background materials</p>	<ul style="list-style-type: none"> • MASAR inception Report, Logical Framework, M& E framework, and Indicators. • Profile of the Unions of Municipalities within the three Areas of Interventions (Aoi). • GIS Assessments, capacity building reports, institutionalization and operationalization of the GIS & Planning Unit, and all related documents within the three Areas of Interventions. • Area Based Planning Report for Aarsal and UoM Deir El Ahmar.

<p>Aim and scope of this assignment</p>	<p>MASAR is implementing a pilot project to capacitate local governments in Area- Based Planning approach using GIS. This pilot project aims to strengthen the management capacities and increase the local government's preparedness for future challenges and opportunities through a Strategic Planning Process considering the different scenarios for the future. This project will also develop the capacities of the UoM and municipalities in cartography, GIS, digitalization of spatial data focusing on land use and household mapping, which will allow for better analyzing, and planning the needs in public services. None of the UoM have ever used a GIS system, nor do they have accurate and complete maps (cadastral, zoning, decrees, etc.) of their municipalities. Therefore, introducing a GIS system and providing UoM with accurate cartography changes the setting for data management and implies a substantive change in planning, analyzing, and taking decisions at the municipal and UoM level. MASAR intends to support the adoption of GIS as a permanent working tool and thus seeks to support its operations in a spirit of sustainability.</p> <p><u>Assignment:</u></p> <p>The assignment aims to support the UoMs/Municipalities in the institutionalization and operationalization of a Municipal GIS by assisting MASAR in developing a uniform and fully operational GIS. The latter is supported by adequate data & maps, allowing the Unions/Municipalities to make informed decisions regarding investments, operation, and maintenance of (at minimum) MASAR pilot/demonstration service delivery and LED projects.</p> <p>The National GIS and Data Governance expert will:</p> <ul style="list-style-type: none"> • Provide technical support for MASAR partners (VNGI, PCPM & ACCD) and UoMs/Municipalities in creating an tailored institutional structure for the implementations of GIS, such as establishing a GIS & Planning unit. • Consolidate employee's function descriptions, ToRs. • Identify training needs, develop training materials and build the capacity of the Technical Unit employees, UoMs/Municipalities, Field volunteers. • Develop and consolidate a data governance strategy, with policies and Standard Operating Procedures, work plan, and Technical Unit budget for 2021 (and if possible beyond), • Provide technical assistance and coaching for adopting and implementing of the Technical Unit Road Map – from planning to operations. • Take the lead in the preparation GIS & Data Governance Seminar in early 2022,
<p>Key Responsibilities</p>	<p>The expert/firm will be responsible for:</p> <ul style="list-style-type: none"> - Review the GIS Road Map, GIS assessments, capacity building, and all related deliverables. - Set a clear and detailed work plan for the Road Map Implementation: timeframe (per Aol), objectives, expected results, coaching tools, activities, required logistics, and equipment. - Facilitate the implementation of pre-requisite interventions.

	<ul style="list-style-type: none"> - Develop the data governance strategy, policies, and SOPs. - Draft the necessary ToRs. - Draft the coaching plan. - Develop KPIs framework. - Work in close collaboration with 'MASAR's technical experts. - Report of the work plan progress for MASAR team and the UoMs - Co-organise and facilitate learning and exchange of experience GIS & Data Governance seminar with UoMs/Municipalities (1st Quarter 2022)
<p>Main activities</p>	<p>Output 1: Set up the structure of the Road Map Implementation (10 days)</p> <ul style="list-style-type: none"> • Review all the GIS assessments for each Area of Intervention (AoI), capacity-building reports and deliverables, and GIS Road Map ToR. • Facilitate brainstorming meetings with MASAR's partners (VNGi, PCPM and ACCD) to understand the context and explore the existing learnings, challenges, success factors, and assignment expectations • Conduct introductory Field visits to meet MASAR's Technical Unit/GIS specialist team in each Uo M to understand the current municipal situation and explore their expectations regarding the Municipal GIS System and technical support. • Facilitate brainstorming meetings with MASAR's experts (Strategic Planning, GIS, Solid Waste, Wash, Local Economic Development, Road Safety) for developing an integrated approach and data requirements. • Propose and validate a customized Work Plan for the Road Map guiding the implementation within MASARs partners Areas of Interventions. • Develop a briefing paper for the Best Practices for Municipal GIS in Lebanon¹. <p>Output 2: Oversee and support the implementation of the GIS Road Map within the three Areas of Interventions (20 days).</p> <ul style="list-style-type: none"> • Consolidate (key) GIS technical requirements, functionality, and applications. • Institutional requirements • Set up an operational GIS system, at a minimum, allowing to support MASAR pilot projects operation, maintenance, and decision-making. • Develop the key employees' function descriptions. • Develop and roll out the essential policies and Standards Operating Procedures. • Develop and roll out data governance strategy, including regulatory requirements. • Consolidate data & mapping requirements, database set up, and collection requirements. <p>Output 3: Provide technical support and hands-on coaching for TU employees and, UoMs/Municipalities (15 days) :</p>

¹ Possible examples are North Lebanon: Amyoun, Anfe, UoM Fayhaa, Batroun, Btouratj

	<ul style="list-style-type: none"> • Develop and implement an on-the-job coaching plan for Technical Unit employees, field volunteers, and UoMs/Municipality: hands-on sessions, reports review, project management, etc. • Provide technical assistance for Technical Unit employees, field volunteers, and UoMs/Municipalities to implement the developed ToRs and action plans under output 2. • Develop GIS Key Performance Indicators (KPIs) for monitoring and evaluating the progress of the GIS and performance Human Resources involved in the management. <p>Output 4: Prepare for the MASAR Policy component (10 days):</p> <ul style="list-style-type: none"> • Consolidate the success elements, the challenges, the learnings of the Municipal GIS. • Recommend actions for policy uptake in collaboration with MASAR's Partner DRI. • Consolidate and milestones specific documents <p>Output 5: Preparation & conduct GIS & Data Governance seminar (20 days)</p> <ul style="list-style-type: none"> • Lead a final discussion of the produced documents and materials with MASAR Partners regarding technical guidance and recommendations. • Lead an exchange of learning and best practices seminar with 'MASAR's partners and beneficiaries in early 2022. • Provide a final report of the assignment with recommendations and long- term sustainability plan. • Develop the milestones for developing a Municipal GIS capacity building program for external partners such as MERP/EU Delegation.
<p>Outputs / Deliverables</p>	<p>The expert will prepare and submit the following outputs/deliverables:</p> <ul style="list-style-type: none"> • Customized and integrated work plan for the Road Map Implementation – per Areas of Interventions. • Consolidated GIS technical requirements, functionality, and applications document. • ToR for Technical Unit employees per Areas of Interventions. • Data Governance Strategy. • Policies documents and SOPs. • KPIs document. • Learning Report. • Progress Report. • Final Report of the mission with recommendations for a long term action plan • Seminar Documents and Report
<p>Reporting requirements</p>	<p>The expert/firm will be contracted by ACCD on behalf of all the MASAR project and therefore will work under the supervision of and close collaboration: Team Leader</p>

	based in Beirut, Front Officers of ACCD (Tripoli), PCPM (Qobayat) and VNGi (Beirut), and the MASAR Thematic Coordinator for Municipal Planning (Tripoli). Specific reporting frequencies and modalities will be specified during the inception period.
Minimum qualifications	<p>The minimum qualifications and skills of the key expert are:</p> <ol style="list-style-type: none"> 1. Education: <ul style="list-style-type: none"> • High education degree in GIS or a related field. 2. Professional Experience: <ul style="list-style-type: none"> • Minimum of 10 years of experience in GIS planning and development; • Minimum 7 years of experience with the Union of Municipalities or Municipalities • Extensive knowledge of Lebanese municipal context and development processes and institutions; • Having at least four similar consultancies, familiarity with other GIS best practices. • Cultural sensitivity and cross-cultural skills (religion, ethnicity, gender); • Minimum 5 years in conducting training, hands-on sessions, and preparation of training materials/ curriculum; • Proficiency in English and Arabic 3. Competencies <ul style="list-style-type: none"> • Autonomy, creativity, pragmatism, and orientation towards results; • Reliability: fulfilling obligations in a highly responsible manner; • Self-Control and maintaining composure; • Cultural sensitivity and cross-cultural skills (religion, ethnicity, gender); • Attention to details, proper information management; • Tolerance and adaptability.

Terms and Conditions

Period of the assignment	<p>July 2021-March 2022</p> <p>The expert will define the working days with ' MASAR's partners in each Area of Interventions. Intermediate for a total of 65-70 days</p>
Selection	<p>To be eligible for this assignment, the expert will provide MASAR through ACCD with the following:</p> <ul style="list-style-type: none"> - Preliminary technical proposal - Financial proposal <p>MASAR will evaluate the proposal and select the expert accordingly.</p>

	<p>Instructions to submit a proposal will be sent by the ACCD contract office.</p>
<p>Location of the Assignment</p>	<p>VNGI (Baalbek- El Hermel)</p> <ul style="list-style-type: none"> • Union of Municipalities of Deir El Ahmar, 8 municipalities • Aarsal Municipality <p>PCPM (Akkar)</p> <ul style="list-style-type: none"> • Union of Dreib Al Awssat Municipalities, 12 municipalities • Union of Dreib El Gharby Municipalities, 7 municipalities • Union of Dreib El Chemali Municipalities, 10 municipalities <p>ACCD (Akkar-North Lebanon)</p> <ul style="list-style-type: none"> • Union of Oussat wa Sahil al Qaytaa, Governorate of Akkar, 14 municipalities • Union of Menieh, Governorate of North Lebanon, 5 municipalities
<p>Relevant contact details</p>	<p>Nicole Szaroletta Ochando (ACCD Project manager, Barcelona): nicole.ochando@gencat.cat</p> <p>Corinne Sakr (Coordinator on Municipal Strategic Planning, Tripoli): corinne.sakr_ext@gencat.cat</p> <p>Enric Ibarz (ACCD Front Officer, Tripoli): enric.ibarz@gencat.cat</p> <p>Michel Ligthart (Team-Leader, MASAR, Beirut):michel.ligthart@vng.nl</p>