

TERMS OF REFERENCE

ORGANIZATIONAL LOCATION:	UN-HABITAT
DUTY STATION:	Nairobi, Kenya
FUNCTIONAL TITLE:	Regional Planning & Evaluation Specialist
DURATION:	4 months

BACKGROUND

The United Nations Human Settlements Programme, UN-Habitat, is the United Nations agency for human settlements. It is mandated by the UN General Assembly to promote socially and environmentally sustainable settlements and cities with the goal of providing adequate shelter for all. Following the translation of UN-HABITAT priorities into seven new thematic branches, the Urban Planning and Design Branch (UPDB) was created in December 2011. The Branch has three Units which are closely related: (1) Regional and Metropolitan Planning Unit (RMPU), (2) City Planning, Extension and Design Unit (CPEDU), and (3) Climate Change Planning Unit. To implement the UN-Habitat's 2014-2019 Work Programme, all the three Units will continue to work in synergy, across other UN-Habitat branches and Units as well as a range of partners.

Different approaches to planning have been tested and implemented worldwide. While there are valuable lessons learnt from these diverse efforts, the **International Guidelines on Urban and Territorial Planning (IG-UTP)** are designed to fill a critical gap by providing a global reference framework based on universally agreed principles. The Guidelines were approved by the Governing Council of UN-Habitat in Resolution 25/6 of 23 April 2015 and are informed by two years of wide ranging consultations, three Expert Group Meetings and a Compendium of Inspiring Practices. These Guidelines complement the International Guidelines on Decentralisation and the Strengthening of Local Authorities (2007), as well as the International Guidelines on Access to Basic Services for All (2009), which were previously adopted by the UN-Habitat Governing Council and which have been referenced in a number of countries.

The Guidelines prescribe how urban and territorial planning can promote goals of sustainable development in the dimensions of social development, sustained economic growth and the environment. The Guidelines emphasize that urban and territorial planning must be understood both as a product (the plans and associated rules and regulations) and a process (the mechanisms to elaborate, update and implement the plans) at different geographical scales. Thus urban and territorial planning is both a technical tool and an integrative and participatory decision-making process, the implementation of which requires technical knowledge, improved coordination and consensus-building approaches. It is an iterative process that requires continuous monitoring, periodic adjustments and sufficient capacities at all levels. It is grounded in appropriate regulations and enforceable legal and institutional frameworks as well as sustainable technologies and financial mechanisms. The Guidelines are applicable throughout the **multiscale continuum of spatial planning** i.e.

- At supranational and transboundary level
- At national level
- At city-region and metropolitan level
- At city and municipal level
- At neighbourhood level

The Resolution calls upon international financial institutions, development agencies and UN-Habitat to assist interested member States in using and adapting the Guidelines to their territorial and national contexts, where appropriate, and further developing tools and monitoring indicators as part of their support for the implementation of the Guidelines. For increased uptake of the Guidelines, UN-Habitat is supporting implementation of IG-UTP at the global, regional, national and sub-national levels:

- At the global and supra-national regional levels, the focus is on exchange of experience, and other forms of knowledge management (developing a database, collection of cases/practices, visit exchanges), tool development, monitoring and reporting, awareness raising, comparative evaluations, policy dialogue and capacity development;
- At the country and sub-national levels, the focus is on the localized adaptation (national, provincial/state, metropolitan, city levels) of the IG-UTP, the review and adjustment of the legal, regulatory and governance frameworks, the application of the adapted Guidelines to concrete city situations and capacity development.

Based on **twelve principles**, the IG-UTP provides action-oriented recommendations to **four stakeholder groups: national governments, local authorities¹, civil society and professional planners**. The recommendations are of a general nature and intended to be a source of inspiration when reviewing, developing, implementing and monitoring their national urban policies and urban and territorial planning frameworks. While the Guidelines serve as a compass, it is necessary to develop a companion to operationalize them for different phases in the process of adjustments in the planning system: Diagnosis, Formulation, Implementation and Monitoring & Evaluation. It is therefore envisaged to develop an **IG-UTP Handbook** inclusive of monitoring indicators that would unpack the Guidelines and serve as a comprehensive Technical Assistance toolkit to support the adaptation and implementation of the Guidelines in distinct national and sub-national contexts.

IG-UTP HANDBOOK

The IG-UTP Handbook will consist in a ‘step-by-step guide’ to assist in using the set of resources and tools that have been and are currently being developed such as the approved Guidelines, the Compendium of Inspiring Practices (available on online), the IG-UTP Learning Materials (drafting on-going). Indicative tools to be developed as part of the assignment include the IG-UTP Assessment Framework, IG-UTP Prioritization Matrix, IG-UTP Inventory of Tools and the IG-UTP Monitoring Framework. These tools aim to support a) national governments b) local authorities c) civil society associations and d) planning professionals throughout the policy-making and planning cycles as shown in the table below:

Stages	Illustrative Tools		Main Functions	Expected Outcomes	
Diagnosis	International Guidelines (IG-UTP)	Compendium, Learning Materials	(Self)-Assessment Framework	Framework to (self)-assess gaps and opportunities in the planning system and plans	Shared diagnosis and improved dialogue amongst relevant stakeholders
Formulation			Prioritization Matrix	Action plan to draft/reformulate laws, regulations, policies and plans	Progressive and better integrated laws, regulations and policies
Implementation			Inventory of tools	Tools to implement strategies, projects and plans	Progressive and implementable strategies, projects and plans
Monitoring			Monitoring Framework	Indicators to easily assess contents, processes and outcomes of plans	Measurability of impact & continuous review of regulations, policies, plans and designs

¹ The category includes sub-national governments including authorities operating at state/provincial level, city-region/metropolitan level, the city/municipal level as well as the neighbourhood level.

RESPONSIBILITIES:

Under the overall guidance of the Leaders of RMPU and CPEDU, the incumbent will be expected to deliver a complete IG-UTP Handbook that operationalizes the Guidelines in the development and revision of planning frameworks relevant for national and sub-national scales. The Handbook chapters must cover each of the stages (Diagnosis, Formulation, Implementation and Monitoring & Evaluation) in the review and adjustment of associated policies, laws, regulations and plans for improved and integrated planning frameworks. The selection of outputs will be fine-tuned after the inception report. Illustrative outputs include:

1. **Inception Report**: The Inception Report captures the methodology along with a work plan to deliver the requested outputs. Based on written feedback on the Technical Proposal, a revision in the substantive outline of the handbook for each chapter shall be proposed. This would include a clear methodology and output templates for the four phases in the review and development of improved planning systems (Diagnostic, Formulation, Implementation and Monitoring & Evaluation). The Inception Report will be finalized in consultation with UN-Habitat after validation by the RMPU & CPEDU Unit Leaders.
2. **Review of global datasets**: This captures key datasets such as City Prosperity Index, ISO 37120, World Development Indicators, and extraction of indicators relevant for evaluating relevance (content), processes (integration) and outcomes (effectiveness) of urban and territorial planning. A selection of identified indicators will be used in the Self-Assessment Framework for capturing data that already exists.
3. **Inventory of tools**: This documents the tools currently available with UN-Habitat and partners while connecting them with different principles of the IG-UTP supported across spatial scales. It identifies key resources and gaps in capacity development efforts as well as implementation tools relevant for technical assistance to countries, regions (sub-national) and cities. It identifies new tools that should be developed to support the adaptation and implementation of IG-UTP at different spatial levels.
4. **Self-Assessment Framework**: This tool supports the Diagnostics stage. It includes a set of guiding but focused questions to facilitate discussions and identify gaps and opportunities in the urban and territorial planning system. It also includes key indicators for which data already exists in open datasets. The Assessment Framework guides countries and cities to self-assess their planning and governance frameworks based on the IG-UTP principles. As the IG-UTP principles highlight participation and spatial and sectoral integration in decision making, the Framework also supports / structures multi-stakeholders dialogues on urban and territorial planning at national or sub-national levels.
5. **Monitoring Framework**: The Monitoring Framework will identify relevant indicators to assess contents, processes and outcomes of plans. These indicators (minimum 24 – two per IG-UTP principles) shall be planning focused and easily understandable and affordable (cost of data collection <USD 20,000), relevant for the multiscale continuum of spatial planning. The Monitoring Framework also details out the methodology through which planning instruments, processes and outcomes are evaluated and how the results can feed back into the design of plans in a modality of continuous review.
6. **Piloting of indicators**: This exercise applies the Monitoring Indicators to 10 concrete contexts. Responses will be tabulated in response sheets to assess how easily information is available and how costly is the process of data collection. This exercise will further feed back to refine the Self-Assessment and Monitoring Frameworks.
7. **Prioritization matrix**: This is a tool to support national and sub-national governments in formulating regional plans based on IG-UTP principles for localized adaptation of IG-UTP. It provides a multi-criteria checklist to prioritize revisions of old plans or focus of new plans

(and associated package of legal and regulatory reforms). The criteria include feedback from consultations, costs, impact and IG-UTP recommendations.

8. **IG-UTP Handbook:** The IG-UTP Handbook will serve as an ‘umbrella document’ and provide a ‘step-by-step’ guide to the target audience (national governments, local authorities, civil society organizations and planning professionals) in using the set of IG-UTP tools so far identified and developed. It explicitly links Outputs 3, 4, 5 and 6. For example, how the responses from the Self-Assessment Framework serve as the benchmark for the Monitoring Framework.
9. **Peer-Review and Validation:** A draft Handbook is shared with peers and colleagues and based on the responses received either through a survey/questionnaire or an Expert Group Meeting, the IG-UTP Handbook will be updated and finalized.

TECHNICAL PROPOSAL

A technical proposal for the preparation of the IG-UTP Handbook must accompany other documents in the application (see box at the end). As explained above, The IG-UTP Handbook will provide an operational framework to implement the twelve principles of the Guidelines throughout the multiscale continuum of spatial planning. This covers for example, the adaptation and implementation of the Guidelines at country level (national, city-region and metropolitan, city and municipal, neighbourhood levels). It also includes the types of tool development and knowledge management needed at the supra-national level to support programming in countries / cities. The guidelines for the technical proposal are as follows:

Objective

As the lead author of the IG-UTP Handbook, describe your approach and table of contents for a first draft of the IG-UTP Handbook. Take into consideration the following pointers.

- The introduction must capture how the IG-UTP Handbook will facilitate the adaptation and the implementation of the Guidelines at each of the five scales of the **continuum of spatial planning** (see IG-UTP pp2).
- Demonstrate clarity and ability to measure the distinct sub-components of urban and territorial planning as a product and a process (see IG-UTP pp24, 16b)
- The proposal should be very clear on the **tools** proposed and the **methodology** for tool development for each of the **four phases** in the review of planning systems: Diagnosis, Formulation, Implementation, Monitoring & Evaluation.
- Demonstrate that the handbook (through the operation framework, tools and indicators) will be able to unpack the **multi-stakeholder** action-recommendations for each category (national governments, local authorities, civil society associations and planning professionals)
- Provide a sense of the choice of input/output, process/outcome **indicators** relevant to monitor and track progress of the uptake of the twelve **principles** of the Guidelines.

Format

The proposal should be between 4000-8000 words and must be accompanied by a workplan for the handbook and supporting tools. The workplan should cover the following phases

- Inception, Literature Review (of available tools, datasets, indicators)
- Tool Development
- Validation (piloting, peer review)

Background readings

A reading pack is suggested below. All background readings are available online:

➤ Primary readings

- UN-Habitat 2015, International Guidelines on Urban and Territorial Planning <http://unhabitat.org/books/international-guidelines-on-urban-and-territorial-planning/>
- UN-Habitat 2015, IG-UTP - Towards a Compendium of Inspiring Practices <http://unhabitat.org/wp-content/uploads/2015/04/International%20Guidelines%20%20-%20Compendium%20Inspiring%20Practices.pdf>
- UN-Habitat, Resolution 25/6 of April 2015 <http://unhabitat.org/wp-content/uploads/2015/01/Submission-by-France-Japan-South-Africa-and-Uganda-Draft-resolution-25-6-International-guidelines-on-urban-and-territorial-planning-E.pdf>
- UN-Habitat, Urban Planning and Design Branch Assessment Framework https://www.dropbox.com/s/baeztj0r7azglnv/ASSESSMENT%20FRAMEWORK_V4.pdf?dl=0

➤ **Additional readings**

- Habitat III Issue Paper 8: Urban and Spatial Planning and Design http://unhabitat.org/wp-content/uploads/2015/04/Habitat-III-Issue-Paper-8_Urban-and-Spatial-Planning-and-Design-2.0.pdf
- UN-Habitat 2009, Global Report on Human Settlements 2009: Planning Sustainable Cities <http://mirror.unhabitat.org/pmss/listItemDetails.aspx?publicationID=2831>
- UN-Habitat, Discussion Note-Five principles for Neighbourhood Design <http://unhabitat.org/a-new-strategy-of-sustainable-neighbourhood-planning-five-principles/>
- UN-Habitat 2014, The Evolution of National Urban Policy <http://unhabitat.org/books/the-evolution-of-national-urban-policies/>
- UN-Habitat 2012, Urban Planning for City Leaders <http://unhabitat.org/books/urban-planning-for-city-leaders/>
- UN-Habitat, Urban Patterns for a Green Economy – 4 series <http://unhabitat.org/books/leveraging-density-urban-patterns-for-a-green-economy/>
- UN-Habitat 2015, The Global Public Space Toolkit <http://unhabitat.org/wp-content/uploads/2015/10/Global%20Public%20Space%20Toolkit.pdf>

COMPETENCIES

Professionalism : Knowledge and understanding of theories, concepts and approaches relevant to land and indicators and monitoring and evaluation; Ability to identify issues, analyse and participate in the resolution of issues/problems; Ability to apply judgement, plan own work and manage conflicting priorities.

Planning and Organizing: Develop clear goals that are consistent with agreed strategies; Identify priority activities and assignments; adjust priorities as required; Allocate appropriate amount of time and resources for completing work; Foresee and allow for contingencies when planning; Monitor and adjust plans and actions as necessary; use time efficiently. Ability to work under pressure, establish priorities and plan, coordinate own work plan, use time efficiently and apply judgment in the context of competing deadlines. Ability to work with minimal supervision and with good sense of initiative.

Communication: Excellent written and verbal communication skills and ability to articulate complex ideas in a clear and accurate manner including the ability to present the content of the thematic area in a clear and concise manner. Keep the supervisor regularly informed of progress.

Creativity: Is not bound by current thinking or traditional approaches, takes calculated risks on new and unusual ideas; is flexible and able to think "outside the box", and offers new and different options to solve problems or meet client needs.

EDUCATION

Advanced university degree (Master's degree or equivalent) in urban and territorial planning, geography, urbanism or any other related field. A first-level university degree in combination with two years of qualifying experience may be accepted in lieu of the advanced university degree.

WORK EXPERIENCE

At least six (6) years of progressively responsible experience in urban and territorial planning, geography, urbanism, urban indicators development or related field. Qualifying years of experience are calculated following the receipt of the first level university degree recognised by the United Nations. Work experience in the UN and or international organization Civil Society Organisation in international programmes or national related to urban and territorial planning is an asset. Work experience in developing countries is an advantage.

LANGUAGE SKILLS

English and French are the working languages of the United Nations. For the consultancies advertised, excellent proficiency in English, both verbal and written, is required. Ability in verbal and/or written French or Spanish is desirable.

REMUNERATION

Payments will be on outputs basis, subject to satisfactory delivery of outputs and targets within the consultancy workplans. The rate is determined by functions performed and experience of the consultant. The fees will be paid as per agreement. The cost of organising expert group meetings and workshops will be supported by UN-Habitat.

Applications should include:

- Technical Proposal (4000-8000 words), see instructions above
- Summary CV (maximum 5 pages), indicating the following information:
 1. Educational Background (incl. dates)
 2. Professional Experience (assignments, tasks, achievements, duration by years/ months)
 3. Other Experience and Expertise (e.g. Internships/ voluntary work, etc.)
 4. Expertise, relevant publication list and referees
 5. Expectations regarding remuneration
- UN Personal History Form* (please use the United Nations standard personal history form available upon request or via:
<http://mirror.unhabitat.org/content.asp?typeid=24&catid=435&id=3867>)
- Proof of relevant work (at least two)

All applications should be submitted to:

UN-Habitat

P.O. Box 30030, 00100 Nairobi, Kenya

Email: jayne.kimani@unhabitat.org and cc: manka.bajaj@unhabitat.org

Subject: Guidelines Handbook LASTNAME

Please be advised that since April 15th 2010, applicants for consultancies must be part of the UN-HABITAT e-Roster in order for their application to be considered. You can reach the e-Roster through the following link: <http://e-roster.unhabitat.org>

Deadline for applications: 28 February 2016

UN-Habitat does not charge a fee at any stage of the recruitment process. If you have any questions concerning persons or companies claiming to be recruiting on behalf of these offices and requesting the payment of a fee, please contact: recruitment@unon.org

* It is advisable to also register in the consultant roster at <https://inspira.un.org>. After registration in My Consultant Roster, go to My Applications and Create Draft Application. Fill out your details and click View/Print PHP. The completed form is equally acceptable as your UN Personal History Form.