

**TERMS OF REFERENCE
(Individual Contractor Retainer Agreement)**

Title:	Programme Management Specialist - National Infrastructure Advisor
Project:	Enhancing the resilience, accessibility and sustainability of infrastructure assets in developing countries in support of the 2030 Agenda
Duty Station:	Home Based
Section/Unit:	UNOPS New York Portfolios Office (NYPO), Peace and Security Cluster (PSC)
ICA Level	LICA-10
Corresponding Level	ICS-10
Duration:	Retainer – Subject to organizational requirements, availability of funds and satisfactory performance
Supervisor:	Project Manager (IAM Capacity Building Specialist)

1. General Background

Background Information - UNOPS Peace and Security Cluster

For over 20 years, UNOPS Peace and Security Cluster (PSC) has provided portfolio and project management services in the area of mine action and explosive hazards, that are reinforced by comprehensive management and oversight controls.

Under this umbrella, the Cluster is responsible for the implementation of projects that, through the engagement of inputs such as personnel, third parties, assets and other resources, deliver activities that produce substantive mine action outputs.

Project management is conducted in line with UNOPS Project Management Manual (PMM), which incorporates best practices in the field, as well as a view to quality and cross-cutting initiatives such as workforce and talent management; knowledge and information management; health, safety, social and environmental management; gender parity and mainstreaming; and diversity and inclusion. This comprehensive delivery platform is implemented in accordance with partner requirements and in line with UNOPS rules and regulations through the leadership of the Cluster Director, who has the overall authority and accountability for the performance of PSC on behalf of its clients.

Background information - UNOPS The Gambia Country Office

The United Nations Office for Project Services (UNOPS) is an operational arm of the United Nations, supporting the successful implementation of its partners' peacebuilding, humanitarian and development projects around the world. Mandated as a central resource of the United Nations, UNOPS provides sustainable project management, procurement and infrastructure services to a wide range of governments, donors and United Nations organizations.

In November 2017, UNOPS established its new country office in Banjul, the capital of The Gambia. The Project portfolio of UNOPS in The Gambia traces back to 2007 and it includes, among others, Small Grants Programme supported by the Global Environment Fund, the Regional Artemisinin Initiative (RAI) implemented jointly with



the Global Fund to fight AIDS, Tuberculosis and Malaria (GFATM), Management of the Fleming Fund Country Grant.

The UNOPS The Gambia Office is part of the UNOPS Ghana Multi-Country Office (GMCO), which provides oversight, support and services to UNOPS operations in the country offices.

UNOPS The Gambia is in the process of expanding its area of engagement in cooperation with its development partners, focusing mainly on a portfolio of projects and programs in the infrastructure, governance, procurement in health rule of law, and environment sectors.

UNOPS The Gambia is committed to mainstreaming gender equality and women's empowerment across all its portfolio and projects. Maintaining GESI inclusive environment is one of the key gender goals in UNOPS' Strategic Plan. At the project level, UNOPS always focuses on how to better take into account the needs of women, men, girls, and boys while implementing projects.

Project Information - Support to DESA

The "Support to DESA Infrastructure Asset Management Pilot in Six Countries" project will enhance the resilience, sustainability, accessibility, and sustainability of infrastructure assets in developing countries supporting the 2030 Agenda.

As part of supporting UNDESA, UNOPS is conducting high-level national Infrastructure Assets Management (IAM) Enabling Environment (EE) Gap Assessments in The Gambia as one of the six pilot countries. These assessments will help The Gambia Country Office and national government to gather critical information on challenges and needs in the IAM EE so that a roadmap of action can be developed to improve the IAM EE in order to achieve the Sustainable Development Goals (SDGs) and National Development Targets.

The main challenge it seeks to address is the lack of sustained and systematic strategies, policies, and actions at the national and local government levels to ensure that infrastructure assets support inclusive, affordable and sustainable essential public services over their entire lifespan. Through close collaboration with local and central government officials in The Gambia, the project will focus on the design, implementation, monitoring, review, and delivery of forward-looking, risk-informed, and data-driven infrastructure asset management strategies, policies, and action plans in support of essential public services that leave no one behind. It also aims to disseminate best practices at the level of central governments on how to assess and develop improved national policy, regulatory and legislative framework to support IAM at the national and local levels.

Key stakeholders for this project include central government ministries (finance, municipal government, urban development), municipal development banks, local government officials (elected and administrative) as well as civil society and the private sector. UNDESA is the main implementation entity with UNOPS and UNCDF as co-implementing partners.

This position reports to NYPO, PSC Project Manager and requires close coordination with the UNOPS Special Initiatives (SI) Specialist, UNOPS The Gambia Country Office, and external partners such as UNDESA, UNCDF, and other implementing partners.

The incumbent of this position will be personnel of UNOPS under its full responsibility. The position is home based but will require national travel as necessary.

2. Purpose and Scope of Assignment

UNOPS is seeking a National Infrastructure Advisor, to effectively support an IAM EE Gap Assessment and Workshop as with the following objectives:

- Enhance the resilience, accessibility, and sustainability of infrastructure assets at the local and national levels in The Gambia Country in support of the 2030 Agenda.
- Build greater awareness and understanding among central and local government officials on implementing infrastructure asset management in support of sustainable development.
- Increase the capacity of central and local government officials on how to implement infrastructure asset management in support of sustainable development.
- Enhance the capacity at the level of central and local governments to assess, design and implement an improved national policy, regulatory and legislative framework to support infrastructure asset management at the national and local levels.
- Provide advice and review the IAM EE Gap Assessment in order to assess, design, and implement effective and improved national policy, regulatory and legislative frameworks.
- Identify key challenges that governments face in terms of gaps in infrastructure service delivery and governance challenges, including planning, delivery, and management to support the use UNOPS Capacity Assessment Tool for Infrastructure (CAT-I).
- Support the design, implementation, and facilitate an in-person IAM EE Workshop training incorporating the IAM EE Gap Assessment findings.

Under the supervision of the Project Manager, the National Infrastructure Advisor is expected undertake the following summary of functions:

Summary of Functions:

- Project Implementation and Advisory
- Stakeholder Management, Coordination and Liaison
- IAM EE Gap Assessment
- IAM EE Workshop

A. Functional Responsibilities

Project Implementation and Advisory

- Support the implementation of the assigned in-country project, collaborating, advising and reviewing the project documentation.
- Provide the Project Manager with project progress updates, as well as highlight potential deviations and risks.
- Provide timely and comprehensive inputs to progress and lessons learned reports and all other project-related registers per defined reporting formats.
- Support the implementation and facilitation of customized in-person UNOPS workshop training material based on CAT-I assessment.

- Participate, advise and document IAM lessons learnt activities for the replication of this initiative in other countries.

Stakeholder Management, Coordination and Liaison

- Lead the effective coordination and productive working relationships with central government ministries, municipal development banks, local government officials as well as all other key stakeholders.
- Lead the coordination and participation in project-level meetings between UNOPS team members, development partners, government officials and other project stakeholders.
- Liaise with UNOPS IAM team members ensuring effective coordination and implementation of the overall project.

B. Project Assignment

IAM EE Gap Assessment

- Understand the “Support to UNDESA” project deliverables and national context based on UN Asset Management Diagnostic Tool and Asset Management Action Plans (AMAP) reports as per UNDESA outcomes.
- In close collaboration with the Project Manager, identify key stakeholders involved in the national infrastructure asset lifecycle, understand their roles, responsibilities and influence in national infrastructure development.
- Review national IAM information objectively identifying, understanding, compiling and presenting findings on their existing infrastructure asset management initiatives and processes (planning, delivery and management) for improving infrastructure service delivery.
- Analyse national government and donor priority and financial spending areas related to infrastructure asset management.
- Assess financing opportunities for prioritised sustainable development areas.
- Conduct consultations with relevant stakeholders, assessing and reviewing existing national infrastructure policies, strategies, regulations, operating procedures, and manuals related to IAM.
- Advise on the preparation of interview material and support the interviews process with government officials and key stakeholders as required to validate the information collected during the desktop review stage.
- Work collaboratively with Project Manager, SI Specialists, national experts and government partners reviewing and advising on local and/or national Asset Infrastructure Management Systems (AIMS), objectively providing recommendations for improvement and institutionalization.
- Review roadmap report including challenges, gaps and action plans identified during the desktop review phase in order to assess and develop improved national policy, regulatory and legislative framework to support IAM at the national and local levels.
- Review a summary report with key insights, plans and roadmap to support dialogue and enhance government stakeholder engagement.

IAM EE Workshop

- Advise on the design, implementation and facilitate of the UNOPS in-person national workshop on IAM EE to address and validate potential national gaps and actions plans in The Gambia;
- Support the coordination and delivery of the workshop on identifying key stakeholders, and responding to ad-hoc government stakeholder requests.
- Assist and review in workshop material preparation (i.e. workshop exercises, questionnaires, roadmap, reports and presentations) and provide comprehensive feedback and inputs on its relevance and impact on sustainable development for local governments.
- Facilitate the workshop in collaboration with UNOPS Country Office focused on the pre-identified IAM EE findings, enhancing government and partners' participation, and addressing participant's queries in English as necessary.
- Through the collaboration of UNOPS Country Office, Project Manager, SI Specialist, national experts and government partners objectively prioritize and capture the challenges, gaps, needs and action plans.
- Collaborate closely with local experts, national advisors and consultants supervised by co-implementing partners in advising governments on the importance of strengthening asset management at a national and local level using the developed action plan.
- Collaborate with partners including UNDESA/UNCDF among others on advocacy and policy support, drawing from the lessons arising from IAM EE discussions with government counterparts.
- Review final IAM EE Gap Assessment and roadmap report (updating and incorporating key insights, gaps and priority action plans, programmes and projects identified in the workshop discussions) for government action plan approval and donor fundraising activities.

3. Monitoring and Progress Controls

The National Infrastructure Advisor - retainer's performance will be measured against the following criteria:

- Capability to provide technical advise and support to UNOPS team, advising and reviewing project documentation.
- Ability to include international best-practices, ensuring high-quality standard and timely production and reporting of tasks outlined above.
- Effective identification of government stakeholder and quality of stakeholder relationship established.

4. Qualifications and Experience

A. Education

- An Advanced University degree (Master Degree or equivalent) with a minimum of five (5) years of relevant experience is mandatory; Or
- A First-level University degree (Bachelor Degree or equivalent) with a minimum of seven (7) years relevant experience is mandatory.

B. Work Experience





- Relevant experience is defined as experience in institutional assessments and government relationships;
- Experience in civil engineering, architecture, construction management, urban planning, business administration, economics, public administration, or other infrastructure related subjects is desired;
- Experience working with a variety of institutions; including the UN, national government/public institutions, private sector, and or research/academia in the field of the built environment is desired;
- Experience working with global policy development around asset management, and sustainable and resilient infrastructure is desired;
- Experience developing analytical frameworks is desired;
- Experience in delivering institutional capacity building and/or technical assistance is desired.

C. Language Requirements:

- Fluency in written, reading and spoken English Language is required; And
- Knowledge of another official United Nations language is an asset.

E. 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 one's 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>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 maximises 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>

Project Authority (Name/Title): Daniela Costantino, Senior Portfolio Manager	Contract holder (Name/Title): Programme Management Specialist		
Signature	Date	Signature	Date