

Terms of Reference: Feasibility Study for Area-Based Planning at UoMDEA & Aarsal Municipality

Position description

Function	National Expert in spatial urban planning /design planning for the multi sectoral municipal capacities and needs analysis towards the development of a strategic vision
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><u>This assignment contributes to the implementation of the following activities:</u></p> <p>1.4 Feasibility study on the capacities and required human resources for having an engineering and development department at the Union with planning capacity.</p> <p>3.2 Agreements with stakeholders on the scope for setting up a Technical Unit at the UoM with the mandate of a planning department.</p> <p>1.1.1 Development of capacity building and training on area-based planning and service delivery,</p> <p>1.1.4 Operationalisation of planning units, including tasks, competences, and skills</p> <p>1.1.5 Institutionalise planning departments on an integrative and participatory decision-making process approach</p> <p>1.1.8 Capacities development strategic planning and decision making</p> <p>1.2.2 Develop relevant scenarios or longer-term urban areas vision</p> <p>1.2.3 Work out “narrative” to communicate spatial scenarios</p> <p>1.3.2 Develop awareness programme for planning</p> <p>1.3.3 link spatial scenarios with national/regional level development plans, decentralisation strategies and public administration reforms</p> <p>1.3.4 Work out a policy advocacy to communicate lessons learned and insights from spatial / urban planning exercise.</p> <p>4.1 Development of capacity building and training on area-based planning.</p> <p>4.2 Specification of tools (hardware, software, training) supporting planning capacities.</p> <p>4.4 Operationalisation of planning units, through the identification of their mandate, tasks, competences, and skills.</p>

<p>Programme background</p>	<p>MASAR for Local Governments is a programme funded by the EU MADAD trust fund. The overall aim of the programme is to strengthen the long-term resilience of targeted subnational governments and their host, refugee and IDP populations to deal with displacement.</p> <p>Subnational 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 urbanisation trends, rent-seeking behaviour and inflation due to externally injected funds in the local economy, and so forth.</p> <p>MASAR for Local Governments therefore focuses on the urban setting, which is the background of processes of displacement, investment, employment, and service delivery. Displacement has a fast-forward effect on urbanisation, and it also greatly affects the relationships of cities and towns with their more rural surroundings.</p> <p>The programme in Iraq aims to help municipal and governorate bodies in Dohuk and Ninewa. 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 urbanisation caused by the crisis. MASAR has three objectives:</p> <ul style="list-style-type: none"> • To improve the capacities of subnational governments to engage in holistic, area-based planning and consider different scenarios that respond to the needs of host, refugee and IDP populations. • To improve service delivery to generate greater social stability outcomes, based on the needs of host, refugee and IDP populations. • To empower subnational governments and service providers to facilitate local economic development and to have better access to municipal investment that benefit the extension of safe public services and create economic opportunities for host, refugee and IDP populations. <p>This programme will mobilise municipal experts from Iraq/Lebanon and Europe to assist their Iraqi and Lebanese colleagues. This may involve advice, training, coaching, and mentoring in planning units or service departments, mixed with concrete pilot projects.</p>
<p>Geographical scope of the assignment</p>	<ul style="list-style-type: none"> • Union of Municipalities of Deir El Ahmar, Governorate of Baalbeck - Hermel, 9 municipalities • Municipality of Aarsal, Governorate of Baalbeck - Hermel
<p>Specific background materials</p>	<ul style="list-style-type: none"> • (Summary of the) Strategic Development Plan for Deir el Ahmar (DEA) Union of Municipalities, August 2016. • Aarsal and its surrounding Villages a New Dawn, UNDP report, March 2018 • Union/Municipalities Profile reports (DEA/Aarsal); April 2019 • Area Needs Assessment: Round Table meetings Report, April 2019 (DEA/Aarsal); • Municipal Capacity Assessment Survey results, April 2019 (DEA/Aarsal) • MASAR GIS related reports

<p>Aim and scope of this assignment</p>	<p>VNG International is implementing a pilot project to capacitate local governments in Area-Based Planning through a Planning/Technical Unit at the Union of Municipalities (UoM) of Deir el Ahmar & Municipality of Aarsal. This project will develop the capacities in cartography by using GIS, digitalisation of spatial data focusing on land use and household mapping, which will allow for better analysis and response to the needs in public services.</p> <p>The aim is to enable UoM DEA and the municipality of Aarsal to create a strategic plan that considers different scenarios for the future. Training will be supported by the purchase of satellite images and GIS software.</p> <p>The assignment contributes to the design and implementation of pilot project activities on Area-based planning for the UoM DEA and the Municipality of Aarsal</p> <p>The Strategic Planning expert/firm will conduct a feasibility study to explore the possibility of setting up a technical spatial area based planning unit and customise an approach for its operation and sustainability taking advantage of the GIS system that will be introduced</p> <p>The expert will consult key stakeholders to assess the priority sectors in their territories, considering that MASAR interventions will focus on:</p> <ul style="list-style-type: none"> - Urban planning, parcelling, zoning. - Solid Waste infrastructure and management. - Irrigation infrastructure management. - Socio-economic plan for the local development initiatives. <p>The expert shall provide a comprehensive approach to spatial planning as a tool in development and improved service delivery, as well as a clear policy which guides, land administration and management.</p>
<p>Key Responsibilities</p>	<p>The expert is responsible for designing the assessment questionnaires and interviews and conducting the assessments as per the following responsibilities:</p> <ul style="list-style-type: none"> ● Capacity Needs Assessment. ● Technical Needs Assessment. ● Specification of technical tools for implementation. ● Coordinating with the key stakeholders (mayors, head of municipalities/ unions, municipal and Union staff, local community, and refugees' consultations) in cooperation with VNGI staff. ● Identification of roles and responsibilities required for the effective management and service delivery at the Union/Municipalities level ● Coordination with the GIS expert contracted by VNG I ● link spatial scenarios with national/regional level development plans, decentralisation strategies and public administration reforms ● comprehensive Strategic Review Report of the findings from the assessment and the associated recommendations for the most appropriate solutions ● Develop a comprehensive introductory training on area-based planning that is suited with the available human and technical resources

<p>Main activities</p>	<p>The expert/ firm will conduct a focused profiling exercise, define the requisites in terms of human resources and equipment to set up the technical planning unit and identify training needs. Furthermore, after consultation with relevant stakeholders, the expert/firm will propose the structure, organogram and tasks to operationalise this technical/ planning unit at the UoM/Municipality, and work with the beneficiaries on exploring possible scenarios for spatial planning that satisfy their expressed needs and resources</p> <p>Output 1: UoM/Municipality profile & assessment of technical capacities</p> <ul style="list-style-type: none"> • Analyse the Union/Municipalities Strengths, Challenges, Opportunity, and Threats in relation to its current operations and performance • Undertake field visits to each municipality to conduct a focused profiling exercise for the UoM DEA and municipality of Aarsal • Conduct a needs assessment for the municipal staff to identify the capacities and knowledge of the existing human resources. • Assess the UoMs' capabilities and readiness for the establishment of a Technical Planning Unit (i.e. Engineering and Development department) for both UoM DEA and Municipality of Aarsal. • Set the eligibility criteria in terms of the Capacity Building, recruitments and investments needed for the operationalization of the planning unit (considering the financial status of the Union/Municipality), thus. leading to an informed choice of the selected municipalities or union <p>Output 2: Capacity-building programme</p> <ul style="list-style-type: none"> • Based on the assessment of the human resources, the expert will develop the required training program to set up, operate and sustain a planning unit that will take advantage of the newly introduced GIS system the expert should clearly set the headlines for the capacities needed and propose a schedule /timeline for their development based on participatory approaches and proactive simulations with the stakeholders with detailed approaches followed • Identify the hard to achieve objectives and trainings due to lack of resources (human, technical, or financial) and propose possible solutions for the coming five years. <p>Output 3: Technical specifications for procurement</p> <ul style="list-style-type: none"> • Draft the technical specifications of the tender dossier for any required software and hardware that would help the beneficiaries in operationalizing the technical unit <p>Conduct a workshop with municipalities and the project team to validate outputs 1, 2 and 3.</p>
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	<p>Output 4: ToR of the Planning Unit</p> <ul style="list-style-type: none"> • Draft the Terms of Reference of the Planning Unit including: Organization Structure, profile of staff, tasks, integration into UoM structure, including the coordination mechanism with the GIS Unit. • Identify possible challenges and solutions within the coming 5 years <p>Output 5: Work plan and a full report</p> <ul style="list-style-type: none"> • Draft a detailed project document and plan of action to be included in the final report on the consultancy. • Key stakeholders/beneficiary Validation workshop/meeting • Undertake any other necessary tasks that the Front Officer assigns.
Outputs / Deliverables	<p>The expert will prepare and submit the following outputs/deliverables:</p> <ol style="list-style-type: none"> 1. Detailed work plan/approach including assessment tools (questionnaires, interviews, etc). 2. Outline of the capacity-building programme on area-based planning, (including GIS role in the proposed activities). 3. Technical specifications for procurement of software and hardware. 4. Draft ToR of the Planning Unit, stipulating mandate, composition, a profile of staff, etc. 5. A final report including a work plan of the unit to be implemented and a narrative project report with an executive summary and rationale, along with relevant scenarios for a long-term urban area vision. 6. Validation workshop report
Reporting requirements	<p>The expert will work under the supervision of VNG I Front Officer and in close collaboration with the project team and GIS Expert.</p>
Minimum qualifications	<p>The minimum qualifications and skills of the expert are:</p> <ol style="list-style-type: none"> 1. Education: <ul style="list-style-type: none"> • Higher education degree (Masters level) in strategic planning and spatial development, urban design urban architecture or a related field. 2. Professional Experience: <ul style="list-style-type: none"> • Minimum of 10 years of experience in spatial planning/ design / area-based planning and development. • An experience in Scenario planning is an added advantage. • Extensive knowledge with Lebanese municipal context and development processes and institutions. • Proficiency in report writing, case studies and other related documentation. • Conducted at least three similar consultancies preferably in Lebanon, • Experience teaching, training for local governments will be valued. • Cultural sensitivity and cross-cultural skills (religion, ethnicity, gender); • Experience in conducting training and preparation of training materials/ curriculum.

	<ul style="list-style-type: none"> • Proficiency in English and Arabic <p>3. Competencies</p> <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	20 working days, estimated period during January-February 2021
Relevant contact details	<ul style="list-style-type: none"> • Malaz Kawas (Front Officer VNGI): malazkawas@masar.nl • Rima Kreidieh (Procurement Officer): rima.kreidieh@masar.nl