

## Terms of Reference

### International Municipal Strategic Planning Expert

Position description	
<b>Function</b>	International Municipal Service Delivery Short Term Expert
<b>Name</b>	
<b>Project's budget number</b>	11401
<b>Overall project background</b>	<p>In response to the refugee crises, the European Union (EU) through its Regional Trust Fund in Response to the Syrian crisis, or the 'Madad Fund' provides funding to 2 projects; namely the 'Municipal Empowerment and Resilience Project' (MERP) and 'Maintaining Strength and Resilience for Local Governments Project' (MASAR). These two projects take similar approaches in strengthening the resilience of Lebanese municipalities and Union of Municipalities (UoM) and host and displaced populations.</p> <p>MERP is a joint initiative by the United Nations Development Programme (UNDP) and the United Nations Human Settlement Programme (UN-Habitat). The project is implemented in partnership with the Ministry of Interior and Municipalities (MoIM).</p> <p>MASAR for Local Governments is a programme with an overall aim to strengthen the long-term resilience of targeted subnational governments and their host, refugee and IDP populations to deal with displacement.</p> <p>In <b>Lebanon</b>, 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"> <li>• 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.</li> <li>• To improve service delivery in order to generate greater social stability outcomes based on the needs of host, refugee and IDP populations.</li> <li>• To empower subnational governments and service providers in facilitating local economic development and in having better access to municipal investments that benefit the extension of safe public services and create economic opportunities for host, refugee and IDP populations.</li> </ul> <p>This programme mobilises municipal experts from Lebanon and Europe to assist their Iraqi and Lebanese colleagues. This involves overall advice/technical input, training, coaching, and mentoring in planning units or service departments, mixed with implementation of pilot projects in the identified area of intervention.</p>

<p><b>Aim of this assignment</b></p>	<p>To build on the gains and achievements of MASAR and MERP, it is deemed necessary to further develop and build the necessary skills allowing municipalities and Unions of Municipalities (UoMs) to function even after the projects have ceased their assistance (1 December 2022).</p> <p>MERP, in close collaboration with and technical input from MASAR will develop and roll-out training modules in their target areas that aim to strengthen core municipal skills required to weather the challenging political and socio-economic context. The overall goal of the Municipal Training Curriculum is to support UoMs and municipalities <i>build a robust understanding and knowledge in the interrelated topics of: area-based strategic planning, geographical information systems and proposal writing</i>. This process is best supported through a <i>multi-stakeholder planning process</i> with sufficient flexibility allowing to address territorial problems, overcome challenges and seize opportunities.</p> <p>To assist municipalities and UoMs, MERP, in close collaboration with the technical input from MASAR <i>will develop and roll-out training modules that aim to strengthen core municipal skills</i> that include the following core training modules:</p> <ul style="list-style-type: none"> <li>• <b>Area-based Strategic Planning &amp; Economic Development:</b> providing the basic skills to plan and manage the multi-stakeholder process towards resilient and improved services and infrastructure;</li> <li>• <b>GIS supported service delivery planning, operations &amp; management:</b> explaining the importance, minimum functionality data requirements, and milestones towards a Geographical Information System (GIS) to support evidence-based policymaking and service management; and</li> <li>• <b>Proposal writing:</b> developing the skills to write proposals providing access to external funding opportunities.</li> </ul> <p>The overall aims of the Municipal Service curriculum delivery are:</p> <ul style="list-style-type: none"> <li>• To equip Unions of Municipalities, Municipalities with essential knowledge, different approaches and corresponding skills that enable them to mitigate – to some extent - the impact of the combined macroeconomic, fiscal and financial crisis and thereby serving their communities better.</li> <li>• To sustain this intervention on the longer term through the institutionalization of the developed curriculum, coaching and process facilitation in each projects’ areas of intervention.</li> </ul> <p>This is done through close engagement with the Directorate General of Local Administrations and Councils (DGLAC), the Regional Technical Offices (RTOs), and hands-on support to Unions and municipalities by MERP /MASAR.</p>
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	<p>Specifically to this ToR, the International Municipal Service delivery expert is requested to:</p> <ol style="list-style-type: none"> <li>1. Provide technical support in the development of the above mentioned MERP/MASAR training modules and associated Training of Trainers toolkit.</li> <li>2. The roll-out of the training modules/ Training of Trainers toolkit in the MASAR Areas Of Interventions.</li> </ol>
<p><b>Key Responsibilities</b></p>	<p>Ad. 1 Provide technical background-international practices in the development and roll-out of the MERP/MASAR training modules/ Training of Trainers toolkit (20 days) by way off;</p> <ul style="list-style-type: none"> <li>▪ Desk-research, review drafts, identification and contribution of key theoretical concepts, best practice cases and reference literature (5 days);</li> <li>▪ Reviewing and providing technical feedback on draft deliverables, including the inception report, training manuals, ToT toolkit, etc (5 days);</li> <li>▪ Provide inputs guidelines/practice/exercises to operationalise/apply principles of; area-based &amp; scenario-planning; multi-stakeholder processes, environmental sustainability; gender &amp; inclusiveness; accountability, participation and transparency, as required (5 days);</li> <li>▪ Participate (remotely) and provide inputs during thus contributing to the quality and timely delivery of the training modules &amp; toolkits (Refer to MERP/MASAR Tor Background document) (5 days);</li> </ul> <p>The above will be done in collaboration with the technical expert (s) from the service provider. Refer to the attached “<i>ToR Consultancy Services for the Development and Implementation of Municipal Training Curriculum</i>”</p> <p>Ad 2: Assist in the introduction and roll-out of the training modules/ Training of Trainers toolkit by way of:</p> <ul style="list-style-type: none"> <li>▪ Supporting the trainer of Trainers to the selected pool of the DGLAC/UoMs/Regional Technical Officers/ knowledge providers/Thematic Coordinators providing relevant international input and expertise (Mission1: 5 days).</li> <li>▪ Assist the DGLAC/UoM/MASAR Thematic Coordinators in the roll-out of the Unions/Municipalities on the training manuals &amp; toolkit in MASAR areas of intervention;</li> <li>▪ Technically support ToT trainees from DGLAC/UoMs/RTOs/MASAR Thematic Coordinators in the roll-out of workshops in MASAR geographical areas of intervention. These workshops will aim at training municipalities on the developed training material, with the active participation of civil society, MASAR, etc. (Mission 2: 10 days).</li> </ul>

<p><b>Outputs / Deliverables</b></p>	<p>Ad. 1:</p> <ul style="list-style-type: none"> <li>▪ Technical review and provide relevant international addition to summary results of background materials and list of guidelines;</li> <li>▪ Technical review and input training manuals on strategic planning, and GIS provided;</li> <li>▪ Technical review and input ToT training toolkit for DGLAC/UoMs/RTOs/Thematic Coordinators provided (<i>in collaboration with national service provision team</i>).</li> </ul> <p>Ad. 2:</p> <ul style="list-style-type: none"> <li>▪ Technical review and input on ToT report documenting the process, methodology, lessons learned/ provided training manuals on strategic planning, and GIS; ToT training toolkit</li> <li>▪ Based on the delivered workshops and provided feedback, further develop/provide expertise on the content of the toolkit, training programme, and knowledge instruments</li> <li>▪ Mission report 1 &amp; 2 including learnings &amp; follow-up recommendation towards institutionalisation//final training manuals on strategic planning, and GIS; ToT training toolkit (<i>in collaboration with national service provision team</i>);</li> </ul>
<p><b>Reporting requirements</b></p>	<p>The Expert will work in close collaboration with MASAR Thematic Coordinators, MERP service provider and project team, and report to the Team Leader, and the VNG International home office Project Manager to ensure harmonization of the activities.</p> <p>On the basis of templates provided by VNG International, the Thematic Coordinator will submit quarterly activity reports about the implementation of the action and the progress and challenges against the deliverables.</p>
<p><b>Minimum qualifications</b></p>	<p>The minimum qualifications and skills of the Municipal Service Delivery expert is as follows:</p> <ol style="list-style-type: none"> <li>1. Education <ul style="list-style-type: none"> <li>• A Master’s/PhD degree or equivalent in Social Sciences, Business Administration, Management and Public Administration, or other relevant field and/or</li> <li>• 10 years of applied Municipal/Regional experience in the fields of Strategic Planning 7Service Delivery.</li> </ul> </li> <li>2. Professional Experience <ul style="list-style-type: none"> <li>• 10 years or more working experience in municipal strategic planning/service delivery</li> <li>• strong experience in latest strategic planning innovative methodologies/practises.</li> <li>• 5-years of experience in working with local governments in Middle-East or areas with similar service delivery profiles</li> </ul> </li> </ol>

	<ul style="list-style-type: none"> <li>• Experience with training development &amp; delivery coaching and adult education are preferred.</li> <li>• Proficient in English.</li> <li>• Knowledge of Arabic and/or French is preferred.</li> </ul>
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### Terms and Conditions

<b>Period of the assignment</b>	From 1 December 2021 until June 2022. The position is part-time and home-based with 2 mission visits.
<b>Location of the Assignment</b>	<p><b>In Lebanon</b> the international expert will work in the following regions:</p> <ul style="list-style-type: none"> <li>• 1<sup>st</sup> ToT Mission; Beirut</li> <li>• 2<sup>nd</sup> ToT Aol Roll-out: Tripoli &amp; Zahle</li> </ul>
<b>Relevant contact details</b>	<p>Michel Ligthart (Team leader): <a href="mailto:michel.ligthart@vng.nl">michel.ligthart@vng.nl</a> +96181798961</p> <p>Judith Geerling (Project Manager): <a href="mailto:Judith.Geerling@vng.nl">Judith.Geerling@vng.nl</a> +31 613923477</p>

### Resources (background information)

<ol style="list-style-type: none"> <li>1. ToR Consultancy Services for the Development and Implementation of Municipal Training Curriculum”</li> <li>2. MASAR Strategic Planning Local Economic Development road-map;</li> <li>3. Strategic Planning &amp; Local Economic Development specific experts reports</li> <li>4. MASAR Quarterly Information Notes;</li> <li>5. Other UN &amp; VNG-I Reference documents</li> </ol>
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