

## CONSULTANT VACANCY ANNOUNCEMENT

ORGANIZATIONAL LOCATION:	UN-Habitat
DUTY STATION:	Antigua and Barbuda
FUNCTIONAL TITLE:	Consultant
DURATION:	4 month, 15.August 2016 to 14.December 2016
CLOSING DATE FOR APPLICATION:	07.08.2016

### BACKGROUND

The United Nations Human Settlements Programme, UN-Habitat, is the United Nations agency for human settlements development. It is mandated by the UN General Assembly to promote socially and environmentally sustainable communities, towns and cities with the goal of providing adequate shelter for all. The main documents outlining the mandate of the organization are the Vancouver Declaration on Human Settlements, Habitat Agenda, Istanbul Declaration on Human Settlements, the Declaration on Cities and Other Human Settlements in the New Millennium, and Resolution 56/206. Its activities contribute to the overall objective of the United Nations to reduce poverty and promote sustainable development within the context and the challenges of a rapidly urbanising world.

By working at all levels and with all relevant stakeholders and partners, UN-Habitat contributes to linking policy development and capacity-building activities with a view to promoting cohesive and mutually reinforcing social, economic and environmental policies in national policies and programmes in human settlements which conform with international practices and covenants.

### The Participatory Slum Upgrading Program (PSUP)

The Participatory Slum Upgrading Programme (PSUP) seeks to contribute to the MDGs, particularly to MDG 7, Target 10 and 11, “*reduce by half the proportion of people without sustainable access to safe drinking water by 2015*” and “*achieving significant improvement in the lives of at least 100 million slum dwellers until 2020*”.

The European Commission (EC) and the African, Caribbean and Pacific (ACP) secretariat have been key in mobilising funds and providing political support to the PSUP respectively while the UN-Habitat has been key in mobilising partners in this tripartite initiative that commonly contributes to urban poverty reduction. Currently as part of PSUP, 34 countries are progressing in addressing urban poverty in a participatory and holistic manner through the PSUP process. The EC is financing and UN-Habitat is executing the PSUP in close cooperation with the ACP Group of States and the EC in Brussels supported by the EC Country Offices.

The EC acknowledges that urbanisation is irreversible and promised to work constantly on urban development challenges if governments are taking the ownership; The ACP Group of States sees the opportunity of this programme to positively contribute to the Millennium Development Goals and to gain more support to urban development in ACP countries; and UN-Habitat is very concerned about urbanisation trends and challenges leading to increased urban poverty and welcomes the opportunity of uniting a wide range of partners with a view of global, national and local perspectives for sustainable, cleaner and inclusive cities.

UN-Habitat and the EC attach great importance to country ownership of the PSUP and to closer consultation with donors and other partners in order to increase aid effectiveness and agree to work for harmonization and alignment. Therefore, an involvement of national institutions and key donors for urban development at country level is of high relevance.

Thus, the PSUP is designed to address urban development strategies and slum upgrading and prevention at local, national and regional as well as global levels through: a) partnership building and stronger awareness for urban development challenges; b) identification of most pressing needs at all levels, spotting regulatory,

legal and institutional and financial gaps; c) strengthening the capacity of various stakeholder; d) assisting local stakeholder to respond to urban development challenges; e) developing programme documents for slum upgrading and feeding results into national policies and city slum upgrading strategies; and f) contributing to resource mobilisation for prioritised urban capacity and investment projects as well as for developing comprehensive programmes and urban/housing policies.

The PSUP approach considers (1) cross-sectorial analysis to understand urbanisation characteristics and the different urban sector challenges, (2) broad-based and inclusive stakeholder participation to leverage local knowledge in understanding the factors underlying the current urban situation, build consensus on urban issues and share decisional power over initiatives actively engaging vulnerable and marginalized groups, (3) human rights-based approach to provide a coherent framework of universal standards based on the universal principles of human rights to guarantee a development approach that is equitable, fair to all and sustainable, (4) gender-responsive approach to ensure that all programme activities, outputs and outcomes involve women and men in their set-up, decision making, implementation, monitoring and evaluation, (5) results-based management to plan, implement, monitor and evaluate the programme focusing on results achievement, and (6) south-south cooperation to encourage the active exchange and peer learning among PSUP implementing countries.

The programme consists of three components: Phase 1, *participatory urban profiling*, Phase 2, *participatory action planning* and Phase 3, *participatory pilot slum upgrading project implementation*. The distribution of the countries per Phase is as follows;

- PSUP Phase 1: Benin, Botswana, Lesotho, Rwanda, Saint Vincent and the Grenadines, Togo, Tuvalu and Vanuatu
- PSUP Phase 2: Antigua and Barbuda, Burundi, Cape Verde, R Congo, Cote D'Ivoire, Fiji, Gambia, Haiti, Jamaica, Madagascar, Mali, Mauritius, Namibia, Nigeria, Papua New Guinea, Solomon Islands, Trinidad and Tobago, Uganda
- PSUP Phase 3: Burkina Faso, Cameroon, Congo (D.R.), Ghana, Kenya, Malawi, Mozambique, Niger and Senegal

**The overall Expected Outcomes for Phase II are the following:**

- Stakeholders utilize their **improved knowledge and capacity** for implementing inclusive slum upgrading policies and practices
- **Improved coordination, cooperation and exchange** between stakeholders in slum upgrading
- **Increased political and financial commitment** by national and local authorities to participatory slum upgrading and urban poverty reduction

The PSUP established over time several **principles and values** which this consultancy should also respect, promote and include in its work:

1. PSUP partners, acknowledging that urbanization is unstoppable, will strive **to harness the positive forces of sustainable urbanization** through the implementation of inclusive and rights-based urban policies.
2. PSUP partners will adopt **a city-wide, participatory approach to slum upgrading** aligned with city development plans, actively engaging relevant stakeholders in the process of implementing PSUP phases aimed at one or more of the 5 slum deprivations: lack of safe water, access to sanitation, durability of housing, overcrowding, and security of tenure.
3. PSUP partners will ensure **no unlawful, forced evictions** of slum dwellers will occur in PSUP target neighbourhoods.
4. PSUP partners will devise tangible and direct strategies to empower disadvantaged communities living in slums by allocating **10% of PSUP funding to community-led development interventions**.
5. PSUP partners will strive to implement the PSUP based on the good urban governance principles of **transparency, accountability, participation and decentralization**, aligned with national priorities and the Paris Declaration of Aid Effectiveness.

6. PSUP partners will strive to **mobilize local, national and international resources** sufficient for slum upgrading activities, acknowledging that devising strategies for improving domestic resource mobilization is the key to scaling up slum upgrading in the medium and long term.
7. PSUP partners in national and local governments will demonstrate their commitment towards the programme and slum upgrading in general through **national budget allocations and co-financing of PSUP pilot projects**.
8. PSUP partners will pursue participatory slum upgrading strategies by **mainstreaming of the PSUP human-rights approach**, consisting of: the slum dwellers' right to the city with access to basic urban services, adequate housing and participation in decision-making processes; gender equality, targeting diverse community groups and particularly women and youth; and results-based management for design, implementation and monitoring of national goals identified for the PSUP in all phases.

More information on the general program can be obtained under the following web page: <http://unhabitat.org/urban-initiatives/initiatives-programmes/participatory-slum-upgrading/>. More information on the global issue of slums and slum upgrading can be found in the publication Slum Almanac 2015/16. Tracking Improvement in the Lives of Slum Dwellers: <http://unhabitat.org/slum-almanac-2015-2016/>.

## Slum Definition

A slum household is identified as a group of individuals living under the same roof in an urban area who lack one or more of the following:

1. Durable housing of a permanent nature that protects against extreme climate conditions.
2. Sufficient living space, which means not more than three people sharing the same room.
3. Easy access to safe water in sufficient amounts at an affordable price.
4. Access to adequate sanitation in the form of a private or public toilet shared by a reasonable number of people.
5. Security of tenure that prevents forced evictions.

## PSUP in Antigua and Barbuda

The Government of Antigua and Barbuda, represented by the Ministry of Agriculture, Lands, Fisheries and Barbuda Affairs is actively seeking to strengthen its capacity to devise and implement effective and sustainable strategies for upgrading informal neighbourhoods.

UN-Habitat is supporting this process through its Participatory Slum Upgrading Programme (PSUP). Antigua and Barbuda already completed Phase 1, the Participatory Urban Profiling, with the Urban Profiles of the Cities of St. John's and All Saints as well as the National Urban Profile. Antigua and Barbuda joined PSUP Phase II by signing a Memorandum of Understanding (MoU) outlining the program parameters including the responsibilities of the ministry.

## PURPOSE OF THIS ASSIGNMENT

The purpose of this assignment is to provide technical support to the Government of Antigua and Barbuda, represented by the Ministry of Agriculture, Lands, Fisheries and Barbuda Affairs and UN-Habitat, to effectively implement Phase II of PSUP in the country. The National Technical consultant will work in close collaboration with the Ministry and the PSUP Country Team towards realisation of the intended outputs for Phase 2 of PSUP.

## METHODOLOGICAL APPROACH

The second phase of the *Participatory Slum Upgrading Programme* (PSUP) builds upon the results of the first Phase, the Urban Profiling. The situation of informal settlements in the country is analysed deeper including quantification of the issue, recent efforts by the government of Antigua and Barbuda are summarised, the

relevant policy and regulatory framework is shown, a strategy with priority interventions is established as well as possible financing mechanisms are elaborated and 3-5 Concept Notes are drafted. Thereby, the programme character with its values being participatory and sustainable has to be applied.

Phase 2 is zooming in its focus on St. John's, the capital of Antigua and Barbuda. The methodology and approach of PSUP have to be followed to produce the followed main six outputs: (1) Slum Situational analysis; (2) Stakeholder Analysis; (3) Review of urban and housing policy and regulatory framework; (4) Islands-wide Slum Upgrading and Prevention Strategy; (5) Resource mobilization strategy, and (6) Concept notes and/or project documents. Additional reports are requested as outlined in the output section.

### **Output 1: Situational analysis**

This output involves the collection of relevant information on areas indicating planning and living condition irregularities (e.g. areas which suffer under one or more of the outlined conditions in the slum definition, further severe lack of services and infrastructure, housing without building permissions, illegal subdivisions, social and security issues, pockets of poverty). The identifies areas (such as Buby Alley, Green Bay and Gray's Farm) have to be described along the following aspects: general data on (1) population and trends, (2) housing conditions, (3) land situation, (4) basic urban services (in particular water, sanitation and waste management), (5) safety and security, (6) disaster management and climate change. Main focus should be on using secondary data, one on one interviews and group meetings for information collection. Household questionnaires and surveys are not required. Further basic maps of the identified areas including services, land use and vulnerabilities have to be done (does not need to be GIS mapping). This description had to be set in perspective to the formal areas in St. John's.

Findings have to be verified with identified relevant stakeholders in meetings.

### **Output 2: Stakeholder Analysis**

The stakeholder analysis reveals who has which role in carrying out urban development functions such as development control, urban planning and service provision. This includes legal mandates as well as actual work on the ground. It looks at the various sectors including community organizations and religious organizations; ministries of national government; local governments; service providers, institutions, academia; external support agencies; the private sector and any other relevant actor. This analysis is required to understand who is already doing what in the city and provide a holistic overview. It also brings out initiatives already underway focusing on regularization and upgrading of deprived neighbourhoods. The analysis also provides the information needed to assign lead actors in the Citywide Regularization and Upgrading Strategy building on existing mandates and interventions.

Findings have to be verified with identified relevant stakeholders in meetings.

### **Output 3: Review of the Policy and Regulatory Framework**

A review of the existing policy and regulatory framework needs to be undertaken in order to analyse how this is influencing the development of urban irregularities and lacks in service provision. Thereby a number of documents have to be reviewed following the above indicated themes. The purpose of this review is to identify all existing relevant policies and elements of regulation, evaluate their rationale and effectiveness regarding legal provisions for urban upgrading and regularization. Thereby the analysis should highlight provisions supporting and hindering inclusive urbanization as well as indicate regulatory gaps and contradictions. A focus should be given to these specific issues rather than a full analysis of the whole framework of urbanization. It has to be indicated how inclusive, pro-poor urban development is delivering on national development aims and strategies.

Further this output should include efforts (programs and projects) made by the government of Antigua and Barbuda as well as other stakeholders from the recent past to improve the living conditions including low-income households such as the *Construct Antigua and Barbuda Initiative (CAB I)* and the *2000 Homes Initiative*.

From the findings recommendations regarding adjusting policies and regulations have to be derived that regularization and upgrading efforts.

Findings have to be verified with identified relevant stakeholders in meetings.

#### **Output 4: Citywide Regularization and Upgrading Strategy**

Based on the findings from the situation analysis, the stakeholder analysis and the policy and regulatory review a Citywide Regularization and Upgrading Strategy for St. John's is to be elaborated.

The vision for the strategy should guide possible interventions and priority outcomes. The recommended 3 to 5 priority outcomes have to be broken down into more concrete outputs touching the areas of policy, institutions and physical implementation. It is expected that due to the relatively view areas with urban development irregularities in St. John's the prevention aspect is more present then in other countries. For example:

- Priority actions related to improving the policy and regulatory frameworks: i.e. reviewing plot/land use minimum sizes to increase affordability, introducing cross-subsidies, reviewing building codes for the introduction of save and affordable building standards, reviewing pricing mechanisms for water and other services to increase access to affordable services for the low-income households, manuals for self constructed housing options and low-cost and decentralised sanitation options, more affordable housing finance options, strengthening the laws and regulations around renting etc;
- Priority actions to strengthen institutions: i.e. building government capacity on appropriate building models for low-cost housing in tropical climates, training of small scale builders to increase knowledge on self-build options for low-cost climate resilient houses, institutionalize exchange mechanisms and consultations on inclusive, pro-poor urban development in the Caribbean, etc.;
- Technical priority actions: i.e. model construction of a community center aiming at low-cost but resilient construction methods, participatory neighbourhood planning exercises, drainage plan with the focus on poor neighbourhoods, provision of low-cost sanitation solutions, creation of public spaces for common enjoyment etc.;
- Other priority actions related to multiple stakeholders: i.e. improving university curricula on low-cost housing options, creating awareness on sustainable land use through media, reinforce the collaboration with the private sector, etc.

In the spirit of a results-based approach, it is important to specify at this stage in the process for every outcome the timeframe (short, medium and long term), budget as well as lead body and further involved bodies.

#### **Output 5: Resource Mobilization Strategy**

Depending on the priority actions in the Citywide Regularization and Upgrading Strategy financing mechanisms need to be identified enabling the implementation of the strategy and make it a useful document for pro-poor, inclusive and sustainable urban development. In addition the information out of the stakeholder analysis is also of particular relevance. It is recognised that funding mechanisms need to be diverse, have to come from a variety of sources and should have the financing using national resources as priority. Financing sources could include for example: critical review of current unspent government resources, combination of sector resources for particular holistic projects in one area, tax mechanisms with redistributive character, revolving funds, tapping into regional funding mechanisms for the Caribbean, building on ongoing programs and funds but adjusted to poorer communities, using capacity building funds, contributions from well off communities as sponsoring mechanism, identify external resources accessing funds with joint fund raising with UN agencies and NGOs/CBOs/FBOs, philanthropy, contributions from the beneficial community in form of sweat equity.

Findings have to be verified with identified relevant stakeholders in meetings.

## **Output 6: Project Concept Notes**

The purpose of the concept notes is to enable especially the PSUP Country Team to turn the collected information into concept notes and project proposals for raising finances of projects under the Citywide Regularization and Upgrading Strategy for St. John's in the short, medium and long term. Upon agreement between two to four concept notes have to be developed based on the template from the European Commission.

Each concept note provides a description of the background, purpose, objectives, expected results, outputs, activities, duration, stakeholders involved as well as the budget. Each concept note should propose a holistic project comprising physical, institutional and legislative elements and amount to between USD 500,000 and USD 800,000 if not agreed otherwise.

## **OVERALL IMPLEMENTATION MODI**

### **Communication**

The national consultant will be based in Antigua and Barbuda. The national consultant will be directly supervised by UN-Habitat in Nairobi. He/She is expected to report to the PSUP Country Team on a monthly basis and take in advice.

All draft outputs have to be presented to the PSUP Country Team which is commenting on the work in acceptable time. The consultant(s) are free to contact UN-Habitat Nairobi directly for technical questions using an open communication approach by keeping the PSUP Country Team Leader informed.

### **Participation**

Participation is a key element to the Participatory Slum Upgrading Program (PSUP). Therefore the secondary data collected has to be verified in meetings with relevant experts as well as the community itself where relevant. Analyses undertaken have to be presented, discussed and agreed on by all stakeholder groups.

If possible the PSUP Country Team will organize consultations. This would include two all-inclusive citywide consultations: one to approve the Citywide Regularization and Upgrading Strategy and another one at the end of the project presenting the Resource Mobilization Strategy and the Concept Notes as well as discussing possibly rapid immediate actions forward.

### **Support**

The Ministry of Agriculture, Lands, Fisheries and Barbuda Affairs as well as UN-Habitat fully support the consultant during the implementation of Phase 2. This for example includes from the ministry the support in sourcing information and documents from national ministries and other bodies, facilitating and announcing meetings and consultations as well as technical feedback. UN-Habitat will avail all relevant training material, tools, templates, examples and further necessary information as well as is approachable via mail and skype or similar modes for technical support to implement the PSUP in Antigua and Barbuda.

### **Main Activities**

To deliver this work the consultant(s) are expected to undertake the following main activities:

- Familiarization with the PSUP
- Data collection and analysis
- Conduction of meetings, one-on-one interviews, focus group discussions
- Report writing
- Support in undertaking the two citywide consultations
- Regular communication

## MAIN OUTPUTS EXPECTED

Under this consultancy, the following main documents are expected to be delivered:

- A. Inception report including the actual time line, modes of operation including consultation strategy (2-4 pages)
- B. Based on an example: a Citywide Situation Analysis of the deprived neighbourhoods that includes the general information of the city, situation analysis outlined along the indicated areas and citywide mapping showing the respective areas. (8 to 16 pages)
- C. Based on an example: Stakeholder analysis including the stakeholder groups from the local and central government, academia, private sector, civil society, NGOs/CBOs/FBOs and others relevant. (3-6 pages)
- D. Based on a provided rough report outline and a draft report already in place: a Report on the Policy and Regulatory Frameworks highlighting the key policies and regulations, showing elements facilitating and hindering slum upgrading and pointing out lacks as well as contradictions. An overview of how the PSUP can support the delivery of national and thematic specific policy aims and deliverables are to be included as well as key recommendations for adjustment of the policy and regulatory framework have to be formulated. (5 to 10 pages)
- E. Based on an example: the Citywide Regularization and Upgrading Strategy including vision, key priorities, outputs, key activities, timeframe, responsible stakeholder, budget indication (5 to 10 pages)
- F. Based on an example: a Resource Mobilization Strategy prioritizing national funding possibilities and tailored to the priorities of the strategy (3 to 6 pages)
- G. Based on the EC concept notes template 2 to 4 project proposals for identified priorities
- H. If it occurs specific report on the two main consultations for the Citywide Regularization and Upgrading Strategy as well as for the final consultation (4 to 8 pages)
- I. Pictures of the living conditions of the poor picturing the deprivations based on the thematic analysis, pictures of consultations as well as pictures of progress if possible (from existing initiatives, before-after pictures if possible) in a large scale format
- J. End of project report including the actual project implementation process, lessons learned, challenges faces, possible champions for the future, recommendations of the way forward (6 to 10 pages)
- K. Softcopies of all the collected and analysed material (reports, policies...)

## Payments and Time Schedule

The consultancy is ideally home based and the consultant, preferably be located has in Antigua and Barbuda. However, considerations will be given to consultants outside Antigua and Barbuda with local affiliations. The consultancy is for four month. The start date is aimed at 01. August 2016 ending on 30.November 2016. The contract is with the UN. It is understood that all costs occurring during the work such as local travel, printing, copying are included in the fee. The payments will be made output based upon the approval of the outputs by the PSUP country focal point in writing (via mail) to UN-Habitat in Nairobi as well as to be considered satisfactory from UN-Habitat.

Outputs	Submission date	Payment released	Amount in USD
A. Output A (Inception Report)	28.08.2016	20%	
B. Output B, C, D, E, F, G	31.10.2016	60%	
C. Output H, I, J, K	04.12.2016	20%	

## **REQUIRED EDUCATION**

- Bachelor in the following fields: International Development, Urban Development, Urban Planning, or Environmental Planning, Geography or similar is required
- Proven liaison/stewardship with partners in the field of sustainable urban development
- Mature approach, good communication skills, interpersonal management, and proficient in written and spoken English
- Excellent IT skills especially MSWord processing, Word, Excel, Power Point; GIS-based software, graphic illustration programs
- Fluency in written and spoken English is a requirement

## **WORK EXPERIENCE**

- At least 5 years of working experience in urban planning and shelter upgrading, environmental management, governance and/or development related issues; with proven experience of writing proposals to international institutions
- Work experience in Antigua and Barbuda or at least in a Caribbean country context
- Demonstrated ability to draft research reports on urban issues
- Experience in data collection and analysis, policy analysis and urban financing (possibly for urban upgrading and regularization)

## **Application**

Applications are to be made to: [psup@unhabitat.org](mailto:psup@unhabitat.org)

Deadline: 07.08.2016

Required for the submission:

- Rationale
- Proposed methodology to achieve stated outputs including time line and budget (4-6 pages)
- Commitment of available resources for the relevant tasks
- Financial Proposal
- CVs of the applicant(s)
- Copies of the indicated certificates