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REPUBLIC OF LEBANON
MINISTRY OF
INTERIOR AND
MUNICIPALITIES



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STANDARD OPERATING MANUAL FOR REGIONAL TECHNICAL OFFICES



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List of Acronyms

AoC	Agreement of Cooperation
BoQ	Bill of Quantities
CBO	Community-Based Organisation
DGLAC	Directorate General of Local Administrations and Councils
DGUP	Directorate General of Urban Planning
EDL	Electricité du Liban
EIA	Environmental Impact Assessment
GIS	Geographic Information System
HR	Human Resources
IDP	Individual Development Objective
IT	Information Technology
JD	Job Description
KPI	Key Performance Indicator
MEHE	Ministry of Education and Higher Education
MEL	Monitoring, Evaluation, and Learning
MoE	Ministry of Environment
MoET	Ministry of Economy and Trade
MoEW	Ministry of Energy and Water
MoIM	Ministry of Interior and Municipalities
MoPH	Ministry of Public Health

MoPWT	Ministry of Public Works and Transport
MoSA	Ministry of Social Affairs
MoT	Ministry of Telecommunications
NGO	Non-Governmental Organisation
OKR	Objective and Key Result
OMSAR	Office of the Minister of State for Administrative Reform
RTO	Regional Technical Office
SDC	Social Development Centre
SOM	Standard Operating Manual
SWM	Solid Waste Management
ToR	Terms of Reference
UN	United Nations
UoM	Union of Municipalities



Introduction:

Objective, Scope, and Audience of the SOM

This Standard Operating Manual (SOM) presents the key functions, processes, and procedures related to the status and day-to-day work of Regional Technical Offices (RTOs) in Lebanon. The objective of the SOM is to provide a unified framework for the establishment and further development of the RTOs in Lebanon based on good governance standards and the legal and regulatory provisions in force.

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The SOM is part of a larger toolkit comprising also a Capacity Development Strategy and an Exit Strategy, all of which aim to ensure that existing RTOs and future ones have optimal institutional capacity, and that local authorities hosting them can sustain and develop them.

This toolkit serves to:

- Support the replicability and sustainability of the RTO model in the long term, especially since the responsibility for RTOs is to be gradually handed over from development partners to the concerned local authorities;
- Lay the groundwork for the institutionalisation of the RTOs as a full-fledged municipal unit working organically within the local authority and in communion with its social and institutional environments;
- Provide processes, procedures, tools, and templates that ensure the sustainability, efficiency, effectiveness of RTOs;
- Streamline, unify, and standardise the RTO's ways of working;
- Emphasise internal transparency and accountability within local authorities.

The SOM is divided into six sections, each comprising several sub-sections. The first section provides a definition of the RTO, its mission and vision, a detailed scope of work, an overview of the tasks and duties that the RTO can undertake in the various municipal sectors, and a brief explanation of the added value of establishing RTO. This section presents the legal grounds supporting the establishment of RTOs and also elaborates the untapped potential of developing RTO structures based on the Lebanese legal and regulatory framework.

The second section positions the RTOs within the municipal bureaucracy and presents the different municipal structures that the RTO can be embedded in, depending on the existing administrative configuration and what is deemed feasible by the elected municipal officials. In annex, this section is complemented by indicative terms of reference (ToRs) for the most common RTO roles.

The third section is a step-by-step guide to set up an RTO. It presents different scenarios, procedure checklists, and assesses the pros and cons of each scenario. It also mentions the financial, administrative, material/physical, and technology-related resources needed to establish an RTO.

The fourth section addresses the issues of reporting lines, supervision, and delegation of work between the head of the local authority, the municipal staff, and the RTO. In annex, this section is complemented by work plan and timesheet templates.

The fifth section details coordination processes between the RTO and its many interlocutors (central government authorities, deconcentrated authorities, other local authorities, civil society organisations, development partners and donors, private sector). Fundraising and donor relations support and proposal development are a crucial part of this function. This section represents the dynamic aspect of the previous sections and provides guidelines for external engagement with these interlocutors.

The sixth and final section is dedicated to performance management. It provides a varied menu of tools and methods that the local authority can leverage to manage the performance of the RTO as well as of its staff members. This section draws on leading evidence-driven research on performance management. The intent is to optimise collaboration and team dynamics,

nurture a culture of feedback and continuous improvement, and enhance levels of accountability. In annex, this section is complemented with a variety of performance management templates.

Audience.– This SOM is intended for several beneficiaries. The prime beneficiaries are elected municipal officials (mayors, heads of unions, council members) who either wish to establish an RTO in the local authority which they represent, or have already an RTO in place and wish to institutionalise it. The responsibility for adapting and endorsing the SOM is primarily entrusted to the concerned local authority council. Similarly, the RTO is also a prime beneficiary of this SOM since both the municipal officials and the RTO team are responsible for putting it into practice.

Other beneficiaries include the Directorate General of Local Administrations and Councils (DGLAC) at the Ministry of Interior and Municipalities (MoIM), which is responsible for endorsing the SOM, promoting the RTO model, and making the toolkit available to local authorities.

Civil society organisations and development partners play a supportive role in this regard. Their support consists in creating awareness about the RTO model, the present toolkit, and encouraging their municipal partners to engage on that path for their own benefit.

Recommended Use.– This SOM is meant to be used as a standard reference manual regulating the work of RTOs. However, due to its generic nature, the local authority is to adapt some of its sections to fit its institutional context, particularly Section II (RTO structure) and Section VI (performance management). Alternatively, the SOM can be endorsed as is while a follow-up decision would specify which parts apply, which ones do not, and how specific sections were adapted to fit the needs of the local authority. For example, the local authority is to mention, under Section II, what structure will be adopted for the RTO and how it will dovetail with the rest of the municipal administration, and, under Section VI, which performance management tools and methods will be primarily used among the many proposed here. Finally, Section III is meant to be directly implemented, depending on the applicable scenario.



I. What is the RTO?

The Regional Technical Office (RTO) is a technical unit performing under the mandate of a municipality or Union of Municipalities (UoM) (henceforth referred to as “local authorities”). The RTO provides technical expertise and specialised know-how to support public service planning and provision. It also helps mobilising public officials and local community actors to jointly identify and address local needs based on a strategic vision. Through this, the RTO aims at strengthening local governance, enhancing service delivery, and activating the strategic planning function of local authorities.

The RTO is hosted by a local authority and comprises a team of technical and social experts who are generally hired from the same area in which the local authority operates. The RTO’s membership and work are deeply rooted in the area in which it operates, thereby contributing to increased ownership and buy-in of both municipal officials and local community actors throughout the process of developing municipal policies and projects.

RTOs were first established by UN-Habitat in 2007 to empower UoMs in developing effective emergency responses and strategic planning and to contribute to the reconstruction and local development efforts in South Lebanon. At the beginning, the aim of the RTOs was to guide the UoM through the transition from emergency response to socio-economic recovery planning by providing technical and engineering assistance to municipal projects, and by supporting decision-making, enhancing service delivery, and addressing core governance issues at the regional level.

So far, RTOs have been strongly connected to various stakeholders at the local and regional levels (local authorities, public service providers,

civil society actors, international organisations) and have played a major role in planning different interventions related to several sectors. RTOs have enhanced data management within the local authority, provided technical input and support, facilitated international donor interventions, guided local authorities from emergency response to recovery and planning, strengthened community integration and municipal engagement, enhanced decision making, and encouraged the potential of strategic planning.

While established by UN-Habitat, RTOs are to be gradually handed over to the concerned local authority.

Mission and vision of the RTO

A mission statement is a concise statement of why the RTO model exists and what purpose it fulfils. The RTO's mission is to be the catalyst for effective local governance and, in the long-term, to pave the way for administrative decentralisation in Lebanon. RTOs enable local governance by providing specialised technical expertise in all municipal sectors. The RTOs empower Lebanese local authorities to plan and deliver high-quality, inclusive public services and achieve sustainable developmental outcomes. Their mission also consists in activating accountability and inclusive participatory mechanisms in municipal work. They work in close coordination with the local community and beneficiary groups that the local authorities serve, and act as privileged

interlocutors for donor organisations and development partners.

The RTO sets a high standard for good governance at the local and regional levels and serves as a model for an efficient and effective decentralisation catering to the needs of local communities.

A vision statement is an aspirational and inspirational statement depicting an ideal situation that an institution is committed to work toward. The vision that defines the RTO model is a citizen-centric local governance that is attuned to the needs of local communities, that works hand-in-hand with civil society actors and development partners, and provides public services that are effective, accessible, democratic, transparent, and inclusive.

Detailed role and scope of work

The establishment of RTOs is legally based on the provisions of the Lebanese Municipal Law (Decree-Law No. 118 of 30 June 1977 and its amendments). It can be established either in a municipality or a UoM.

According to Art. 49, § 19 of the Municipal Law, the municipal council is entitled to determine its internal organisation and set up administrative units having their own internal systems and bylaws to regulate the work of the municipality's civil servants and workers. As such, municipalities are entitled to establish a Technical Unit that provides technical support to municipal projects, services, and policies. The council is also entitled to determine the salary grid of its municipal staff in line with the salary grid of the public sector employees (Law No. 46 of 21 August 2017). Similarly, UoMs may establish and organise a Technical Unit in accordance with Art. 121 and

129 of the Municipal Law. Until now, Art. 122 of the Municipal Law, which sets forth the role of the Engineering and Public Health Body at the UoM, has been the most cited legal provision for the creation of RTOs. It stipulates that:

The Engineering Body in the Union is responsible for the following tasks:

1. Reviewing the applications for construction permits, conducting field visits and inspections, and liaising with the concerned mayor for approval;
2. Preparing the specifications for the procurement of supplies, works, and services;
3. Preparing the required technical studies and consultations;
4. Preparing the construction plans [e.g.,





preliminary and execution drawings, perspectives];

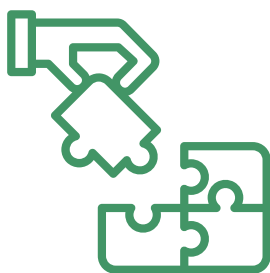
5. Preparing the expropriation lists and their detailed information and forwarding them to the competent evaluation committee;
6. Reviewing housing permits and providing an expert opinion in this regard;
7. Public health monitoring and control;
8. Drawing up reports to be submitted by the head of the UoM to the mayor of the concerned municipality regarding any violations against construction, health, and other violations that fall within the competence of the Body within the municipal area.

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The Engineering and Health Body shall be also in charge of all the common technical issues requested by the head of the UoM.

The RTO's scope of work is broader than the scope of the Technical Body mentioned under the municipal law. It encompasses a range of activities based on the legal mandate of municipalities and unions, such as:

- Enhancing the participation of local authorities and actors' participation towards better decision-making and local stability;
- Promoting technically sound and cost-effective solutions for the construction, upgrading, and rehabilitation of community facilities and urban services at all sectoral levels;
- Supporting municipalities and UoMs in prioritising and identifying problems and planning sound interventions;
- Raising awareness of municipal and UoMs employees on good governance, administration, community participation, in addition to implementation, monitoring and maintenance of infrastructure and urban services;
- Establishing solid networks between municipalities and key local public and civil society actors such as the Ministry of Social Affairs (MoSA) Social Development Centres (SDC), Water Establishment Regional Offices, public schools and health centres, Community-



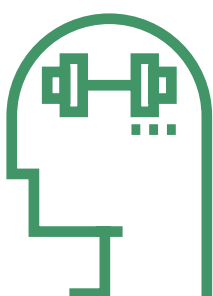
1- Planning

Conducting needs assessments, identifying strategic priorities, proposing planning schemes.



2- Mapping

Developing base maps, mapping resources, developing GIS layers, data collection.



3- Capacity-building

Training and coaching municipal staff.



4- Coordination

Identifying partners, outreach/engagement/mobilisation of local community actors, enabling exchange of information and experiences, facilitating complementarity and synergies.



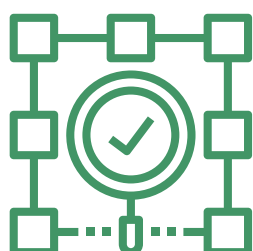
5- Technical

Assessing sites, preparing BoQs, drafting drawings, monitoring works (see next section).



6- Management

Managing projects, ensuring visibility and (social) media outreach, optimising financial resources, maintaining donor relations, project proposal development, fundraising.



7- Evaluation

Applying Monitoring, Evaluation, and Learning (MEL) tools for projects, developing success stories and lessons learnt.

SECTOR	TASKS
Urban planning and management	<ul style="list-style-type: none"> • Land surveying, topography • Urban master plan • Mainstreaming the use of GIS in urban planning and management
Fiscal management	<ul style="list-style-type: none"> • Real estate valuation, calculation of municipal tax rates • Mainstreaming the use of GIS in fiscal management
SWM	<ul style="list-style-type: none"> • Developing, implementing, and monitoring a local or regional SWM system • Monitoring and reporting public health violations • Monitoring and reporting food safety violations
Public health	<ul style="list-style-type: none"> • Monitoring and reporting public health violations • Monitoring and reporting food safety violations
Social affairs	<ul style="list-style-type: none"> • Contributing to social policy • Dealing with social issues affecting refugees from Syria (conducting rapid assessment, identifying priority intervention, advising local authorities on alleviating social conditions of refugees)
Public transportation	<ul style="list-style-type: none"> • Traffic management • Road safety
Technology	<ul style="list-style-type: none"> • Mainstreaming the use of GIS in the administration • IT management and digitisation • Archiving and e-archiving • Data management
Project cycle management	<ul style="list-style-type: none"> • Managing the lifecycle of a municipal project • Applying and mainstreaming Monitoring, Evaluation, and Learning (MEL) in municipal projects • Budgeting for municipal projects and budget follow-up • Procurement planning and management for municipal projects • Narrative and financial reporting
Stakeholder engagement	<ul style="list-style-type: none"> • Developing and implementing a communications and visibility strategy • Developing and implementing an outreach strategy for stakeholders, project partners, beneficiaries • Community mobilisation • Facilitating inter-agency coordination
Fundraising and Partnerships	<ul style="list-style-type: none"> • Developing a partnership development strategy • Developing and nurturing a network of development partners, donor organisations, and sponsors • Developing a fundraising strategy • Monitoring Call for Tenders and funding opportunities • Proposal design and proposal writing

Based Organisations (CBO), private sector, local committees, etc.

To fulfil their duties, RTOs have several ways

of engagement. Their contribution consists in assisting and supporting the local authority in its daily work through:

Possible sectors of activity

The scope of work of RTOs can be very broad. Their responsibilities encompass a wide spectrum of tasks in a variety of sectors, all stipulated in Art. 47, 49–50,

74, 121–124 and 126 of the Municipal Act. The major tasks, classified by sector, are presented below.

What are the advantages and added value of working through RTOs?

RTOs offer more than technical expertise to local authorities. Fully empowered RTOs play a leading role in project design, proposal writing/development, and fundraising, thereby contributing to the financial sustainability of local authorities.

When they fulfil their potential, RTOs maintain privileged relations with donor organisations and development partners as well as civil society organisations and local community actors. As such, RTOs play a crucial role in monitoring funding opportunities, proposing project concepts, drafting project proposals, and responding to Calls for Proposals/Tenders. This increases their attractiveness

to donors and therefore the likelihood of receiving external funding.

In addition, RTOs can contribute to devising innovative ways to optimise municipal revenues. This is achieved through RTOs by (1) using GIS and mainstreaming it in the management of municipal revenues, (2) offering suggestions on how to diversify revenue streams, and (3) offering suggestions on how to generate additional revenues through user fees and service charges, within the existing framework, to fund municipal public services.





II. What is the structure of the RTO team?

The RTO team's structure varies from one local authority to another, based on the needs of the area served, the types of activities to be implemented, and the staff available to the local authority. The structure of the RTO is also directly impacted by its size and its institutional relationship to other units within the local authority. The smaller the RTO the "flatter" its management style; the larger the RTO the more hierarchic it becomes.

In practice, RTOs have consisted of an average of 3–5 persons of different professional backgrounds.

This may include civil engineers, architects, surveying engineers, community mobilisers, social workers, IT or GIS operators, and administrative support staff. The local authority may hire additional expertise on full- or part-time basis such as project managers and coordinators etc. depending on available resources and needed skills. Indicative ToRs for the most common RTO roles are presented in Annex 1.

Small RTOs (5 members and below) are usually not hierarchically organised. The direct supervisor of the RTO is therefore one of the following:



The head of the local authority (mayor or head of UoM)
(see Figure 1)



The Administrative Director of the local authority
(see Figure 2)



The head of the administrative unit under which the RTO operates (Engineering Unit, Administrative Unit)
(see Figure 3)



A focal point appointed by the head of the local authority (typically, a municipal councillor and/or a senior municipal staff member)
(see Figure 4)

Figure 1. RTO supervised by the head of the local authority

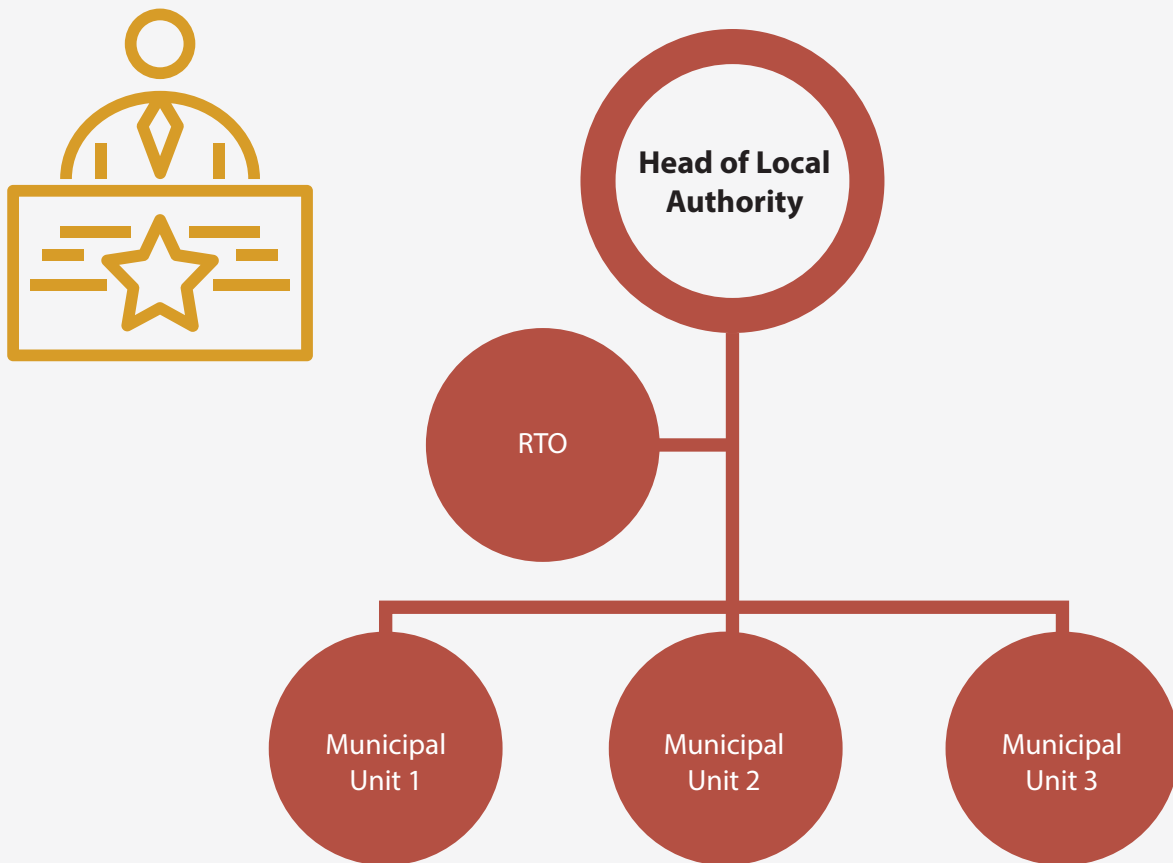


Figure 2. RTO supervised by the Administrative Director of the local authority

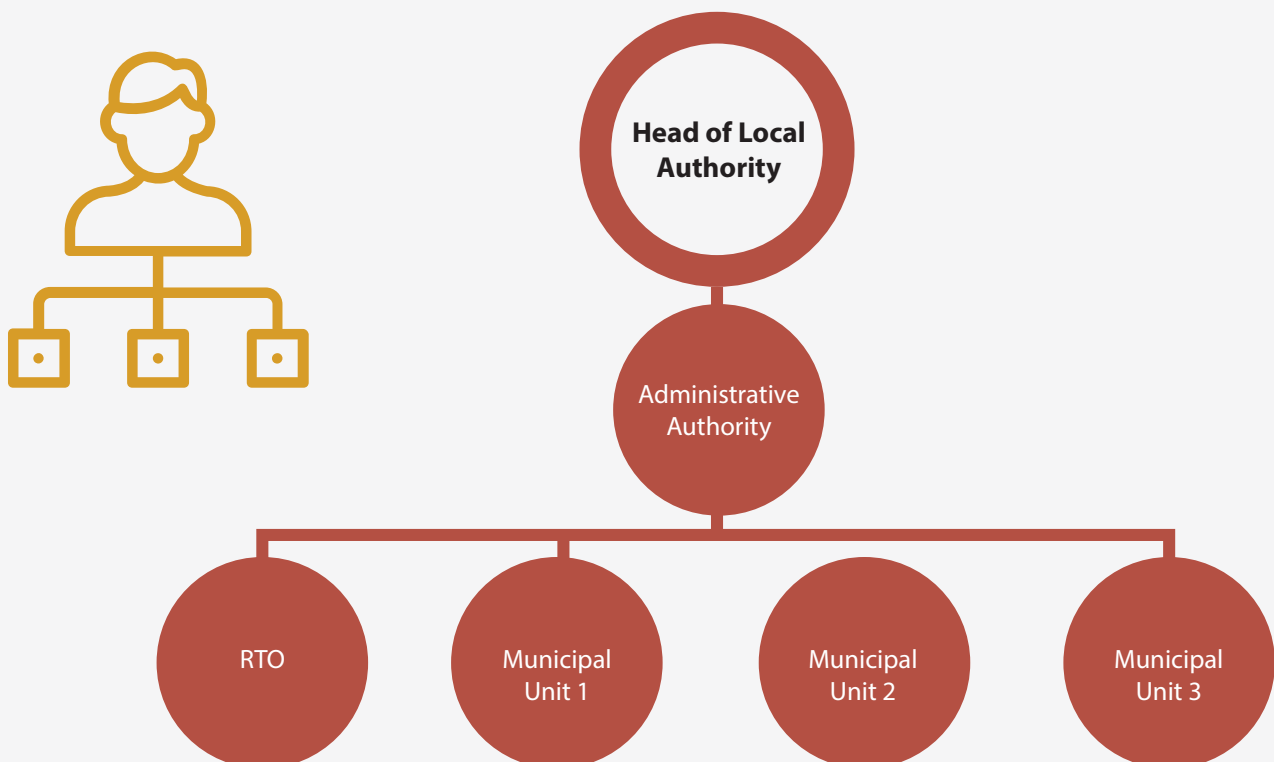


Figure 3. RTO supervised by the head of the Technical Unit (a.k.a. Engineering Body)

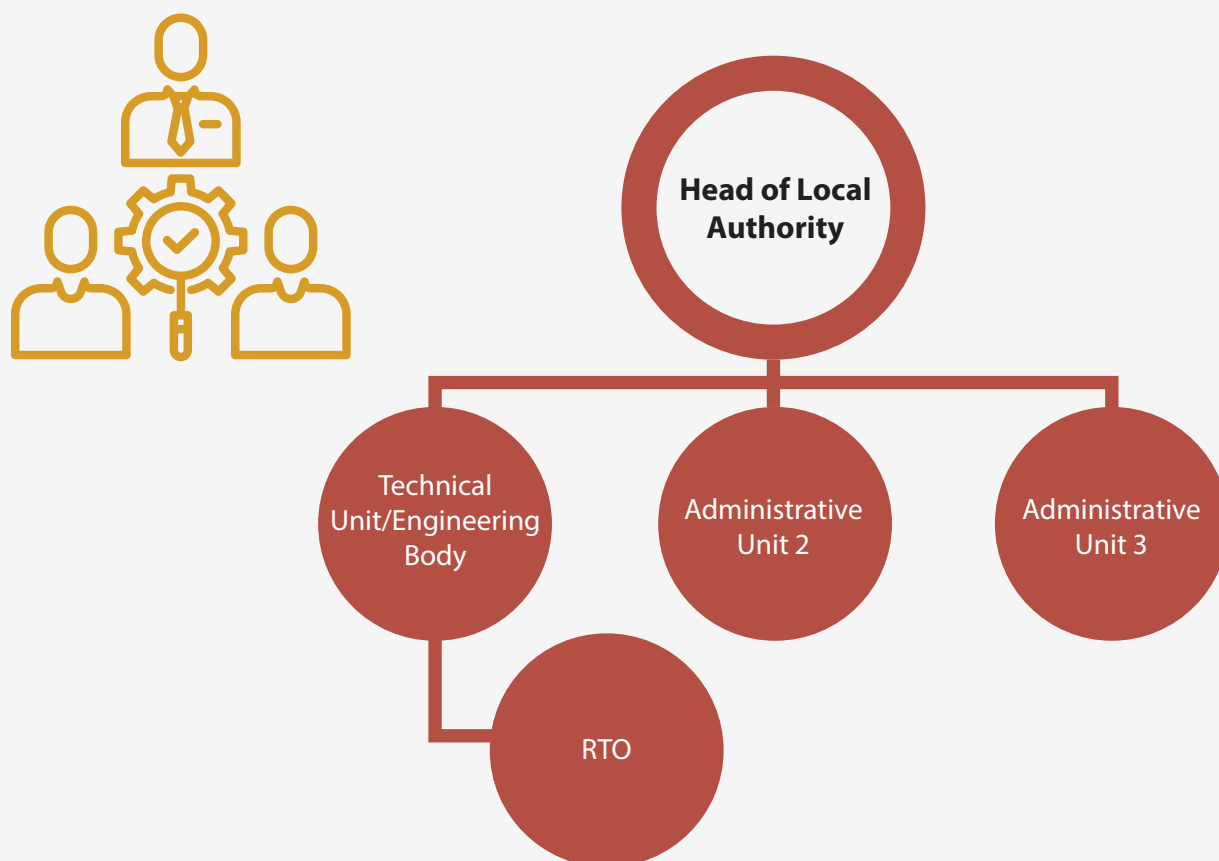
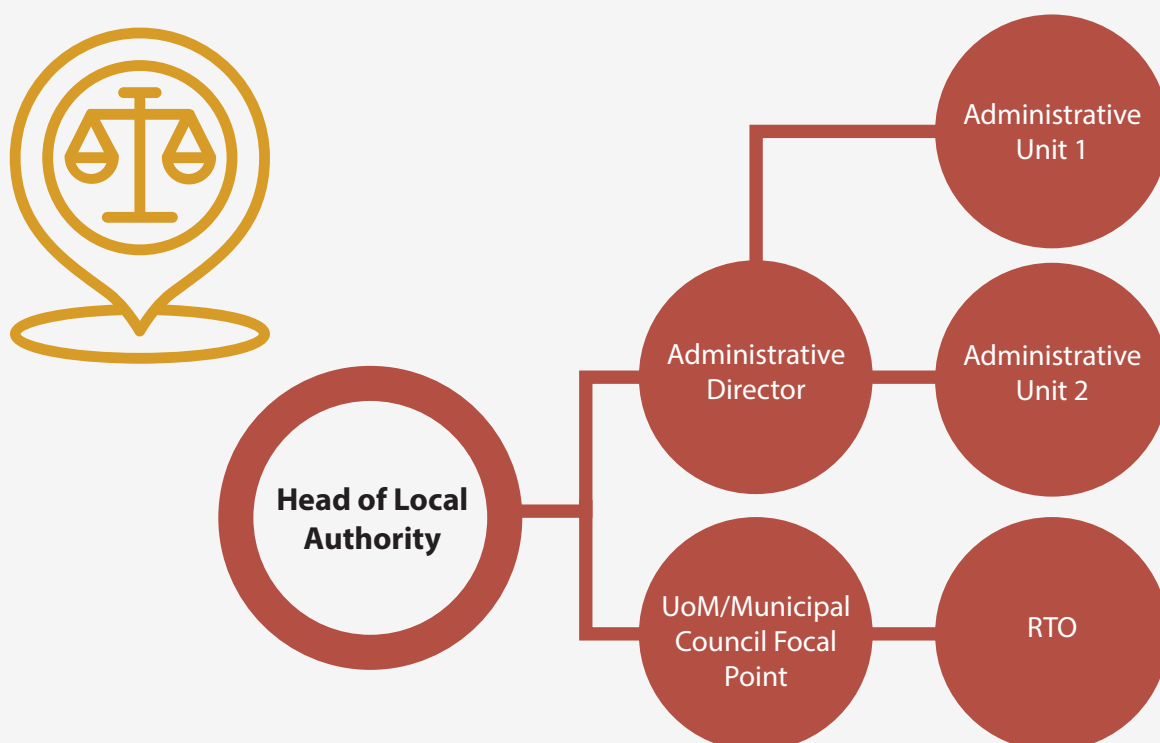


Figure 4. RTO supervised by an appointed focal point from the UoM/municipal council



III. How to establish the RTO

By law, all local authorities should develop and periodically update their organisational chart. This framework provides the administrative structure of the local authority staff, comprising the different roles, their corresponding ToRs, and their hierarchical relationships (i.e., reporting lines and accountabilities).

As stipulated in Art. 83 of the Municipal Law, municipalities should establish the administrative units they need to fulfil their mandate. These usually comprise, at a minimum, an administrative department, a financial department, a technical department, and a municipal police department (the latter can be ramified or expanded into a full-fledged guards brigade, a rescue brigade, and a firefighting brigade). In municipal unions, the same configuration applies, with the executive management falling under the responsibility of a UoM director (Art. 121).

An RTO is formally established in virtue of a decision taken in the municipal council or the UoM council. There are different scenarios to do so.



Scenario 1: The organisational chart of the local authority already includes the equivalent of a technical unit

If the local authority already has a technical department or an equivalent unit (e.g., Engineering Body), the RTO can be created within this department as an additional unit or a sub-unit. Alternatively, the RTO can act as the existing Engineering Body within the local authority.

In this case, a decision in this regard is taken in the municipal council or the UoM council and forwarded to the Directorate General of Local Administrations and Councils (DGLAC). By law, all decisions entailing an organisational aspect should be eventually cleared by the Minister of Interior and Municipalities (Art. 62, §1 of the Municipal

Law). DGLAC reviews the legality of the decision and its technical soundness: Does it reflect a need? Is it supported by available resources? Is the scope of work of the intended unit well defined? Are the ToRs of the individual roles well described (job descriptions)? It is therefore important to elaborate these points in the rationale of the decision taken by the local authority council.

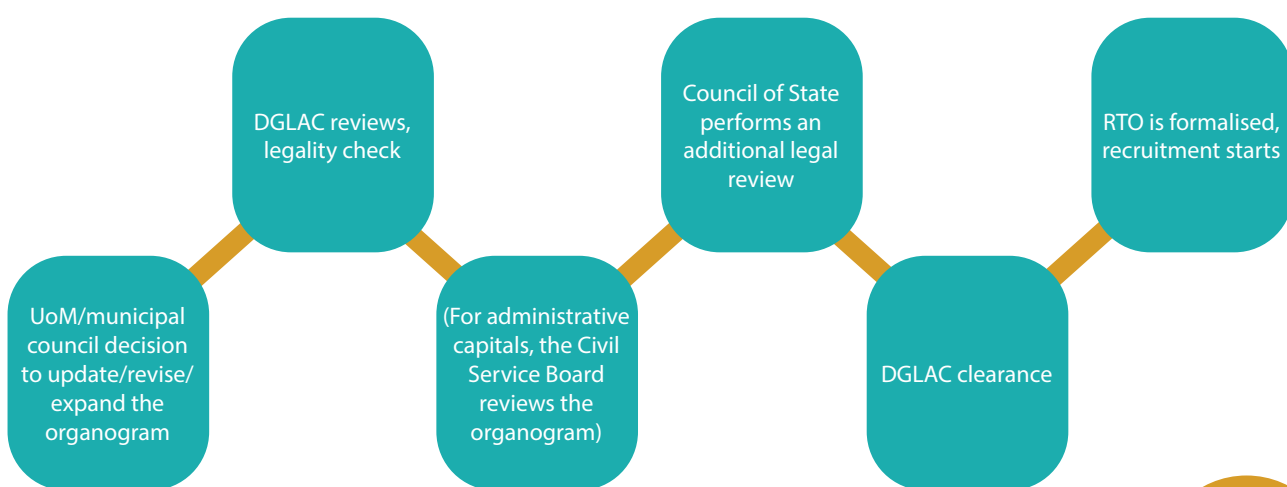
DGLAC may request an additional legal review from the Council of State to ensure that the staffing requirements are in line with existing regulations. Similarly, in the administrative capitals (the capitals of Lebanon's districts or aqdiya), the legal

review of the Civil Service Board is required. This process may require between two and six months to be completed, depending on the technical elaboration provided by the local authority and the frequency of the follow-up.

Following the clearance of the abovementioned competent authorities, the local authority decision is forwarded to the Minister of Interior and Municipalities for countersignature. It then becomes effective, and the local authority can launch the procedure to permanently recruit employees having the desired technical skills to be part of the RTO. The RTO employees can be

hired either on a full-time or a part-time basis; nevertheless, they remain employees of the local authority in virtue of a permanent employment contract. This Scenario is the recommended way forward for the long-term sustainability and institutionalisation of the RTO's work.

However, this scenario requires sufficient resources and better financial planning. Once formalised, the RTO will become an integral part of the local authority and thus a part of its annual budget. This means that the local authority should allocate additional budget to the RTO staff, which may reduce the planned expenditures on public services.



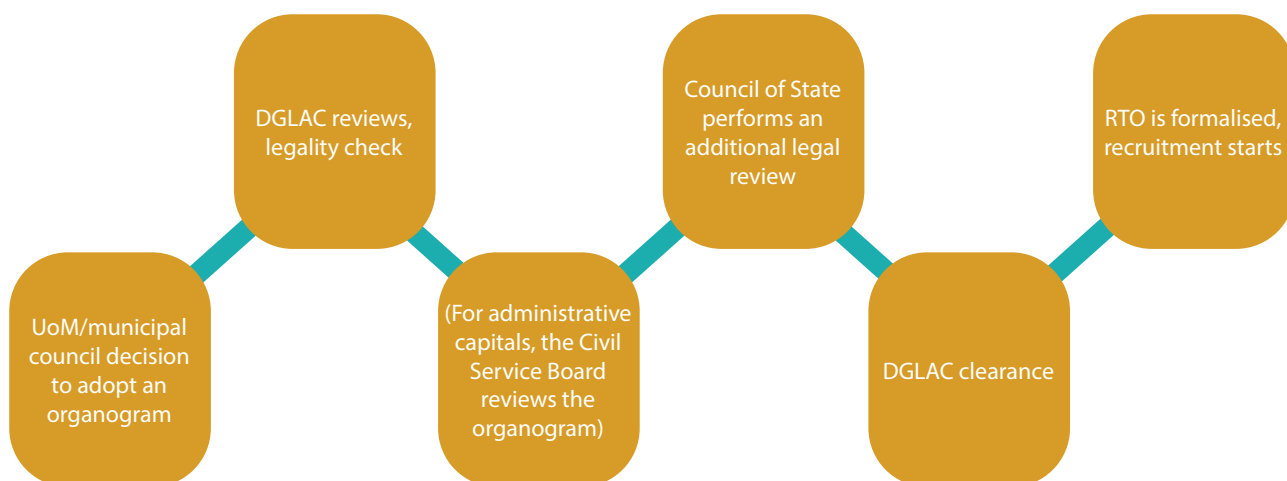
Procedure checklist

- Local authority drafts an updated/revise/expanded organogram that adds the RTO to the existing structure, specifying its function, and the job descriptions for each individual role as well as the reporting lines. Development partners may support the provision of technical expertise to revise the organogram and the bylaws/statutes.
- The UoM/municipal council adopts the new organogram and forwards it to MoIM's DGLAC through the mayor.
- DGLAC reviews the organogram (legality check) and forwards it to the Civil Service Board and/or the Council of State for an additional review.
- If the local authority is an administrative capital, the Civil Service Board reviews the organogram. If not, skip this step.
- The Council of State reviews the organogram (additional legality check).
- Once approved by the Council of State, the organogram is cleared by DGLAC.
- The local authority formalises the RTO in its organogram and starts the recruitment process. Development partners may support and (co-)fund RTO projects, activities, logistics, and the provision of specialised external expertise.

Scenario 2: The local authority has no organisational chart, or the latter does not include the equivalent of a technical unit

If the local authority has no organisational chart or does not have a technical unit (or its equivalent), it should start by developing one, following the same procedure outlined in Scenario 1. To become official, the RTO should be included in an existing structure; if this structure is absent, it

should be formalised first prior to the creation of the RTO. This process may require between six and eighteen months to be completed, depending on the technical elaboration provided by the local authority and the frequency of the follow-up.



Procedure checklist

- Local authority drafts a comprehensive organogram that includes the RTO and other units (administrative, financial, etc.), specifying the function of each unit, and the job descriptions for each individual role as well as the reporting lines. Development partners may support the provision of technical expertise to revise the organogram and the bylaws/statutes.
- The UoM/municipal council adopts the organogram and forwards it to MoIM's DGLAC through the mayor.
- DGLAC reviews the organogram (legality check) and forwards it to the Civil Service Board and/or the Council of State for an additional review.
- If the local authority is an administrative capital, the Civil Service Board reviews the organogram. If not, skip this step.
- The Council of State reviews the organogram (additional legality check).
- Once approved by the Council of State, the organogram is cleared by DGLAC.
- The local authority formalises the RTO in its organogram and starts the recruitment process. Development partners may support and (co-)fund RTO projects, activities, logistics, and the provision of specialised external expertise.

Scenario 3: Establishing semi-formal RTOs as a temporary measure

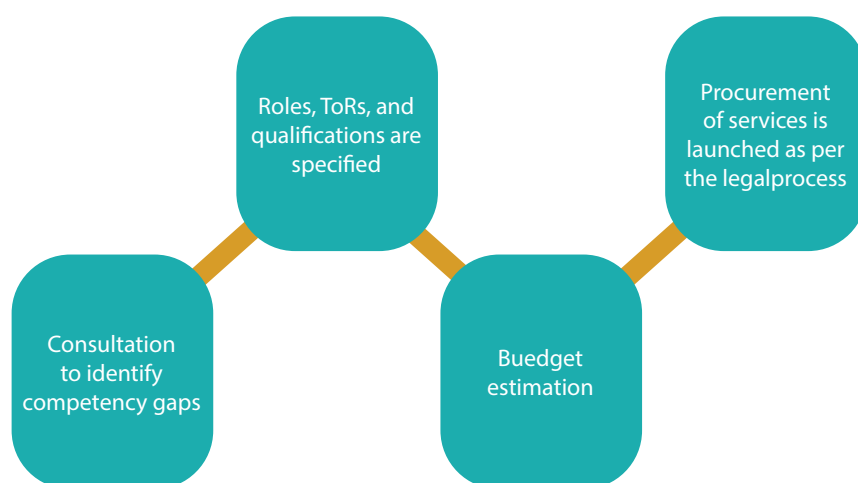
The previous scenarios have a major drawback: they may entail lengthy processes because of bureaucratic bottlenecks and backlog, due to bureaucratic inefficiencies (understaffing in public administrations, poor administrative infrastructure, e.g., no email, delays in forwarding official correspondence) as well as external factors (security situation, power cuts, absence of desk equipment, etc.).

To mitigate this, the local authority may, until the formalisation process of the RTO is complete, choose to establish the RTO as a semi-formal structure. "Semi-formal" means that the RTO is not a full-fledged official structure (as would be the end-

result of Scenarios 1 and 2) while not being a fully informal structure either (i.e., comprising members with no official mandate and no legal leverage to fulfil their role). A middle ground consists in establishing an RTO by hiring a coherent team of skilled individuals as in-house contractors. The local authority may choose to do so in virtue of a fixed-term consultancy contract. In Arabic, this contract is known as a "contract for the provision of services".

To contract RTO members as in-house consultants, the local authority should go through a procurement process dependent upon the size of the procurement, as detailed in the below table.

CONTRACT VALUE	PROCUREMENT PROCESS
Contract value is above 12 million LBP and no higher than 50 million LBP ¹	A local authority council decision is required to hire the consultant (competitive process preferred but not required)
Contract value is above 50 million LBP and no higher than 80 million LBP ²	A local authority council decision is required to hire the consultant following a competitive process Legal review and authentication of the district commissioner (qa'imaqam) is required
Contract value is above 80 million LBP ³	A local authority council decision is required to hire the consultant following a competitive process Legal review and authentication of the governor (muhafez) is required



¹ As per Law No. 231 of 22 July 2021.

² As per Art. 60 of the Municipal Law.

³ As per Art. 61 of the Municipal Law.

Procedure checklist



- The head and council members of the local authority, in consultation with the existing staff, identify competency gaps for which skills individual contractors/consultants should be hired as in-house experts under an RTO, following a “procurement of services” process. Development partners may support the provision of technical expertise to identify competency gaps.
- Individual roles are identified, in addition to ToRs and qualifications for each. Development partners may support the provision of technical expertise to draft the ToRs.
- Budget estimation of the planned RTO as part of a “procurement of services”. Development partners may support the provision of technical expertise to conduct a budgeting exercise.
- A procurement process for the acquisition of services is launched and validated by the competent authorities, depending on the contract size (see previous table).
- In-house experts are hired as “RTO staff” under a fixed-term consultancy contract. Development partners may support and (co-)fund RTO projects, activities, logistics, and the provision of specialised external expertise.

Scenario 4: Establishing temporary RTOs through external funding

The process of establishing RTOs is bureaucratically much simpler if it does not entail financial commitments for in-house staff on the part of the local authority (i.e., if the RTO staff are funded by an external third party). However, this could mean that the RTO would be less a formal unit that is mainstreamed in the administrative structure and the financial planning of the local authority. This could undermine the viability of the RTO but also the buy-in and ownership of the concerned municipal officials toward it.

This option can be pursued as a temporary measure until the local authority is able and willing to formalise and institutionalise the RTO.

Until now, RTOs have been established as part of UN-Habitat projects following this scenario and have involved the following steps:

1. Negotiations between UN-Habitat and the local authority to probe interest in establishing an RTO and agree on staffing/expertise needs
2. Official decision by the local authority council to establish an RTO based on the needs identified
3. ToRs for the RTO are developed by UN-Habitat
4. An Agreement of Cooperation (AoC) is signed

between UN-Habitat and the local authority, including the ToRs, work plan, etc.

5. The RTO team is recruited by UN-Habitat and the local authority (vacancy is advertised by the local authority, candidates interviewed by UN-Habitat and the local authority, the top candidates are then discussed among both parties for final approval)
6. The RTO becomes a semi-formal unit within the local authority

In this kind of agreement, both parties agree to share resources to sustain the RTOs. It is common that the local authority secures appropriate office space for the RTO, facilitates contact with the concerned municipalities, and ensures access to the needed documentation.

On the other hand, UN-Habitat secures the needed equipment for the RTO operations, in addition to technical assistance, work coordination, capacity building, and in-kind donations.

Based on this, local authorities can secure external funding from development partners other than UN-Habitat to establish temporary RTOs. To do so, the following procedure is suggested:



Procedure checklist

- The head and council members of the local authority, in consultation with the existing staff, identify competency gaps for which skills individual contractors/consultants should be hired as in-house experts under an RTO, following a “procurement of services” process.
- Individual roles are identified, in addition to ToRs and qualifications for each.
- Budget estimation of the planned RTO as part of a “procurement of services”.
- The local authority develops a project concept note for the establishment of an RTO, summarising the competency gaps, needed expertise, resources, work plan/timeline, key expected results, and deliverables.
- The head of the local authority approaches development partners to fund or co-fund the RTO concept.
- Negotiations between the development partners and the local authority to probe interest in establishing an RTO and agree on staffing/expertise needs and objectives to be achieved.
- Official decision by the local authority council to establish an RTO based on the agreement with the development partner.
- Concept note detailing ToRs, scope, objectives, etc. of the RTO is refined by the development partner.
- An AoC is signed between the development partner and the local authority, including the ToRs, work plan, etc. as annex (see Annex 2 – Sample AoC). In the AoC, both parties agree to share resources to sustain the RTOs. Usually, the local authority secures appropriate office space for the RTO, facilitates contact with the concerned municipalities, and ensures access to the needed documentation. The development partner secures the needed equipment for the RTO operations, in addition to technical assistance, work coordination, capacity building, and in-kind donations.
- If the RTO team is hired by the local authority with funding by the development partner, a procurement process for the acquisition of services is launched and validated by the competent authorities, depending on the contract size. Otherwise, skip this step.
- Vacancy notices for the RTO roles are advertised by the local authority and the development partner.
- Candidates are shortlisted and interviewed by the development partner and the local authority. The top candidates are discussed between both parties who take the recruitment decision jointly.
- The RTO team is recruited as per the terms of the AoC (either hired as individual contractors by the development partner and seconded to the local authority, or by the local authority with funding by the development partner).
- In-house experts are hired as “RTO staff” under a fixed-term consultancy contract. The RTO becomes a semi-formal unit within the local authority.

Upon completion of the process, the local authority can start transitioning to a more sustainable model. If an organogram is already available, Scenario 1 can be followed. If not, Scenario 2 applies. If both

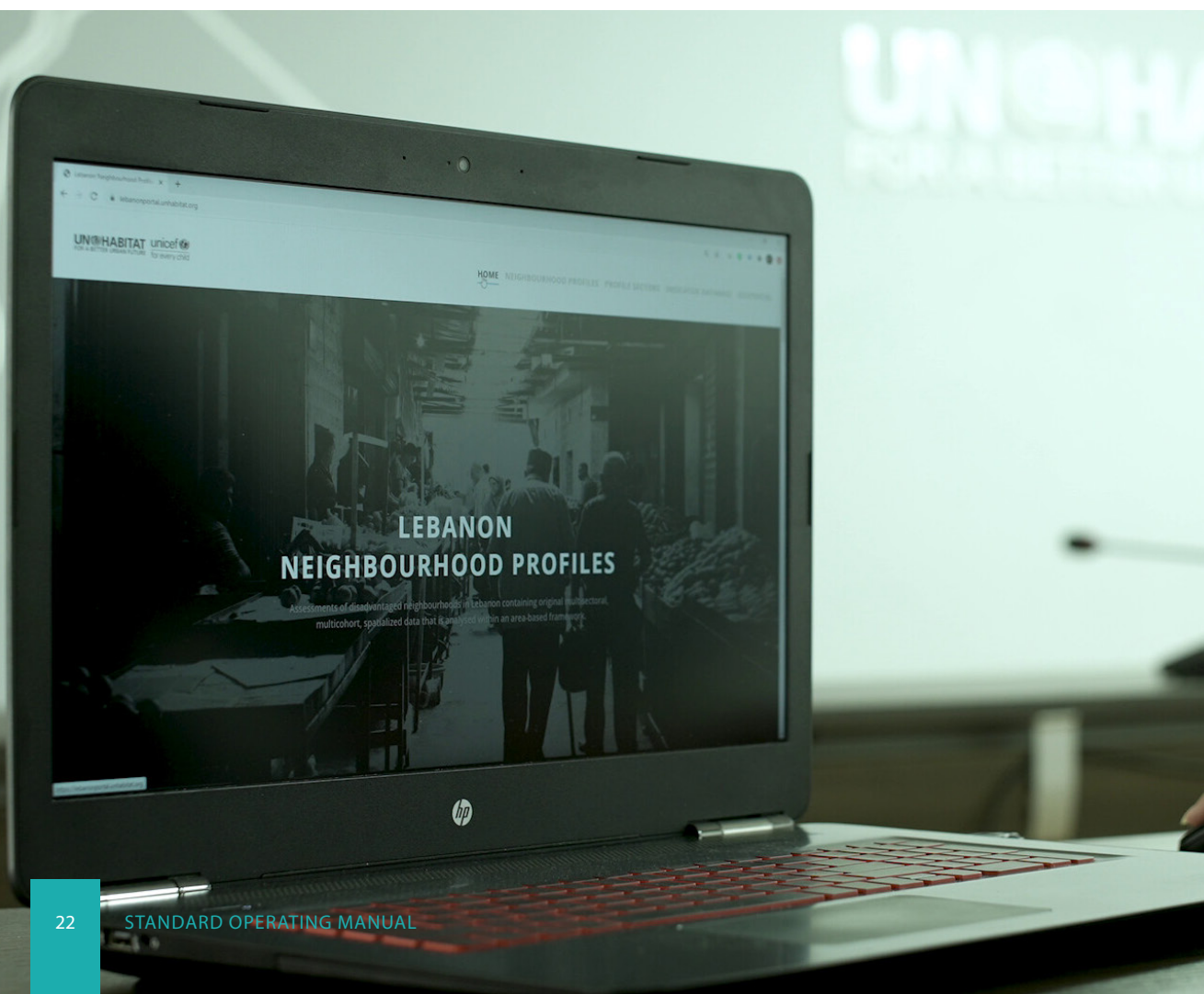
Scenarios require resources that are not yet fully available, the local authority can, in the meantime, transition to Scenario 3.

Pros and cons of each scenario

SCENARIO \ ASSESSMENT	PROS	CONS
Scenario 1 (organogram exists but should be updated)	<ul style="list-style-type: none"> Formally and officially establishes the RTO as a local governance unit. Ensures institutional stability in the long-term (codified roles, functions, and reporting and communication lines). 	<ul style="list-style-type: none"> Lengthy bureaucratic process. Requires in-house or external legal expertise on the part of the local authority. Entail additional financial resources.
Scenario 2 (no organogram exists)	<ul style="list-style-type: none"> Same as the previous scenario, but having an organogram is mandatory by law. Hence, this would regularise the situation of the concerned local authority. 	<ul style="list-style-type: none"> Same as the previous scenario, but the bureaucratic process is lengthier, and the level of effort is greater because no prior organogram exists.
Scenario 3 (semi-formal RTO as a temporary measure)	<ul style="list-style-type: none"> Provides additional technical expertise and fills competency gaps in the local authority. Improved institutional performance. Local authority is more attractive to development partners. Can be done in parallel until Scenarios 1 or 2 are completed. 	<ul style="list-style-type: none"> Weak legal leverage to establish an agreed-upon mandate for the RTO; perception by non-RTO staff and external stakeholders as a temporary, fragile measure. Risk of institutional incoherence and miscommunication in the relationship with permanent staff; conflict potential. Requires additional effort to ensure buy-in and ownership on the part of the elected municipal officials and the existing staff. Entail additional financial resources, even though less than Scenarios 1 and 2.
Scenario 4 (temporary RTOs through external funding)	<ul style="list-style-type: none"> Same as the previous scenario. 	<ul style="list-style-type: none"> Same as the previous scenario. Higher financial risk, since it is dependent on external funding.

Fundamental resources for sustaining the RTO

FINANCIAL	ADMINISTRATIVE	MATERIAL/PHYSICAL	TECHNOLOGY
<p>Could be internally secured (own budget) or externally secured (development partners) to fund:</p> <ul style="list-style-type: none"> • Staff salaries and benefits • Office equipment and supplies • IT and software • Capacity development of staff 	<ul style="list-style-type: none"> • An informally agreed, or formally adopted, internal structure + organogram • Appointed first- and second-level supervisors • SOM • Capacity Development framework 	<ul style="list-style-type: none"> • Workstations • Desktops/laptops • Uninterruptible Power Supply • Furniture • Kitchen supplies • Telephone systems • Photocopiers, printers, or multi-purpose machines • Stationery • Collaboration/ meeting space • Office waste and recycling tools • Adequate lighting 	<ul style="list-style-type: none"> • Reliable Internet connection • Licensed office software and collaboration tools (Microsoft Office) • Licensed antivirus • Specialised licensed software (Adobe Acrobat, AutoCad) • Storage and back-up equipment





IV. How is the RTO managed?

Whether they are formalised or not, RTOs act as an integral unit within the local authority. As such, the executive management of the

local authority assumes the full management responsibilities of RTOs.

Reporting and supervision

In accordance with Art. 52 of the Municipal Law, all municipal employees, whether permanent or temporary (contractors, daily workers), and whether full-time or part-time, are subject to the scrutiny of the municipal council. As a democratically elected body, the municipal council is vested with the responsibility of monitoring the activity of the municipal administration and ensuring its smooth functioning. This encompasses the activity of staff members and, by extension, the activity of the RTO members.

In terms of staff supervision, the RTO members, like all other municipal staff members, ultimately report to the head of the executive authority.⁴ This is in accordance with Art. 77 of the Municipal Law, which stipulates that

The head of the executive authority presides over the municipal units [staff] and ensures their smooth work and the coordination between them in his/her capacity as the supervisor of the municipal civil servants following the hierarchic order.⁵

⁴ The head of the executive authority in the local authority generically designates the mayor, the head of the municipal union, and the governor of Beirut.

⁵ The same applies to municipal unions as per Art. 129 of the Municipal Law.

The head of the executive authority is the overall supervisor of all municipal staff and bears the ultimate oversight responsibility. In day-to-day operations, this role acts as the second-level supervisor to which the RTO members indirectly report to. The first-level supervisor is the next hierarchical supervisor in line according to the organisational chart. Usually, the first-level supervisor is either the head of a particular department (most often, the head of the Engineering Department or the head of the Administrative Department) or the Executive Director of the municipal union.

In the event that Scenarios 1–2 are completed and operational, the RTO members are considered as permanent staff. Therefore, as soon as the RTO staff members are recruited, the head of the executive authority appoints a direct supervisor to monitor and oversee the work of the RTO team. The RTO abides by the working hours assigned by the local authority and follows their administrative, financial, and HR rules and regulations.

In the case of Scenarios 3–4 (RTO members as in-house consultants), the head of the executive authority appoints, among the existing local authority staff, a Focal Point that monitors and oversees the RTO.

In any case, the RTO acts as a full-fledged team of technical experts whose work is mainstreamed into the daily operations of the municipal workforce

and whose expertise informs municipal policies and decision-making. The RTO should not function as a distinct team of consultants assigned to the executive office of the head of the local authority. Similarly, the head of the executive authority should not assume, alone, all supervisory functions over the RTO as this entails the risk of reducing the RTO's role and limiting it to executive assistance.

The main responsibilities of the RTO's direct supervisor include:

- Managing and optimising the RTO's workflow
- Direction-setting and providing guidance to RTO members (providing instructions, setting and monitoring team goals)
- Assigning and reviewing tasks/projects
- Setting and managing RTO schedules
- Managing conflict
- Reporting to the second-level supervisor (if applicable)
- Managing RTO performance and providing feedback

The supervisor and the RTO members should hold touchpoints at least weekly, in addition to weekly staff meetings and ad hoc meetings. Work tools and templates are provided in Annexes 3–5 to facilitate the workload monitoring and team management.

Delegation

According to Art. 77, § 2, the head of the executive authority is entitled to delegate some of his/her powers to the heads of the municipal units, which could include the head of the RTO, should one be appointed. Delegated powers and responsibilities may include the right to take any executive measure or conduct any task that falls within the RTO's scope, except for the right to issue public regulations or decisions of public character.

A delegation of powers from the head of the executive authority and/or the direct supervisor is possible once Scenario 1 and Scenario 2 are completed and operational. If the RTO members are recruited as external consultants (Scenario 3 and Scenario 4), tasks and duties may be delegated in virtue of an informal agreement with the supervisor, or even a documented request by the supervisor to conduct said tasks and duties.

V. Coordination processes between RTOs and the local public actors/ service providers

On the local level, and depending on the type of interventions, RTOs have a direct coordination relationship with public actors, development partners, the private sector, and civil society organisations, under the purview of the RTO's supervisor. RTO members should assume coordination tasks with the RTO's interlocutors as agreed with the supervisor beforehand. Their role mainly consists in technical assistance and management support and does not include decision-making.

The most common counterparts and interlocutors of the RTOs are (see Figure 5):

- **At the central government level –**

- Ministry of Interior and Municipalities (MoIM), particularly the Directorate General of Local Administrations and Councils (DGLAC)
- Ministry of Public Works and Transport (MoPWT), particularly the Directorate General of Urban Planning (DGUP)
- Ministry of Environment (MoE)
- Ministry of Public Health (MoPH)
- Ministry of Social Affairs (MoSA) and affiliated Social Development Centres (SDCs)
- Ministry of Energy and Water (MoEW), particularly the regional Water Authorities and Electricité du Liban (EDL)
- Ministry of Education and Higher Education (MEHE) and affiliated (public) education

establishments (schools, universities, technical/vocational education institutes)

- Ministry of Economy and Trade (MoET)
- OMSAR

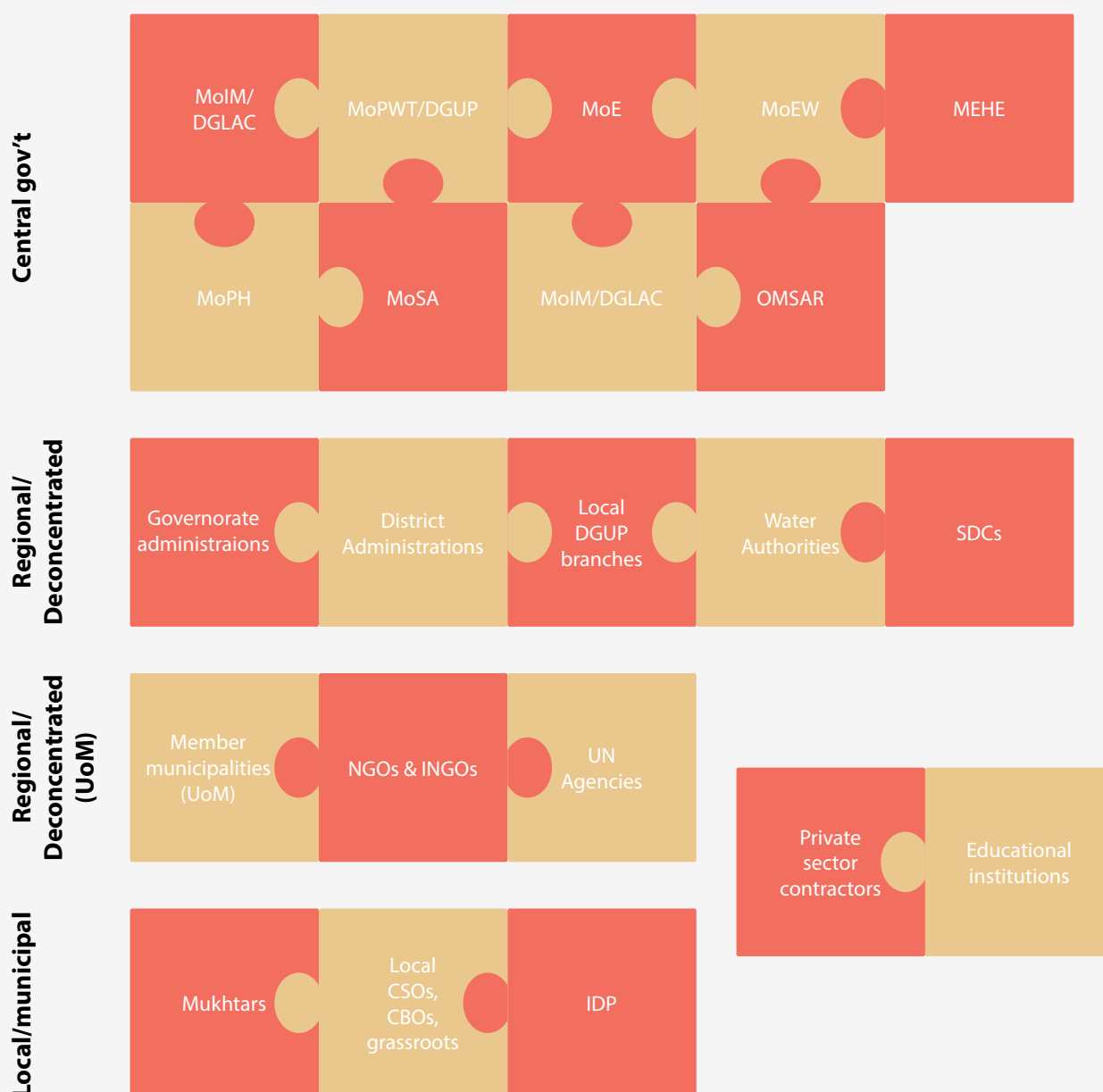
- **At the deconcentrated level –**

- Governors (muhafez) and governorate administrations (representing MoIM)
- District commissioners (qa'imaqam) and district administrations (representing MoIM)
- Regional branches of central government administrations, particularly
Water Establishments (affiliated with MoEW)
SDCs (affiliated with MoSA)
Local DGUP branches (affiliated with MoPWT)



- **At the local government level –**
 - Fellow UoM staff members
 - UoM member municipalities (mayors, councillors, municipal staff members)
 - Among development partners –
 - UN agencies
 - International organisations and NGOs
- **In the private sector –**
 - Contractors preparing or executing a project for the local authority
 - Specialised firms (architects, engineers, GIS providers)
 - Private education establishments (nurseries, schools, universities, technical/vocational education institutes)
- **Among civil society organisations: local NGOs, CBOs, faith-based organisations, grassroots actors, local initiatives, citizen groups**
- **Other: Mukhtars, IDP groups**

Figure 5. RTO interlocutors.



A non-exhaustive list of coordination processes is provided below:

INTERLOCUTOR	COORDINATION TASKS
CENTRAL AND DECONCENTRATED GOVERNMENT	
<p>MoIM:</p> <ol style="list-style-type: none"> 1. DGLAC/Minister 2. Governorate administration 3. District administration 	<ol style="list-style-type: none"> 1. Following up on the authentication of the projects and decisions related to: <ul style="list-style-type: none"> • Naming public streets, squares, and buildings • Erecting monuments and statues • Transferring public municipal property to private municipal property • General specifications regarding the supplies, works and services • General specifications for buying municipal property • Financial feasibility and management of construction projects involving several shareholders • Any additional technical advice on the legal and regulatory framework governing municipal projects (financial management, procurement, feasibility study etc.) 2. Following up on authentication of the projects and decisions related to: <ul style="list-style-type: none"> • The acquisition of supplies, works, and services when their value exceeds 80 million LBP, including their technical specifications • Buying or selling real estate of which the value exceeds 100 million LBP as well as the special specifications related thereto • Establishing markets, racing places, museums, hospitals, popular residences, waste disposal and others. 3. Following up on authentication of the projects and decisions related to: <ul style="list-style-type: none"> • Supporting educational, cultural, sports and social activities when the total of donations varies between 50 million and 80 million LBP per year • The acquisition of supplies, works, and services when their value varies between 50 and 80 million LBP, including their technical specifications • Determining the rate of municipal taxes in light of the real estate valuation survey conducted by the local authority • Buying or selling real estate of which the value does not exceed 100 million LBP as well as the special specifications related thereto
<p>MoPWT:</p> <ul style="list-style-type: none"> • DGUP 	<p>Following up on the approval of the projects and decisions related to:</p> <ul style="list-style-type: none"> • The development and adoption of a zoning and land-use plan, incl. the amendment of urban development quotas (نسب الاستثمار) • The development and adoption of an urban master plan or a physical master plan • Land expropriation and compensation of property owners • The review of technical feasibility studies and master plans pertaining to the organisation and facilitation of traffic and circulation within the municipal area, incl. setting user fees • All other technical issues having an urban or civil engineering dimension related to the work of local authorities

MoE	<p>Following up on the approval of the projects and decisions related to:</p> <ul style="list-style-type: none"> • Environmental Impact Assessments (EIAs) and Strategic EIAs • The review of technical feasibility studies and master plans pertaining to environmental management, particularly in (1) the Solid Waste Management (SWM) sector; (2) preventing forest fires, floods, and preventing environmental disasters; and (3) reducing pollution.
MoPH	<p>Following up on the authentication of the projects and decisions related to:</p> <ul style="list-style-type: none"> • Health institutions (clinics, dispensaries, hospitals) that are owned or operated by the local authority <p>Liaising with MoPH regarding:</p> <ul style="list-style-type: none"> • Public health monitoring and control • Food safety, particularly in touristic/leisure facilities, slaughterhouses, and the food and beverage industry • Countering epidemics and infectious diseases • Mental health and psychosocial assistance projects
MoSA	<p>Liaising with MoSA and following up on the projects related to social policy and social assistance projects.</p>
<p>MoEW:</p> <ul style="list-style-type: none"> • Regional Water Authorities • EDL 	<p>Following up on the delivery of certificates of completion for the routing of water, electricity, and telephone as part of the process of granting construction and/or housing permits (also involves liaising with the Ministry of Telecommunications)</p> <p>Liaising with MoEW and following up on:</p> <ul style="list-style-type: none"> • The excavation of public streets within the municipal area to lay water, electricity, telephone, and wastewater infrastructure (also involves liaising with the Ministry of Telecommunications) • The authorisation and regulation of the use of alternative energy sources (mainly solar panels), their integration into the power grid, and introduction of the net-metering technology <p>Monitoring fuel prices and storage conditions, and reporting violations to MoEW</p>
MoET	<p>Liaising with MoET and following up on the technical requirements to ensure the accuracy of quantities, volumes, and measurements; and reporting violations</p> <p>Liaising with MoET to monitor and control the market price of food products, and reporting violations</p> <p>Regulating and monitoring user fees of private generators, and reporting violations to MoET</p>
MEHE	<p>Liaising with MEHE regarding the following decisions and projects:</p> <ul style="list-style-type: none"> • Contributing to the tuition fees related to the public schools • Monitoring educational activities and the status of public and private schools and ensure their compliance with the law • Reporting any activity deemed relevant to MEHE's knowledge and intervention

OMSAR	Liaising with OMSAR and following up on the projects pertaining to administrative reform, digitisation and mainstreaming of IT in municipal work.
LOCAL GOVERNMENT	
Municipal counterparts	<p>Supporting, advising, liaising, and following up with the relevant UoM staff members/units, and/or the relevant UoM member municipalities (mayors, councillors, municipal staff members) on the following projects:</p> <ul style="list-style-type: none"> • Determining the rate of municipal taxes in light of the real estate valuation survey • The elaboration of technical specifications pertaining to the acquisition of supplies, works, and services • Drafting feasibility studies pertaining to all municipal sectors • The design and implementation of public programmes and master plans pertaining to all municipal sectors (health, SWM, transportation) • Planning, improving, and expanding the streets, establishing gardens and public places, and executing designs • Developing urban master plans, land-use plans etc. • Supporting the design and construction of all municipal facilities and infrastructure • Conducting all sorts of health, social, sports, and cultural activities • Monitoring public facilities and property and reporting on violations or issues to the relevant administration at the central or local government level • Conducting any other relevant task associated with the provisions of Articles 47, 49–50, 74, 122–124, and 126 of the Municipal Law.
PRIVATE SECTOR	
Contractors and specialised firms	<ul style="list-style-type: none"> • Conducting meetings and work sessions for the preparation of technical documents relative to future or ongoing projects • Monitoring the work of contractors, quality control, compliance with contract requirements • Participating in the evaluation committee for the selection of suppliers, service providers, and work contractors for a municipal project
Private education establishments	Monitoring the situation of private education establishments and ensuring their compliance with the law; reporting incidents to the relevant authorities
OTHER ACTORS	
Development partners, international organisation, civil society organisations, CBOs, grassroots groups, mukhtars, IDP	The RTO can liaise, coordinate, support, and engage on any of the above-mentioned tasks and sectors.

External engagement

Fostering strong relationships with public institutions, communities, citizens, development partners, private companies, and other groups of external stakeholders helps RTOs and local authorities understand and meet the needs of these different interlocutors. Addressing the priorities of these interlocutors, particularly those of local communities, creates long-term value both for the RTO and the local authority. In addition, engaging and coordinating with these interlocutors regularly reinforces mutual alignment on objectives, avoids overlaps, and ensures complementarity of roles and inputs.

There are four simple guidelines to enable the external engagement function of RTOs:

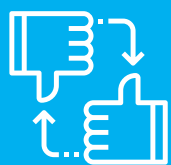
1. Identify the most relevant interlocutors: Which interlocutors are the most likely to be interested in, and influential for the work of the RTO? Which ones have the highest impact on the activities and projects of the RTO? Which ones should be consulted about, or involved in planning, implementation, fundraising etc.? Other than central government authorities, major interlocutors for RTOs include: neighbouring municipalities (or member municipalities within the same union), civil society organisations, development partners, and also RTOs from other regions.
2. Meet with them: There are different ways to engage with said interlocutors, such as (thematic) work groups, workshops, conferences, periodic touchpoints or meetings, peer-to-peer platforms, or a Community of Practice (see Capacity Development Strategy). Advanced modes of mutual engagement can also happen in a more formal framework, such as an implementing partnership, a Memorandum of Understanding, or a cooperation agreement.
3. Document the takeaways of the meeting: Write minutes from each meeting and send out a summary afterward by email. This will help the RTO and the local authority track engagement activities and outcomes.
4. Follow through: Consistency is key to effective engagement. Other than ensuring a regular and documented interaction, RTOs have the responsibility of building on the outcomes of the previous meeting. Following through with interlocutors further builds credibility around the RTO.



VI. Performance management

Performance management in Lebanese public institutions is not stipulated by law. Therefore, institutional leverage to introduce a performance management system in RTOs can be gained through the adoption of the present SOM, regardless which scenario is followed for the establishment of the RTO. To be successful, the system should be equally applied to all staff in the local authority, not only to the RTO members.

Within the boundaries of the laws and regulations governing local authorities in Lebanon, several performance management tools and methods are proposed in this SOM, namely:



On-the-spot feedback



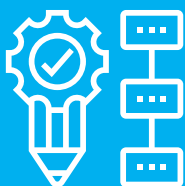
Monthly or quarterly HR check-ins



Objectives and Key Results (OKRs)



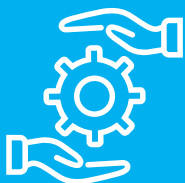
Annual performance reviews



Individual Development Plans (IDPs)



Individual objectives



Feedforward role play

These tools and methods should be used as a menu of options to draw from. The choice of the performance management methods and tools is left at the discretion of the RTO's supervisor(s) depending on what is practiced in the local authority.⁷

The proposed performance management system of the RTO is premised on core principles that aim to foster a safe space for giving and receiving feedback on a routine basis. Annual performance reviews are not – and should not be – the only occasion on which performance-related feedback is given. Frequent touchpoints will be much more beneficial for both parties to take a step back and reflect on their performance in the role they are fulfilling both as individuals and as a team.

At the core of the performance management system is the shared understanding that sharing honest feedback nurtures a workspace that is about openness, transparency, and continuous self-improvement.

Parties to the performance review

The parties to the performance review are usually the RTO staff member on the one hand, and his/her supervisor(s) on the other (hierarchical

⁷ Good practices in performance management are based on the following publications:

- SHRM Foundation. (2012). *Building a High-Performance Culture: A Fresh Look at Performance Management*. Alexandria, VA: SHRM Foundation.
- Sherman Garr, S. (2013). *The Performance Management Maturity Model: A Roadmap to Exceptional Results*. Bersin by Deloitte/Deloitte Consulting LLP.
- Bersin, J. (2015). "Is Your Performance Management Healthy?". Bersin by Deloitte/Deloitte Consulting LLP.
- Buckingham, M., & Goodall, A. (2015). "Reinventing Performance Management". Cambridge, MA: Harvard Business Review. April 2015.
- Deloitte. (2015). *Rethinking Performance Management*. London: Deloitte.
- Cappelli, P., & Tavis, A. (2016). "The Performance Management Revolution". Cambridge, MA: HBR. October 2016.
- CIPD. (2016). *Could do better? Assessing what works in performance management*. London: CIPD. December 2016.
- Gnepp, J., Klayman, J., Williamson, I., & Barlas, S. (2020). "The future of feedback: Motivating performance improvement through future-focused feedback". *PLoS ONE* 15(6): e0234444.
- Abbajay, M. (2020, August 17). "Your Performance Feedback Doesn't Work—Here's How To Fix It". *Forbes* magazine.

relationship). If the performance review is conducted in a hierarchical setting, i.e., between a staff member and his/her supervisor, it is important that the performance discussion also provide a safe space to reflect from both ends on the supervisory relationship.

Feedback should be specific and related to a work experience with the other party. It should also be anchored in a specific time frame as part of the review period. Feedback should not be general or formulated in abstract terms.

Frequency of the performance review

Performance-related feedback should be given and discussed frequently as part of periodic check-in meetings with and between RTO staff. For optimal results, feedback should be provided and discussed

Similar performance reviews may also be conducted between individual RTO colleagues to reflect on the effectiveness of their interpersonal collaboration (non-hierarchical relationship). Similarly, group performance reviews may be conducted between RTO staff members to reflect on the effectiveness of their collaboration as a team (180° performance review). They can also reflect on the effectiveness of their manager (see Annex 6.1).

both formally and informally. The RTO staff are encouraged to take advantage of all the feedback types mentioned below.

On-the-spot feedback

Immediate feedback is most effective for performance improvement. It can be given ad hoc between colleagues regardless of rank or hierarchy. For the feedback giver, it provides an opportunity to quickly express one's assessment of an event or situation that has been recently experienced with the other party. Quick feedback also reduces the build-up of negative emotions and the accumulation of "small" misalignments that may, with time, lead to conflict or confrontation. For the feedback receiver, immediate feedback is a fair signal to consider the sensibilities, expectations, or needs of the feedback giver and to reflect on his/her own experience on the spot. It is also an opportunity to provide their own narrative.

Whether positive or negative, on-the-spot feedback should be first shared verbally. Depending on

its relevance to individual development, it may be documented in writing for future reference (e.g., for the purpose of monitoring performance, benchmarking, setting goals, or even to prepare for a promotion). In this case, the feedback giver sends in writing the main points and takeaways of the feedback exchange to the feedback receiver while acknowledging both perspectives, if applicable. HR focal points or Heads of Administration are usually copied in such correspondence.

It is worth noting that, despite its appellation, "on-the-spot" feedback is not necessarily immediately given. A "courtesy delay" is usually considered to avoid embarrassment in public and to ensure confidentiality.



Monthly or quarterly HR check-ins

Every month or every quarter, an HR check-in is scheduled between the RTO staff member and his/her supervisor to hold a retrospective reflection on individual performance, the supervisory relationship, and – if applicable – on the aftermath of previously discussed ad hoc feedback. The check-in should be pre-arranged following a written agreement between both parties, with the HR focal point copied in the correspondence.

The touchpoint should examine and assess concrete situations and instances of collaboration that were experienced during the past review period. The case to be discussed could include:

- General self-assessment (done by both parties)
- What has worked best during the past review period, and which factors have contributed to successful collaboration
- On which occasions both parties felt they were aligned and in full understanding of each other's needs and expectations
- What has not worked so well, and which factors have curtailed successful collaboration
- Recurring doubts and insecurities, and perceived shortcomings toward self and the other party

- Main highlights and achievements
- Priority areas of improvement – to be monitored and discussed in the next check-in
- Interim review of the Individual Development Plan (IDP) and/or the Objectives and Key Results (OKRs) (see below sections).

At the end of the check-in, the supervisor or the HR Focal Point is to provide an accurate wrap-up of the conversation summarising the main points discussed. The summary should be documented in writing, e.g., in an email, for future reference. This will be later used to track progress or improvement on specific issues.

The check-in is a confidential exchange that is attended only by the supervisor and the staff member in the presence of the HR Focal Point or a neutral third party (e.g., Head of Administration, Executive Director, etc.). One-to-one check-ins may end in a divergence of views, hence the importance of looping in a neutral third party in the meeting and the written correspondence. The minutes of the HR check-in should not be shared with any party other than the supervisor(s) and the HR Focal Point.

Individual Development Plan (IDP)

The IDP is a performance development tool that is used for all staff members and supervisors. It is the result of feedback given to the concerned staff members from both the colleagues and the supervisor(s). To the extent possible, it can also include feedback given by external interlocutors with whom the concerned staff member interacts the most (e.g., municipal officials in the UoM or in member municipalities, officials in the line ministries, focal points of development partners). Collection of this feedback can be done by the HR Focal Point, the supervisor(s), and it can be solicited by the concerned staff member him/herself.

The IDP is designed in line with the competencies upon which the staff member was recruited and evaluated (in accordance with the ToR/JD and the competencies highlighted in the HR check-ins and

the annual performance review). The competencies included in the IDP are divided into three dimensions: (1) leadership competencies, (2) behavioural competencies, and (3) technical competencies.

The IDP aims at identifying gaps between the current competency level and the required competency level needed to fulfil the role optimally. The assessment of development needs results from the analysis of individual strengths and weaknesses. Identifying the competency gap then leads to defining the development needs and the associated IDP to close the competency gap.

The plan is provided to the concerned staff member and his/her director supervisor to support their individual development discussions. It does not necessarily provide all the answers for one's



development but rather is used to record mutually agreed development actions on a 6-month basis, and then to monitor the progress on a more frequent basis (i.e., during HR check-ins). An IDP is a

flexible work tool that can be customised depending on the desired level of complexity and the needs of both parties. A simplified template, for indicative use, is suggested below (in addition, see Annex 6.2):

COMPETENCY GAP	SUGGESTED ACTION	TARGET COMPLETION DATE	DESCRIPTION OF DESIRED END-RESULT OR DEVELOPMENT PROGRESS
Leadership: <ul style="list-style-type: none"> Competency 1 Competency 2 Competency n 	What concrete actions are needed to improve competency?	By when to do it, and by when should the improvement show?	Once the necessary effort or support has been deployed to improve performance, what is the competency level that manifests itself?
Behavioural: <ul style="list-style-type: none"> ...- ... 			
Technical: <ul style="list-style-type: none"> ...- ... 			

Like the HR check-in, the IDP is confidential and is only shared with the supervisor(s) and the HR Focal Point. Both the staff member and the supervisor should make time to discuss the IDP during their touchpoints.

Following a competency review, a set of development interventions are often required to

support individual development requirements. A blended approach, encompassing two or more interventions may be necessary. The following development interventions could be used in isolation or as part of a blended learning approach: e-learning, coaching, job shadowing, classroom learning, self-learning, job rotation, new assignment, seminars, and conferences.

Setting individual objectives

While IDPs are developed and monitored throughout a feedback cycle and in consultation between a staff member and his/her supervisor, setting individual objectives is a process that is primarily driven by the staff member him/herself. The supervisor is informed of, and consulted

about the individual objectives. S/he may suggest additional objectives, advise on ways to reach them, but the primary authorship (and ownership) of the individual objectives are the staff members. A typical table for setting individual objectives looks like this (see Annex 6.3 for samples):

TOPIC/FIELD	OBJECTIVE	MEANS	INDICATOR	TIMELINE	REMARKS
E.g., project management	Improve MEL skills	Taking an MEL course, taking up MEL duties	New MEL framework is completed and shared for feedback	Exact date/ month Daily Weekly Monthly	
	Improve budgeting and procurement knowledge			Quarterly Periodically Ad hoc When necessary	
E.g., self-management	Optimise time management	Setting weekly and monthly targets, prioritising targets using the Eisenhower Matrix	Weekly and monthly targets are set on a platform shared with colleagues; targets are prioritised using the Eisenhower Matrix		
E.g., teamwork	Communicate better with colleagues				

Objectives and Key Results (OKRs)

OKRs are a simple goal-setting methodology that is well-suited to RTOs. It is best used in this context as a collective performance management tool rather than an individual one (see Annex 6.4 for a scorecard sample that can be turned into a qualitative tool). For the OKRs to be effective, the RTO members should ensure collegially that they are mainstreamed in their work routine, from periodic meetings, planning meetings, and status emails. OKRs are a process during which management and employees define and agree upon objectives and what they need to do to achieve them. While Key Performance Indicators (KPIs) are based on metric-validated evaluation, OKRs are results-focused and time-bound. They can be qualitative and quantitative, but the qualitative aspect is more relevant to RTOs.

To make the best use of RTOs, the team should collegially set a joint objective and then trust each other to accomplish it autonomously. The guiding questions for this exercise are: (1) where do we want to go as an RTO team? And (2) how will we know we're getting there?

The Objective is qualitative, and the Key Results (most often three) are quantitative. They are used to focus the RTO on a bold goal. The Objective establishes a goal for a set period, usually a quarter. The Key Results indicate whether the Objective has been met by the end of that time.

The Objective is a single sentence that is (1) qualitative, (2) inspirational, and (3) time-bound. The Objective may be a strategy, a grand mission, or a mission statement that is actionable by the team autonomously within a relatively short period. It may be ambitious or challenging but it should not be impossible to complete in the set time frame.

The Key Results are a SMART quantification of the Objective. They can be determined by asking a couple of simple questions like "how would we know if we met our Objective?" and "What numbers would change?"

Checking in on progress toward the OKRs can be done autonomously by the RTO team and/or with the supervisor. A combination of both is optimal. Such check-ins can take place in a quarterly meeting or a planning session.

Annual performance reviews

Annual performance reviews are the basic way of exchanging feedback between the supervisor and the concerned staff member. However, exchanging feedback once a year is unfair for both the supervisor and the staff member as it does not offer an opportunity to reflect on performance regularly and monitor progress in a continuous and self-aware manner. Performance management should be a two-way conversation that takes place frequently and with a spirit of openness to self-growth.

For the RTO, it is recommended that the annual performance review session serve as a yearly milestone to summarise the main highlights discussed throughout the year, taking stock of the conclusions of the HR check-ins, the IDP, the individual objectives, and the OKRs. At best, it is a wrap-up exercise of previous exchanges that establishes a yearly retrospective and introduces a perspective for the coming 12 months.

The annual performance review follows the same procedure as the HR check-ins. It is pre-arranged following a written agreement between the supervisor and the staff member, with the HR focal point copied in the correspondence. Ahead of the meeting, the supervisor fills out the annual review template (see Annex 6.5 for samples) and shares it with the staff member for additional input and comments (copying in the HR Focal Point). Once

The annual performance review follows the same procedure as the HR check-ins. It is pre-arranged following a written agreement between the supervisor and the staff member, with the HR focal point copied in the correspondence.

the template is completed by both parties, the review meeting is scheduled to discuss the points raised and set a way forward.

Like the check-ins, the annual review is a confidential exchange that is attended only by the supervisor and the staff member in the presence of the HR Focal Point. The outcomes of the annual review should not be shared with any party other than the supervisor(s) and the HR Focal Point.

Feedforward Role Play

There is a fundamental problem with all types of feedback: it focuses on the past, on what has already occurred, rather than on the opportunities that can happen in the future. As such, feedback can be limited and static. Focusing on solutions, rather than mistakes, on the future, rather than the past, can also enhance performance.

This is why RTO members should practise “feedforward” exercises by playing two roles. In one role, they should give suggestions to a colleague for the future (“feedforward”) and help as much as they can to fulfil it. In the second role, they are asked to accept feedforward, i.e., to listen to the suggestions for the future and learn as much as they can. The exercise typically lasts for 10–15

minutes. In the feedforward exercise, the team members are asked to:

1. Pick one behaviour they would like to change to make a significant, positive difference in their lives. For instance: “I am a bad listener”.
2. Describe this behaviour to their colleagues. This is best done in a one-on-one exchange. It can be done quite simply, such as: “I tend to do the talking all the time and would like to be a better listener”.
3. Ask for feedforward. Ask for two suggestions for the future that might help colleagues achieve a positive change in their selected behaviour. If the participants have worked together in the past, they are not allowed to give any feedback

about the past. They are only allowed to give ideas for the future.

4. Listen attentively to the suggestions and take notes. Participants are not allowed to comment on the suggestions in any way. They are not allowed to criticise the suggestions or even to make judgmental statements (positive or negative).
5. Thank the other participants for their suggestions.
6. Ask the other persons what they would like to change.
7. Provide feedforward, i.e., two suggestions aimed at helping them change.
8. Say "You are welcome", when thanked for the suggestions. The process of giving and receiving feedforward usually takes about two minutes.
9. Find another participant and keep repeating the process until the exercise is stopped.
10. When the exercise is finished, ask the participants to provide one word that best describes their reaction to this experience. Ask them to complete the sentence: "This exercise was...".

Fundamental competencies and know-how requirements

See Capacity Development Strategy & corresponding Matrix.



Annex 1

Administrative Assistant

Department/Division:
Regional Technical Office

Reports To:
[Mention municipal supervisor]

Job Family: Technical

Role Summary:

Carries out administrative duties such as filing, office communication, faxing, scanning, photography, and completes operational requirements by scheduling and assigning administrative projects, preparing mailing lists and minutes of meeting, and preparing and following up on payments.

Main Accountabilities

1. Assist the project team in the preparation and organisation of project events (technical workshops, meetings, training sessions, stakeholder meetings, project review meetings, retreats, field visits, etc.); Prepare mailing lists and minutes of meeting;
2. Maintain the filing and documents retrieval system (soft and hard copies); maintain proper inventory records of assets, office material and equipment;
3. Prepare and maintain adequate personnel files for all project staff (leaves, travel, etc.), process entitlements (remuneration, reimbursement) and follow up on contracts of project staff (extensions, renewals, etc.);
4. Prepare travel, accommodation, and transport arrangements for project staff;
5. Coordinate all activities carried out by the project including processes like procurement and HR;
6. Assist on multiple tasks such as preparation of relevant procurement documents (Request for Proposal, Request for Quotation, Terms of Reference, Purchase Order, etc) preparing and managing petty cash, and assist in calculating project expenditures and balances;
7. Prepare and follow up on payments and ensure they are correctly processed as per relevant procedures.

Other accountabilities may be required based on needs.

Performance Measures / Success criteria

- Valuable assistance and clear and detailed minutes of meeting
- Proper maintenance done in an organised manner
- Proper maintenance and efficient follow-up
- Security clearance, travel, accommodation, and transport arrangements prepared on time
- Efficient coordination in line with project activities
- Providing assistance of added value
- Proactive follow-up and payment processed in a correctly manner in line with UNDP procedures

Educational Requirements: Bachelor's degree in Business Administration or equivalent.	Knowledge, Technical Skills and Experience: <ul style="list-style-type: none"> • 3 years of experience in a similar position. • Working knowledge of office equipment. • Excellent skills in using MS Excel or MS Access. • Excellent written and verbal communication skills. • Fluency in written and spoken English and Arabic. • French is an asset.
Competencies Required: <ul style="list-style-type: none"> • Teamwork • Performance Excellence • Communication • Organisational • Detail-Oriented 	
Budget responsibilities/Time horizon: <ul style="list-style-type: none"> • Based on project 	
Communications: <ul style="list-style-type: none"> • Internal: All RTO Staff • External: local and international NGOs 	
Key Risk areas: <ul style="list-style-type: none"> • Lack of follow-up and poor assistance hindering and creating inefficiency in tasks and project outcomes 	

Architect	
Department/Division: Regional Technical Office	Reports To: [Mention municipal supervisor]
Job Family: Technical	

Role Summary:

- Plan, develop, and implement building designs.
- Compile feasibility reports, determine environmental impact, create project proposals, estimate costs, determine timelines, and oversee construction processes.

Main Accountabilities <ol style="list-style-type: none"> 1. Prepare the concepts and preliminary designs related to construction work of the union's projects; 2. Prepare schematic designs and Bill of Quantities (BoQ) for construction works of the union's projects; 3. Based on request, set a special design to enhance the landscaping of the union's cities and villages; 4. Elaborate the BoQ related to the final approved landscaping design; 	Performance Measures / Success criteria <ul style="list-style-type: none"> • Concepts and preliminary designs in line with requirements • Schematic designs and BOQ in line with concepts and preliminary designs • Creative and innovative design • Optimal BoQ in line with the final design
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<ol style="list-style-type: none"> 5. Supervise the execution of the construction work to ensure the outcome is done properly and efficiently with the expected quality; 6. Resolve problems and issues that arise during construction; 7. Negotiate contract terms with contractors and other professionals; 8. Monitor through field visits the progress of recovery community projects. Control the quality of works, safety, and environmental aspects, and compliance with contracts; 9. Prepare daily and weekly status project reports and submit them to the President of the Union; 10. Participate in the training sessions that will be conducted for the RTOs staff and representatives from the Unions of Municipalities and municipalities; 11. Assist the project team in the implementation of training and awareness raising workshops for local beneficiaries as needed. <p>Other accountabilities may be required based on needs.</p>	<ul style="list-style-type: none"> • Proactive and valuable supervision • Problems solved in the workplace • Efficient negotiation • Monitored progress and work outcome is successful • Reports of quality and submitted on time • New skills acquired • Successful trainings and workshops
<p>Educational Requirements: Bachelor's degree in Architecture. Mater's is a plus.</p>	<p>Knowledge, Technical Skills and Experience:</p> <ul style="list-style-type: none"> • 3 to 5 years of experience in a similar position. • Knowledge in drawing and experience in designing maps through graphics. • Previous experience in overseeing and following up on the implementation of construction projects. • Experience working with public institutions is a plus. • Knowledge in Geographic Information System is a plus. • Good experience in Urban Planning, or any other related fields. • Good skills in AutoCAD, Adobe programmes (Photoshop, Illustrator, InDesign). • Knowledge in preparing technical files. • Excellent skills in using MS Excel or MS Access. • Fluency in written and spoken English and Arabic. • French is an asset.
<p>Competencies Required:</p> <ul style="list-style-type: none"> • Teamwork • Performance Excellence • Communication • Creativity 	<ul style="list-style-type: none"> • Detail-Oriented

Budget responsibilities/Time horizon:

- Based on project

Communications:

- Internal: All RTO Staff
- External: local and international NGOs

Key Risk areas:

- Concepts and designs not in line with the needs, creating a waste in resources
 - Wrong BoQ
 - Lack of supervision
-

Civil Engineer

Department/Division:

Regional Technical Office

Reports To:

[Mention municipal supervisor]

Job Family: Technical

Role Summary:

Fill the gap in the human resources capabilities of the union/municipality in all aspects related to engineering, construction, quantity validation, monitoring, and evaluation.

Main Accountabilities

1. Report and comment previously developed studies;
2. Make sure all technical standards are respected and applied in projects' designs related specifically to civil engineering trades;
3. Follow-up closely on procurement processes, technical evaluation of contractors, and selection of qualified contractors;
4. Design technical solutions for civil structural works and selected projects;
5. Conduct field visits to the construction sites where civil works projects are being implemented (building construction, steel structure, and making sure all specifications are respected);
6. Follow-up on all testing in-situ and in laboratory of all requested tests for construction and structural projects;
7. Monitor the implementation of selected projects through conducting site visits and provide reports on the implementation of assigned tasks;
8. Participate in technical and/or coordination meetings held on project level;
9. Participate in coordination meetings with local authorities, official government counterparts, donors, etc;

Performance Measures / Success criteria

- Detailed comments
- Technical standards in line with projects' designs
- Thorough follow-up
- Comprehensive designs
- Civil works projects are being implemented and specifications are respected
- Regular follow-up
- Detailed reports and successful projects
- Efficient participation
- Efficient participation

<p>10. Take part in the annual Programme Planning; 11. Attend meetings and represent the Municipal technical unit when needed and when requested by the Municipal Representative.</p> <p>Other accountabilities may be required based on needs.</p>	<ul style="list-style-type: none"> • Valuable participation • Always present and representing in a positive and competent way
<p>Educational Requirements: Bachelor degree in civil engineering</p>	<p>Knowledge, Technical Skills and Experience:</p> <ul style="list-style-type: none"> • 3 to 5 years of experience in the field of civil engineering is required. • Experience in conducting field visits to construction works and labor on site is required. • Experience in coordinating with a team of multidisciplinary background and experience is required. • Previous experience in dealing and coordinating with other NGOs, INGOs or active agencies in the area is desirable. • Mapping skills is a must. • Ability to lead and manage structure and construction projects. • Ability to simplify complex working environments and solicit input. • Strong technical understanding skills of civil structural works, trends, innovations, and processes. • Proficient in AutoCAD, Robot, Etabs, Safe, and any other related software is required. • Knowledge in Planning Tools such as Primavera, MS Project Office is an asset. • Member of one of the 2 Lebanese Orders of Engineers is desirable. • Fluency in written and spoken English and Arabic. French is an asset.
<p>Competencies Required:</p> <ul style="list-style-type: none"> • Teamwork • Performance Excellence • Flexible • Organisation • Detail-Oriented 	
<p>Budget responsibilities/Time horizon:</p> <ul style="list-style-type: none"> • Based on project <p>Communications:</p> <ul style="list-style-type: none"> • Internal: All RTO Staff • External: local and international NGOs <p>Key Risk areas:</p> <ul style="list-style-type: none"> • No regular follow-up, creating a hassle in the work • Specifications are not being respected • Lack of coordination with local actors 	

Community Mobiliser

Department/Division:
Regional Technical Office

Reports To:
[Mention municipal supervisor]

Job Family: Technical

Role Summary:

Present in the field and liaise with focal points to gather data on issues encountered by vulnerable population groups and coordinate with stakeholders and local authority representatives.

Main Accountabilities

1. Assess the needs of local communities based on a participatory approach;
2. Identify, in close coordination with, the municipality of the area, key social problems and needs;
3. Collect existing data at the local level and inform supervisor(s) of critical issues;
4. Follow-up on the implementation of work in the community in coordination with the area coordinators;
5. Ensure mobilisation with the community such as Social Development Committees (SDCs), local and international organisations, social centers, and coordination with all stakeholders, including Union of Municipalities (UoMs), municipalities, constantly;
6. Create local committees which are representative and inclusive;
7. Coordinate with local NGOs and committees existing in the selected neighborhoods;
8. Identify local community social needs and priorities based on a participatory approach;
9. Conduct training and awareness raising workshops for local beneficiaries as needed;
10. Handle the logistical preparation for conducting events and activities;
11. Conduct community visits and meetings to introduce the contents of the project and to create a baseline of beneficiaries;
12. Provide awareness sessions of the interests of various equality groups/minority groups;
13. Support the collection and documentation of impact and success stories on monthly, quarterly, semiannual and annually;
14. Formulate a report on the local economic sector to be developed later by a social economic advisor;
15. Evaluate the implemented actions and come up with the lessons/recommendations learned in relation with each activity;
16. Attend weekly meetings with area coordinators.

Other accountabilities may be required based on needs.

Performance Measures / Success criteria

- Thorough assessment of local communities' needs
- Key social problems and needs identified
- Critical issues addressed based on existing data
- Good follow-up
- Efficient mobilisation with the community
- Local committees are representative and inclusive
- Valuable coordination
- Prioritised needs based on participatory approach
- Efficient training and awareness raising workshops
- Successful and well-prepared events and activities
- Introduction of project contents and creation of a baseline of beneficiaries
- Efficient awareness sessions
- Valuable support
- Comprehensive and thorough report
- Exhaustive evaluation and recommendations
- Good attendance and insightful meetings

<p>Educational Requirements: Bachelor degree in civil engineering</p>	<p>Knowledge, Technical Skills and Experience:</p> <ul style="list-style-type: none"> • 3 to 5 years of work experience in social work is required. • Previous experience working with municipalities and public institutions through community led rehabilitation and upgrading projects is an asset. • Experience in undertaking participatory approaches is desirable. • Ability to work according to an agreed timetable and oversee the implementation of activities is desirable. • Ability to work with refugees and local communities is an asset. • Experience of working with communities and community-based organisations is an asset. • Good reporting skills. • Computer literacy is desirable. • Demonstrated analytical and conceptual skills to build on existing social data and identify social needs specific to each area is an asset. • Fluency in written and spoken English and Arabic. French is an asset.
<p>Competencies Required:</p> <ul style="list-style-type: none"> • Teamwork • Performance Excellence 	<ul style="list-style-type: none"> • Analytical and Conceptual skills • Communication • Detail-Oriented
<p>Budget responsibilities/Time horizon:</p> <ul style="list-style-type: none"> • N.A. <p>Communications:</p> <ul style="list-style-type: none"> • Internal: All RTO Staff • External: local and international NGOs <p>Key Risk areas:</p> <ul style="list-style-type: none"> • Community action plan not in line with community needs and priorities survey findings • Lack of coordination and follow-up • Local committees are not representative and inclusive 	

Director of Technical Office

Department/Division:

Regional Technical Office

Reports To:

[Mention municipal supervisor]

Job Family: Technical

Role Summary:

- Plan, develop, and implement building designs.
- Compile feasibility reports, determine environmental impact, create project proposals, estimate costs, determine timelines, and oversee construction processes.

Main Accountabilities

1. Supervise the work of the technical office team by preparing work plans that are in line with the required tasks and activities and ensuring that they are well implemented according to the specified time;
2. Constant coordination with the union, the concerned municipalities, and external interlocutors and inform them periodically of the emerging needs and priorities in order to schedule the provision of support through the technical office;
3. Follow-up the work of the technical office team in the field through periodic visits and direct contact with all concerned parties and direct beneficiaries;
4. Work to ensure the submission of periodic reports, according to the agreed timeline;
5. Provide appropriate technical support, according to existing experience, to ensure that the required results are achieved;
6. Work with the concerned municipalities to determine the urgent priorities within each town;
7. Prepare in coordination with the engineers of the technical office technical files for local small and medium-sized enterprises, including engineering maps, bill of quantities, and appropriate technical specifications;
8. Follow-up the implementation of existing projects and provide technical support to the municipalities to ensure the proper implementation of these projects.

Other accountabilities may be required based on needs.

Performance Measures / Success criteria

- Work plans in line with the required tasks and activities and implementation executed on time
- Continuous and valuable coordination
- Effective follow up
- Reports submitted on time
- Provide technical added value in the workplace
- Priorities fleshed out
- Valuable reports/files of good quality
- Successful and sustainable projects

<p>Educational Requirements:</p> <ul style="list-style-type: none"> • Bachelor's degree in Architecture or Civil Engineer. Mater's is a plus. • Obtained permission to practice the engineering profession on Lebanese soil and is affiliated with one of the two engineering unions in Lebanon. 	<p>Knowledge, Technical Skills and Experience:</p> <ul style="list-style-type: none"> • 5 years of experience in a similar position. • Experience in the field of specialisation. • Experience in preparing studies and supervising projects. • Experience in the field of management. • Good skills in AutoCAD, Adobe programmes (Photoshop, Illustrator, InDesign). • Excellent skills in using MS Excel or MS Access. • Fluency in written and spoken English and Arabic. • French is an asset.
<p>Competencies Required:</p> <ul style="list-style-type: none"> • Teamwork • Performance Excellence • Communication • Detail-Oriented 	
<p>Budget responsibilities/Time horizon:</p> <ul style="list-style-type: none"> • Based on project 	
<p>Communications:</p> <ul style="list-style-type: none"> • Internal: All RTO Staff • External: local and international NGOs 	
<p>Key Risk areas:</p> <ul style="list-style-type: none"> • Work plans not in line with the required tasks and activities, creating project failure • Lack of follow-up and technical support hindering and creating inefficiency in project implementations 	

Geographic Information Systems Coordinator

<p>Department/Division: Regional Technical Office</p>	<p>Reports To: [Mention municipal supervisor]</p>
<p>Job Family: Technical</p>	
<p>Role Summary:</p> <ul style="list-style-type: none"> • Locate and identify national and subnational data at a range of spatial scales. • Identify and address information management gaps. • Coordinate and work closely and flexibly with urban analysts, area coordinator, field surveyors, and municipal staff to ensure relevance, consistency, and quality of data collected. • Implement and manage municipality's ArcGIS portal and its associated applications to ensure efficient data collection, analysis, and data dissemination. 	
<p>Main Accountabilities</p> <ol style="list-style-type: none"> 1. Design, develop, and manage on a day-to-day basis the GIS databases, spreadsheets, and other data tools; 2. Document, monitor, and where necessary, augment the quality of primary and secondary data about accuracy and consistency; 3. Develop and manage digital field surveys, mainly as part of neighbourhood profile projects and other initiatives implemented by the municipality; 	<p>Performance Measures / Success criteria</p> <ul style="list-style-type: none"> • GIS database well developed • Valuable and reliable data • Digital field surveys well developed

<ol style="list-style-type: none"> 4. Ensure that the municipality's database is always up to date with respect to national datasets; 5. Make recommendations and provide advice on technical information management requirements; 6. Coordinate in the development, implementation, and management of indicators, together with accompanying data, to be included in the municipality's datasets; 7. Produce and update high quality information products, such as dashboards, charts, maps, infographics, and other graphic products; 8. Participate in the development of advocacy and communications materials including posters, presentations, and other visual materials; 9. Conduct capacity-building and training sessions for municipalities, INGOs, partners and other relevant stakeholders on the use of the neighbourhood profile geoportal and other GIS/IM products; 10. Participate in fieldwork to collect or validate data. <p>Other accountabilities may be required based on needs.</p>	<ul style="list-style-type: none"> • Municipality's database up to date • Valuable recommendations • Thorough and well-developed municipality datasets • High quality information products well produced and up to date • Advocacy and communications materials well developed • Successful and efficient capacity-building and training sessions • Data consolidated and valuable
<p>Educational Requirements: Bachelor degree or equivalent in geography, urban planning, or equivalent/relevant fields is required with technical specialisation in Geographic Information Systems (GIS).</p>	<p>Knowledge, Technical Skills and Experience:</p> <ul style="list-style-type: none"> • 3 to 5 years of relevant work experience with proven experience in geographic information, compilation, analysis, and its related matters is required. • Previous experience in GIS/IM work related to urban profiling is an asset. • Familiarity working with municipalities and public sectors is desirable. • Previous experience in dealing and coordinating with other NGOs, INGOs, or active agencies in the area is an asset. • Experience in coordinating with a team of multidisciplinary background is desirable. • Excellent skills in using MS Excel or MS Access • Good skills in AutoCAD, Adobe programmes such as Photoshop, Illustrator, Indesign. • Knowledge in drawing, design of maps, and preparing technical files. • Experience in the field of design through graphics. • Fluency in written and spoken English and Arabic. French is an asset.
<p>Competencies Required:</p> <ul style="list-style-type: none"> • Teamwork • Performance Excellence 	<ul style="list-style-type: none"> • Communication • Detail-Oriented

Budget responsibilities/Time horizon:

- N.A.

Communications:

- Internal: All RTO Staff
- External: local and international NGOs

Key Risk areas:

- Weak coordination with area coordinator, urban analysts, field surveyors, and municipal staff
 - GIS database not continuously updated
-

IT Specialist

Department/Division:

Regional Technical Office

Reports To:

[Mention municipal supervisor]

Job Family: Technical

Role Summary:

Overview the IT system of the union of municipalities including software development and ensure security measures are well addressed and implemented.

Main Accountabilities

1. Develop and implement simple applications related to the work of the union and all its departments in terms of projects, statistics, maps, etc;
2. Ensure all applications are compliant with security measures;
3. Participate in the analysis of geographical information (GIS) prepared by the technical engineer;
4. Organise and update all information and maps in the database;
5. Assist the employees of the union in all matters related to IT by setting up a practical modus operandi for documents archiving;
6. Prepare daily and weekly status project reports and submit them to the technical director.

Other accountabilities may be required based on needs.

Performance Measures / Success criteria

- Applications in line with the work of the union
- All security measures addressed and implemented
- Valuable participation
- Information well organised and up to date
- Proper DMS (document management system)
- Reports submitted on time

Educational Requirements:

Bachelor degree in computer science or equivalent.

Knowledge, Technical Skills and Experience:

- 3 to 5 years of experience in a similar position.
- Knowledge in GIS.
- Fluency in written and spoken English and Arabic. French is an asset.

Competencies Required:

- Teamwork
 - Communication
 - Detail-Oriented
 - Performance Excellence
-

Budget responsibilities/Time horizon:

- Based on project

Communications:

- Internal: All RTO Staff
- External: local and international NGOs

Key Risk areas:

- Security measures not addressed properly
 - Information not frequently updated resulting in project failures
-

Social Worker/Coordinator**Department/Division:**

Regional Technical Office

Reports To:

Area Coordinator

Job Family: Technical

Role Summary:

Conduct fieldwork and liaise with focal points to gather data on issues encountered by vulnerable population groups and coordinate with stakeholders and local authority representatives.

Main Accountabilities

1. Assist Municipalities and RTO teams in identifying key social problems and specifying social needs as well as referring special social cases;
2. Collect and analyse existing social data at the local and national levels;
3. Develop a referral system for cases of social need;
4. Elaborate a social and protection scheme to be adopted by the RTO and municipal focal persons;
5. Raise the awareness of technical staff on social and protection issues;
6. Ensure that project activities address key identified social and protection problems;
7. Ensure strong coordination with local and international social centers;
8. Follow up with the RTOs on protection and social issues;
9. Verify, through field visits that the identified recovery interventions are in line with social rights and protection of refugees and local communities;
10. Support in the documentation process of funded projects;
11. Coordinate on a continuous basis at field level with all stakeholders, including UOMs, Municipalities, RTOs, municipalities and other stakeholders;
12. Submit progress written monthly reports;
13. Assist the project team in conducting training and awareness raising workshops for local beneficiaries as needed.

Performance Measures / Success criteria

- Key social problems identified and specific social needs and cases fleshed out
- Thorough analysis of existing social data at local and national levels
- Well-developed and comprehensive referral system for cases of social need
- Realistic and sustainable social and protection scheme
- Technical staff are well aware of social and protection issues
- Key identified social and protection problems in line with project activities
- Strong and valuable coordination
- Regular and efficient follow-up
- Identified recovery interventions in line with social rights and protection of refugees and local communities
- Valuable support
- Regular and efficient coordination with all relevant stakeholders
- Progress written monthly reports submitted on time
- Successful and beneficial training and awareness raising workshops

<p>14. Provide support in training and awareness/ capacity building of local authorities and stakeholders in protection and social issues etc.</p> <p>Other accountabilities may be required based on needs.</p>	<ul style="list-style-type: none"> • Comprehensive and successful training and awareness/capacity building
<p>Educational Requirements: University Degree in social work or related field.</p>	<p>Knowledge, Technical Skills and Experience:</p> <ul style="list-style-type: none"> • 3 to 5 years of work experience in social work is required. • Previous experience working with municipalities and public institutions through community led rehabilitation and upgrading projects is an asset. • Experience in undertaking participatory approaches is desirable. • Experience of working with communities and community-based organisations is an asset. • Ability to work according to an agreed timetable and oversee the implementation of activities is desirable. • Ability to work with refugees and local communities is an asset. • Good reporting skills. • Computer literacy is desirable. • Fluency in written and spoken English and Arabic. French is an asset.
<p>Competencies Required:</p> <ul style="list-style-type: none"> • Teamwork • Performance Excellence • Analytical and Conceptual skills • Communication 	<ul style="list-style-type: none"> • Detail-Oriented
<p>Budget responsibilities/Time horizon:</p> <ul style="list-style-type: none"> • N.A. <p>Communications:</p> <ul style="list-style-type: none"> • Internal: All RTO Staff • External: local and international NGOs <p>Key Risk areas:</p> <ul style="list-style-type: none"> • Key identified social and protection problems not in line with project activities • Lack of coordination and follow-up 	

Topographer

Department/Division:
Regional Technical Office

Reports To:
[Mention municipal supervisor]

Job Family: Technical

Role Summary:

Examine and analyse data from ground surveys, reports, and aerial photographs.

Main Accountabilities

1. Collect and check the accuracy of the survey data including measurements and calculations performed in the site survey;
2. Prepare and supervise all data, charts, maps, records, and documents related to surveys;
3. Based on the surveys, offer support answering various ad hoc questions and permanently solve technical problems;
4. Assist the technical engineer in preparing the bill of quantities required for projects;
5. Prepare periodic reports and submit them to the technical manager according to action plan.

Other accountabilities may be required based on needs.

Performance Measures / Success criteria

- Data clear and accurate
- Data, charts, maps, records, and documents well-prepared
- Valuable assistance
- Accurate BoQ
- On time periodic reports

Educational Requirements:

Bachelor degree in civil engineering, geographic information systems, or any other related fields.

Knowledge, Technical Skills and Experience:

- 3 to 5 years of experience in a similar position.
- Experience in designing and evaluating algorithms, data structures, and user interfaces for GIS and mapping systems.
- Knowledge in drawing and design of maps and preparation of technical files.
- Efficiency in the use of GIS programmes.
- Excellent skills in using MS Excel or MS Access.
- Good reporting skills.
- Fluency in written and spoken English and Arabic. French is an asset.

Competencies Required:

- Teamwork
- Communication
- Detail-Oriented
- Performance Excellence

Budget responsibilities/Time horizon:

- Based on project

Communications:

- Internal: All RTO Staff
- External: local and international NGOs

Key Risk areas:

- Wrong measurements leading to wrong decisions
- Periodic reports not in line with the action plan

Posting Title	Civil Engineer
Department/ Office	United Nations Human Settlements Programme
Location	Municipality of Bourj Hammoud
Posting Period	23 October 2020 - 12 November 2020
Job Opening number	20-United Nations

United Nations Core Values: Integrity, Professionalism, Respect for Diversity

Duties And Responsibilities

Organizational Setting

UN-Habitat, the United Nations Human Settlements Programme, is mandated by the UN General Assembly to promote socially and environmentally sustainable towns and cities. It is the focal point for all urbanization and human settlement matters within the UN system.

UN-Habitat envisions well-planned, well-governed, efficient cities and other human settlements with adequate housing, infrastructure and universal access to employment and basic services such as water, energy and sanitation. To achieve these goals, derived from the New Urban Agenda endorsed in October 2016, UN-Habitat has set itself a medium-term strategy approach for each successive six-year period. The Strategic Plan, 2020-2023 through which it proposes to serve Member States, sub-national and local governments, and other key urban actors in the pursuit of four mutually reinforcing and integrated Domains of Change or goals:

- Reduced spatial inequality and poverty in communities across the urban - rural continuum;
- Enhanced shared prosperity of cities and regions;
- Strengthened climate action and improved urban environment; and
- Effective urban crisis prevention and response.

UN-Habitat in Lebanon

The UN-Habitat country office in Lebanon was initiated in 2006, following two large-scale crises: The July 2006 war on Lebanon and the Syrian Refugees Crisis. UN-Habitat has steered most of its activities to focus on responding to emerging issues through reconstruction, shelter provision, basic services upgrading while also laying the foundation for long-term sustainable solutions.

The 2020-2022 Lebanon Country Programme draft document aims to promote the alignment of UN-Habitat normative and operational activities in Lebanon. It identified national urban development goals and priorities emphasizing the importance of local development and balanced regional development. The Country Programme document is consistent with UNHabitat Lebanon's three interlinked and mutually reinforcing focus areas that are aligned with the United Nations Strategic Framework:

- Focus Area 1: Inclusive and sustainable urban development including promotion of national urban policies and environmentally sustainable cities.
- Focus Area 2: Improved planning systems and frameworks with focus on access to accurate urban data and inclusive urban and land use planning.
- Focus Area 3: Effective urban crisis response involving HLP Rights and upgrading of vulnerable urban neighbourhoods.

Background

The impact of the Syrian crisis on Lebanon is reaching a scale unprecedented in the history of complex, displacement-driven emergencies. While in April 2012, 32,800 Syrian refugees were registered or awaiting registration with UNHCR; by January 2018, this figure stands at just under one million refugees. When considering the Palestine refugees, this represents an increase equal to over 25% of the total Lebanese pre-crisis population, placing Lebanon first worldwide in terms of the number of refugees per capita.

Seven years into the crisis, poverty levels are high and the long-term resilience of the country's vulnerable communities is eroding as they run out of savings and struggle to access income. At present, 1.5 million Lebanese and 76% of the Syrian refugees live below the poverty line. In response to their protracted poverty which is leading to rising food insecurity, 96 percent of Syrian households are adopting negative coping mechanisms. As a result, households are also sinking deeper into debt.

Host communities face the challenge of providing housing, public services, and jobs to both refugees and their own population. In this sense, host governments, sub-national authorities including municipalities continue to bear the burden of the political, economic, social and security spill overs of the conflict. The large increase in population since the Syria crisis began is putting public institutions under extreme pressure to deliver basic services to an increasingly high number of vulnerable people. In a context of shrinking national resources, this is testing the limits of infrastructure and public services that were already fragile before the crisis.

Within this context, municipalities have a critical role to play in the country's response to the impact of the Syria crisis and there is growing intention to engage more municipalities at the services as well as at the social cohesion levels. However, this will require increased funding and empowered human resources at municipal level, as well as enhanced collaboration and communication with central and subnational government. 70 percent of municipalities are too small to provide basic services pre-crisis, 57 percent lack an administrative structure, and 40 percent have only a single employee (often working on a part-time or voluntary basis).

The action aims to support the Union of Municipalities of Matn ElChemali ElSahli and Aoussat to better identify/implement priority interventions based on reliable data gathered by the civil engineer within targeted communities. For this purpose, UNDP and UN-Habitat are jointly implementing a project funded by MADAD. The project aims to Strengthen the longterm resilience of targeted subnational authorities and their host/refugee populations in countries affected by the Syrian and Iraqi crises. For that, UN-Habitat is intending to recruit a civil engineer who will be part of the Regional Technical office established under the Municipality of Bourj Hammoud.

Reporting Line

The Consultant will work under the supervision of the Area Coordinator for Beirut and Mount Lebanon at UN-Habitat.

Duties and responsibilities

The Civil Engineer will be mainly filling the gap in the human resources capabilities of the union/ municipality in all aspects related to engineering, construction, quantity validation, monitoring and evaluation. Responsibilities include the following:

- Report and comment previously developed studies.
- Make sure all technical standards are respected and applied in projects' designs related specifically to civil engineering trades.
- Follow-up closely on procurement processes, technical evaluation of contractors, and selection of qualified contractors.
- Design technical solutions for civil structural works and selected projects.
- Conduct field visits to the construction sites where civil works projects are being implemented (buildings construction, steel structure, and making sure all specifications are respected.)
- Follow up on all testing in-situ and in laboratory of all requested tests for construction and structural projects.
- Monitor the implementation of selected projects through conducting site visits and provide reports on the implementation of assigned tasks
- Participate in technical and/or coordination meetings held on project level.
- Participate in coordination meetings with local authorities, official government counterparts, donors, etc.
- Take part in the annual Programme Planning.
- Attend meetings and represent the Municipal technical unit when needed and when requested by the Municipal Client Representative.

Work Location

Municipality of Bourj Hammoud

Expected Duration

12 Months

Result Of Service

Upon completion of the consultancy, the outcome is (1) a technical report regarding the built environment in the targeted areas in order for UN-Habitat, Municipality of Bourj Hammoud, and local actors to have an overview about the built environment's existing conditions and the priority needs and interventions related to basic services, (2) design and tender documents for the identified projects, and (3) implementation of selected projects based on budget availability.

Qualifications/Special Skills**Academic Qualifications:**

Bachelor's degree in Civil engineering is required

Experience:

Four years of experience in field of civil engineering is required. Familiarity working with municipalities and public sectors is an asset. Previous experience in dealing and coordinating with other NGO's, INGOs or active agencies in the area is desirable. Experience in conducting field visits to construction works and labor on site is required. Experience in coordinating with a team of multidisciplinary background and experience is required. Knowledge in design engineering Software's such as AutoCAD, Etabs, Robot, Safe or any related Software's is required. Knowledge in Planning Tools such as Primavera, MS Project Office is an asset. Member of one of the 2 Lebanese Orders of Engineers is desirable.

Language:

Fluency in oral and written Arabic and English is required. Knowledge of French is an advantage.

Additional Information

- Strong technical understanding skills of civil structural works, trends, innovations, and processes.
- Ability to lead and manage structure and construction projects.
- Ability to simplify complex working environments and solicit input.
- Priority will be given to local candidates from the targeted area.

United Nations Considerations

The United Nations shall place no restrictions on the eligibility of men and women to participate in any capacity and under conditions of equality in its principal and subsidiary organs. (Charter of the United Nations - Chapter 3, article 8). The United Nations Secretariat is a non-smoking environment.

As per UN policy, Consultants and Individual Contractors may not apply for or be appointed to any position in the Professional or above categories and for positions at the FS-6 and FS-7 levels in the Field Service category within six months of the end of their current or most recent service. This restriction does not apply to associate experts (Junior Professional Officers) appointed under the Staff Rules.

No Fee

THE UNITED NATIONS DOES NOT CHARGE A FEE AT ANY STAGE OF THE RECRUITMENT PROCESS (APPLICATION, INTERVIEW MEETING, PROCESSING, OR TRAINING). THE UNITED NATIONS DOES NOT CONCERN ITSELF WITH INFORMATION ON APPLICANTS' BANK ACCOUNTS.

Posting Title	Community Mobilizer
Department/ Office	United Nations Human Settlements Programme
Location	Municipality of Bourj Hammoud
Posting Period	22 October 2020 - 11 November 2020
Job Opening number	20-United Nations Human Settlements Programme-143434- Consultant

United Nations Core Values: Integrity, Professionalism, Respect for Diversity

Duties And Responsibilities

Organizational Setting

UN-Habitat, the United Nations Human Settlements Programme, is mandated by the UN General Assembly to promote socially and environmentally sustainable towns and cities. It is the focal point for all urbanization and human settlement matters within the UN system.

UN-Habitat envisions well-planned, well-governed, efficient cities and other human settlements with adequate housing, infrastructure and universal access to employment and basic services such as water, energy and sanitation. To achieve these goals, derived from the New Urban Agenda endorsed in October 2016, UN-Habitat has set itself a medium-term strategy approach for each successive six-year period. The Strategic Plan, 2020-2023 through which it proposes to serve Member States, sub-national and local governments, and other key urban actors in the pursuit of four mutually reinforcing and integrated Domains of Change or goals:

- Reduced spatial inequality and poverty in communities across the urban - rural continuum;
- Enhanced shared prosperity of cities and regions;
- Strengthened climate action and improved urban environment; and
- Effective urban crisis prevention and response.

UN-Habitat in Lebanon

The UN-Habitat country office in Lebanon was initiated in 2006, following two large-scale crises: The July 2006 war on Lebanon and the Syrian Refugees Crisis. UN-Habitat has steered most of its activities to focus on responding to emerging issues through reconstruction, shelter provision, basic services upgrading while also laying the foundation for long-term sustainable solutions.

The 2020-2022 Lebanon Country Programme draft document aims to promote the alignment of UN-Habitat normative and operational activities in Lebanon. It identified national urban development goals and priorities emphasizing the importance of local development and balanced regional development. The Country Programme document is consistent with UNHabitat Lebanon's three interlinked and mutually reinforcing focus areas that are aligned with the United Nations Strategic Framework:

- Focus Area 1: Inclusive and sustainable urban development including promotion of national urban policies and environmentally sustainable cities.
- Focus Area 2: Improved planning systems and frameworks with focus on access to accurate urban data and inclusive urban and land use planning.
- Focus Area 3: Effective urban crisis response involving HLP Rights and upgrading of vulnerable urban neighbourhoods.

Background

The impact of the Syrian crisis on Lebanon is reaching a scale unprecedented in the history of complex, displacement-driven emergencies. While in April 2012, 32,800 Syrian refugees were registered or awaiting registration with UNHCR; by January 2018, this figure stands at just under one million refugees. When considering the Palestine refugees, this represents an increase equal to over 25% of the total Lebanese pre-crisis population, placing Lebanon first worldwide in terms of the number of refugees per capita.

Seven years into the crisis, poverty levels are high and the long-term resilience of the country's vulnerable communities is eroding as they run out of savings and struggle to access income. At present, 1.5 million

Lebanese and 76% of the Syrian refugees live below the poverty line. In response to their protracted poverty which is leading to rising food insecurity, 96 percent of Syrian households are adopting negative coping mechanisms. As a result, households are also sinking deeper into debt.

Host communities face the challenge of providing housing, public services, and jobs to both refugees and their own population. In this sense, host governments, sub-national authorities including municipalities continue to bear the burden of the political, economic, social and security spill overs of the conflict. The large increase in population since the Syria crisis began is putting public institutions under extreme pressure to deliver basic services to an increasingly high number of vulnerable people. In a context of shrinking national resources, this is testing the limits of infrastructure and public services that were already fragile before the crisis.

Within this context, municipalities have a critical role to play in the country's response to the impact of the Syria crisis and there is growing intention to engage more municipalities at the services as well as at the social cohesion levels. However, this will require increased funding and empowered human resources at municipal level, as well as enhanced collaboration and communication with central and subnational government. 70 percent of municipalities are too small to provide basic services pre-crisis, 57 percent lack an administrative structure, and 40 percent have only a single employee (often working on a part-time or voluntary basis).

The action aims to support the Union of Municipalities of Matn ElChemali ElSahli and Aoussat to better identify/implement priority interventions based on reliable data gathered by the community mobilizer within targeted communities. For this purpose, UNDP and UNHabitat are jointly implementing a project funded by MADAD. The project aims to Strengthen the long-term resilience of targeted subnational authorities and their host/refugee populations in countries affected by the Syrian and Iraqi crises. For that, UN-Habitat is intending to recruit a community mobilizer who will be part of the Regional Technical office established under the Municipality of Bourj Hammoud.

Reporting Line

The Consultant will work under the supervision of the Area Coordinator for Beirut and Mount Lebanon at UN-Habitat.

Duties and responsibilities

The Community Mobilizer will be mainly present in the field and liaise with focal points to gather data on issues encountered by vulnerable population groups and coordinate with stakeholders and local authority representatives. Responsibilities include the following:

- Assess the needs of local communities based on a participatory approach.
- Identify, in close coordination with, Municipality of Bourj Hammoud, key social problems and needs.
- Collect existing data at the local level and inform UN-Habitat and MERP team of critical issues.
- Follow-up on the implementation of work in the community in coordination with the area coordinators.
- Ensure mobilization with the community such as Social Development Committees (SDCs), local and international organizations, social centers, and coordination with all stakeholders, including Union of Municipalities (UoMs), municipalities, and UN agencies, constantly.
- Create local committees which are representative and inclusive.
- Coordinate with local NGOs and committees existing in the selected neighbourhoods.
- Identify local community social needs and priorities based on a participatory approach.
- Conduct, in close coordination UN-Habitat and MERP team, with training and awareness raising workshops for local beneficiaries as needed.
- Handle the logistical preparation for conducting events and activities.
- Provide awareness/capacity building sessions for local beneficiaries on different topics.
- Conduct community visits & meetings to introduce the contents of the project and to create a baseline of beneficiaries.
- Provide awareness sessions of the interests of various equality groups/minority groups.
- Attend weekly meetings with area coordinators.

Work Location

Municipality of Bourj Hammoud

Expected Duration

12 Months

Result Of Service

Upon completion of the consultancy, the outcome is (1) the mobilization of the local actors and stakeholders in the targeted areas in order to create a well-established coordination mechanism between all partners (UN-Habitat, Municipality of Bourj Hammoud, and the local actors and stakeholders), (2) identification of the social and protection needs faced by the local communities and stakeholders and priority interventions, and (3) implementation of relevant projects based on budget availability.

Qualifications/Special Skills**Academic Qualifications:**

University Degree or Technical Degree in social work/community development or equivalent is required.

Experience:

- Four years of work experience in social work is required.
- Previous experience working with municipalities and public institution through communityled rehabilitation & upgrading projects is an asset.
- Ability to work according to agreed timetable and oversee the implementation of activities is desirable.
- Experience in undertaking participatory approaches is desirable.
- Ability to work with refugees and local communities is an asset.
- Experience of working with communities and community-based organizations is an asset.
- Priority will be given to local candidates from the targeted areas.

Language:

Fluency in oral and written English and Arabic is required.

Additional Information**Skills:**

- Demonstrated analytical and conceptual skills to build on existing social data and identify social needs specific to each area is an asset.
- Outgoing personality with excellent communication skills is an asset.
- Computer literacy is desirable.

United Nations Considerations

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No Fee

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Posting Title	GIS Coordinator
Department/ Office	United Nations Human Settlements Programme
Location	Municipality of Bourj Hammoud
Posting Period	25 October 2020 - 14 November 2020
Job Opening number	20-United Nations Human Settlements Programme-143510-Consultant

United Nations Core Values: Integrity, Professionalism, Respect for Diversity

Duties And Responsibilities

Organizational Setting

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- Enhanced shared prosperity of cities and regions;
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- Effective urban crisis prevention and response.

UN-Habitat in Lebanon

The UN-Habitat country office in Lebanon was initiated in 2006, following two large-scale crises: The July 2006 war on Lebanon and the Syrian Refugees Crisis. UN-Habitat has steered most of its activities to focus on responding to emerging issues through reconstruction, shelter provision, basic services upgrading while also laying the foundation for long-term sustainable solutions.

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- Focus Area 1: Inclusive and sustainable urban development including promotion of national urban policies and environmentally sustainable cities.
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- Focus Area 3: Effective urban crisis response involving HLP Rights and upgrading of vulnerable urban neighbourhoods.

Background

The impact of the Syrian crisis on Lebanon is reaching a scale unprecedented in the history of complex, displacement-driven emergencies. While in April 2012, 32,800 Syrian refugees were registered or awaiting registration with UNHCR; by January 2018, this figure stands at just under one million refugees. When considering the Palestine refugees, this represents an increase equal to over 25% of the total Lebanese pre-crisis population, placing Lebanon first worldwide in terms of the number of refugees per capita.

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Within this context, municipalities have a critical role to play in the country's response to the impact of the Syria crisis and there is growing intention to engage more municipalities at the services as well as at the social cohesion levels. However, this will require increased funding and empowered human resources at municipal level, as well as enhanced collaboration and communication with central and subnational government. 70 percent of municipalities are too small to provide basic services pre-crisis, 57 percent lack an administrative structure, and 40 percent have only a single employee (often working on a part-time or voluntary basis).

The action aims to support the Union of Municipalities of Matn ElChemali ElSahli and Aoussat to better identify/implement priority interventions based on reliable data gathered by the GIS coordinator within targeted communities. For this purpose, UNDP and UN-Habitat are jointly implementing a project funded by MADAD. The project aims to Strengthen the long-term resilience of targeted subnational authorities and their host/refugee populations in countries affected by the Syrian and Iraqi crises. For that, UN-Habitat is intending to recruit a GIS coordinator who will be part of the Regional Technical office established under the Municipality of Bourj Hammoud.

Reporting Line

The Consultant will work under the supervision of Area Coordinator for Beirut and Mount Lebanon at UN-Habitat.

Duties and responsibilities

General responsibilities:

- Locate and identify national and subnational data at a range of spatial scales.
- Identify and address information management gaps.
- Coordinate and work closely and flexibly with urban analysts, area coordinator, field surveyors, and municipal staff to ensure relevance, consistency and quality of data collected.
- Implement and manage municipality's ArcGIS portal and its associated applications to ensure efficient data collection, analysis, and data dissemination.

Data processing and administration:

- Design, develop, and manage on a day-to-day basis the GIS databases, spreadsheets, and other data tools.
- Document, monitor, and where necessary, augment the quality of primary and secondary data about accuracy and consistency.
- Develop and manage digital field surveys, mainly as part of UN-Habitat's neighbourhood profile project and other initiatives implemented by the municipality.
- Ensure that municipality's database is always up to date with respect to national datasets.
- Make recommendations and provide advice on technical information management requirements.

Data analysis and visualization:

- Coordinate in the development, implementation, and management of indicators, together with accompanying data, to be included in the municipality's datasets.
- Produce and update high-quality information products, such as dashboards, charts, maps, infographics, and other graphic products.
- Participate in the development of advocacy and communications materials including posters, presentations, and other visual materials.

Training/Capacity-building:

- Conduct capacity-building and training sessions for municipalities, INGOs, partners and other relevant stakeholders on the use of the neighbourhood profile geoportal and other GIS/IM products.

Networking and coordination:

- Coordinate and liaise with partners and represent UN-Habitat, MERP team, and

Municipality in meetings related to IM;

- Facilitate information sharing between UN-Habitat, MERP team, municipality, and partners.
- Participate in fieldwork to collect or validate data...
- Contribute to the aims of UN-Habitat, MERP project, and Municipality of Bourj Hammoud

Work Location

Municipality of Bourj Hammoud

Expected Duration

12 Months

Result Of Service

Upon completion of the consultancy, the outcome is the (1) digitization of all previously collected data and maps by UN-Habitat and Municipality of Bourj Hammoud, (2) creation of a GIS database and online geoportal, which will constitute a unified platform accessible by all active partners and actors regarding all multi-sectorial data in the targeted areas to ensure well-coordinated interventions and avoid duplications, and (3) a municipal profile for the Municipality of Bourj Hammoud.

Qualifications/Special Skills

Academic Qualifications:

Bachelor's University degree or equivalent in geography, urban planning, or equivalent/relevant fields is required with technical specialization in Geographic Information Systems (GIS).

Experience:

Minimum of two (2) years of relevant work experience with proven experience in geographic information compilation and analysis and its related matters is required. Previous experience in GIS/IM work related to urban profiling is an asset. Familiarity working with municipalities and public sectors is desirable. Previous experience in dealing and coordinating with other NGO's, INGOs or active agencies in the area is an asset. Experience in coordinating with a team of multidisciplinary background is desirable.

Language:

Fluency in oral and written Arabic and English is required. Knowledge of French is an advantage.

Additional Information

- Ability to work under pressure to meet deadlines.
- Ability to simplify complex working environments and solicit input.

- Willingness to learn from others and work in a team.
- Priority will be given to local candidates from the targeted area.

United Nations Considerations

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No Fee

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Annex 2

AGREEMENT OF COOPERATION BETWEEN [DEVELOPMENT PARTNER, E.G., UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME (UN-Habitat)] AND [...] MUNICIPALITY / UNION OF MUNICIPALITIES

THIS AGREEMENT OF COOPERATION (hereinafter referred to as the “Agreement”) is entered into by the United Nations Human Settlements Programme (indicative), originally established as the United Nations Centre for Human Settlements (Habitat) by resolution of the General Assembly of the United Nations 32/162 of 19 December 1977, and thereafter transformed into a subsidiary organ of the General Assembly of the United Nations by its resolution 56/206 of 21 December 2001, with Headquarters in Nairobi, Kenya (hereinafter referred to as “UN-Habitat”); and [...] MUNICIPALITY / UNION OF MUNICIPALITIES, established in... and registered on... in [City], Lebanon, as a governmental entity, with Headquarters in [City], Lebanon (hereinafter referred to as “M/UoM”).

PREAMBLE:

WHEREAS UN-Habitat is the coordinating agency within the United Nations System for human settlement activities and in collaboration with governments is responsible for promoting and consolidating collaboration with all partners, including local authorities, private and non-governmental organisations in the implementation of the Sustainable Development Goals (SDGs), in particular, Goal 11 of “Making cities and human settlements inclusive, safe, resilient and sustainable”, as well as the task manager of the human settlements chapter of Agenda 21 and focal point for the monitoring, evaluation and implementation of the New Urban Agenda adopted during the United Nations Conference on Housing and Sustainable Urban Development (Habitat III), in Quito, Ecuador, 2016;

WHEREAS M/UoM is an entity covering [...] municipalities in the district of [...], Lebanon. The purpose of the municipality/union is to support and enhance the performance of concerned municipalities enabling them to plan for common projects with the aim to enhance the socio- economic situation;

THEREFORE, on the basis of mutual trust and in the spirit of friendly cooperation, UN-Habitat and M/UoM (hereinafter collectively referred to as the “Parties” and individually as the “Party”) have entered into this Agreement and hereby agree to as follows:

ARTICLE I

Documents

1. This Agreement consists of this document and the following Annexes that form integral part of it:
 - a. Annex A (“General Terms and Conditions”) M/UoM is named “Cooperating Entity/Contractor” in this Annex;
 - b. Annex B (“Technical Proposal/Project Document and Work Plan”, including Implementation Schedule); and
 - c. Annex C (“Budget”, including Payment Schedule).

2. The Parties agree that in the event and to the extent of any conflict between the terms and conditions set out in this Agreement and the Annexes, or between any of the Annexes, this Agreement shall prevail, followed by the Annexes in the order enumerated above.

ARTICLE II

Objective and Scope

1. The purpose of this Agreement is to establish the general terms and conditions under which the Parties shall collaborate to achieve the objectives set out below for both UN-Habitat and M/UoM through collaborative work. The technical expertise from both organisations, which shall be used in this collaboration, would allow a more effective and efficient utilisation of resources made available to both UN-Habitat and M/UoM.
2. Subject to their respective regulations, rules, policies, practice, procedures and availability of funds, the Parties shall collaborate to supporting the Regional Technical Office (RTO) operation within the M/UoM (hereinafter referred to as the "Project"), within the "Municipal Empowerment and Resilience" Programme (MERP) implemented jointly by UN- Habitat and UNDP.
3. The MERP aims to strengthen the long-term resilience of subnational authorities in Lebanon as well as host communities, refugees and displaced persons affected by the Syrian Crisis. To achieve this goal, the Programme engages in a three-pronged approach: (a) strengthening national processes, procedures, and practices to enable municipalities and Union of Municipalities (UoMs) to deliver effective and efficient services in a transparent and accountable manner; (b) empowering UoMs and municipalities to facilitate local economic development (LED) and to deliver basic services that address the needs of both host and refugee populations; and (c) supporting communities to engage in municipal processes and procedures to ensure that UoMs and municipalities are responsive to their needs.
4. The Project, which is described in a more detailed manner in Annex B hereto, aims at responding to the immediate needs of Syrian refugees and host communities in M/UoM while laying the foundation for medium and long-term sustainable solutions.

ARTICLE III

General Responsibilities of the Parties

1. The Parties agree to carry out their respective responsibilities in accordance with the provisions of this Agreement. The Parties agree to join efforts and to maintain close working relationships to achieve the objectives of the Project.
2. The Parties shall keep each other informed of all relevant activities pertaining to the Project, and its implementation, and shall hold consultations every (1) month, or at any time as any Party considers it appropriate, on the status of this cooperation, including any circumstance that may affect the achievement of its objectives.
3. The Parties shall refrain from any action that may adversely affect the interests of the other party and shall fulfil their commitments with fullest regard for the terms and conditions of this Agreement and

the principles of the United Nations and UN-Habitat. The Parties shall keep the Regional Office for Arab States in Egypt and the UN-Habitat Programme Manager in Lebanon and the MERP Chief Technical Advisor fully informed of all actions undertaken by them in carrying out this Agreement.

ARTICLE IV

UN-Habitat's Responsibilities

1. Under this Agreement, UN-Habitat, through its Lebanon Office, shall be responsible for the overall supervision and backstopping of the Project execution, including:
 - a. Providing funds to M/UoM up to a maximum amount of US\$[...] (United States Dollars – AMOUNT IN FULL LETTERS – only) in accordance with the procedures set forth under

Article VI (“Financial Arrangements”) herein below and Annex C (the “Payment Schedule”) attached hereto;

- b. Conducting a series of training session or learning by doing activities for RTO staff to empower their soft and technical skills that will enable them to plan and implement projects.
 - c. Following up day to day the implementation of the RTO staff tasks and assignments.
 - d. Supervising, monitoring, and evaluating the work of the RTO.
 - e. Discussing with M/UoM on exit strategy and way forward for sustainability.

ARTICLE V

M/UoM Responsibilities

1. Under this Agreement, M/UoM shall be responsible for the implementation of the Project as described in Annex B, including:
 - a. Providing in-kind contribution in the form of office equipment and cash contribution to cover operational costs with an estimated value of US\$[...] (United States Dollars – AMOUNT IN FULL LETTERS – only);
 - b. Taking part in the recruitment of the technical staff who will supervise and monitor the implementation of the projects in closed collaboration with the Union and other municipalities.
 - c. Providing appropriate office space and equipment that will serve the RTO team and ensure its appropriate operations.
 - d. Through the RTO, identifying community priorities and plan to respond to those priorities through multiple interventions.
 - e. Implementing technically sound and cost-effective solutions for the construction, upgrading, and rehabilitation of community facilities and services at all sectoral levels.
 - f. RTO to establish solid networks and coordination mechanisms involving M/UoM and its member municipalities and key local public and civil society actors, development partners, private sector, local committees, etc.
 - g. Conducting regular follow up meetings with the RTO staff;
 - h. Conduct regular follow-up meeting with UN-Habitat/MERP.

ARTICLE VI

Financial Arrangements

1. As part of the UN-Habitat cooperation under this Agreement, and in accordance with Annexes B and C, UN-Habitat shall provide M/UoM with funds up to a maximum amount of US\$[...] (United States Dollars – AMOUNT IN FULL LETTERS – only) in accordance with the following schedule:
 - a. The first instalment of US\$[...] (United States Dollars – AMOUNT IN FULL LETTERS – only), equivalent to 30% of the maximum amount set out in this Article, shall be made available upon signature of this Agreement by the Parties and receipt by UN-Habitat of a payment request from M/UoM;
 - b. A second instalment of US\$[...] (United States Dollars – AMOUNT IN FULL LETTERS – only), equivalent to 60% of the maximum amount set out in this Article, shall be made available, provided that UN-Habitat is satisfied that M/UoM is in compliance with this Agreement (outputs indicated in Annex C of the Payment Schedule have been provided), a submission of a financial statement showing the use of funds so far provided, as certified by the competent financial authority of M/UoM, and a payment request.
 - c. A final instalment of US\$[...] (United States Dollars – AMOUNT IN FULL LETTERS – only), equivalent to 10% of the maximum amount set out in this Article, shall be made available upon satisfactory provision of the required outputs (outputs indicated in Annex C of the Payment Schedule have been provided), financial statements of the Project audited by an independent audit firm [there will be an exception for governmental entities where there is a regulatory requirement for the audit to be performed by a government auditor] showing the use of funds so far provided to M/UoM and a payment request.
2. UN-Habitat shall make the above payments within thirty (30) days following the receipt of the appropriate payment request. The statements referred to above shall be itemised as per the budget in Annex C. Supporting documents shall be available to UN-Habitat upon request, together with payment request.
3. Payments shall be made by UN-Habitat in United States Dollars (USD) to the following bank account:
 - a. Bank Name
 - b. Bank Address
 - c. Account Title
 - d. Account Number
 - e. Wire Instructions
 - f. Signatories (2)
4. UN-Habitat shall not make any payment for costs exceeding the maximum amount indicated in paragraph 1 above, or in any duly signed amendment thereof, or which are otherwise not in accordance with this Agreement.
5. M/UoM is authorised to make variations not exceeding 10% on any one budget line item as set out in Annex C hereto, provided that the maximum amount set out in paragraph 1 above is not exceeded. Any variation exceeding that percentage must be previously approved in writing by UN-Habitat.
6. Within thirty (30) days, M/UoM shall refund to UN-Habitat, upon its written request, any funds provided exceeding the maximum amount set out in paragraph 1 above, or any duly signed amendment thereof. Likewise, M/UoM shall refund to UN-Habitat any non-duly authorised disbursements. UN-Habitat may deduct such refunds from future payments due to M/UoM under this Agreement, or otherwise, or recover them by any other means, as UN-Habitat may consider appropriate and necessary.

7. Upon termination of this Agreement, M/UoM shall refund to UN-Habitat, within thirty (30) days of the date of termination, any fund, which may have not been disbursed or legally committed to that date.
8. M/UoM shall report to UN-Habitat on any interest earned from funds above. Such interests shall be used by M/UoM in agreement with UN-Habitat for the purposes of the Project.
9. Any refund received by M/UoM from a supplier should be reflected on the financial statements of the Project as a reduction of disbursements on the budget component to which it relates.
10. No remuneration or benefits shall be paid to government employees seconded to work on the activities outlined in this Agreement, unless with prior written authorisation from UN-Habitat of the terms and conditions of such payments.
11. If allocations are paid to officials of the beneficiary country seconded to the project or programme, they must be reasonable in proportion to their salary and/or to the scales existing on the national employment market. The amount of these allocations must not exceed 30% of their salary.

ARTICLE VII

Reporting Requirements, Maintenance of Records and Audit

1. M/UoM shall prepare and submit to UN-Habitat, progress narrative and financial report every three (3) months.
2. M/UoM shall adhere to all the reporting requirements as set forth under Article VI herein above, and with the understanding that UN-Habitat shall not release any installment payments under this Agreement:
 - a. Prior to the satisfactory review by UN-Habitat of the financial and implementation progress reports submitted by M/UoM;
 - b. If M/UoM substantially deviates from the agreed plans and budgets as set forth in Annexes B and C respectively; and
 - c. If UN-Habitat finds any evidence of financial mismanagement of the Project funds occasioned by M/UoM in implementing the Project.
3. UN-Habitat shall claim repayment in full or in part any funds provided for the Project from M/UoM if the funds are found to be misused or not satisfactorily accounted for. Such repayment shall be in accordance with the United Nations Financial Regulations and Rules. Before withholding disbursement or reclaiming UN-Habitat and M/UoM shall consult with a view to resolving promptly the matter.
4. Within sixty (60) days of the completion of the Project, M/UoM [in consultation with and inputs by UN-Habitat, only if necessary], shall prepare and submit to UN-Habitat the final narrative and financial statements [unaudited but certified by an authorised financial authority of M/UoM] on the outcome of the Project
5. Notwithstanding the above, UN-Habitat has the right, at its own expense, to have the records of M/UoM pertaining to the implementation of the Project reviewed and audited including:
 - a. M/UoM facilitating inspection and audit of the Project by the United Nations Office of the Internal Oversight Services, or any other person duly authorised by UN-Habitat. Should they at any time wish to do so, the United Nations Board of Auditors may also carry out an audit of the Project; and

b.M/UoM facilitating visits by the duly authorised persons to the Project site(s) to evaluate the progress and achievements of the Project during its period of implementation or thereafter.

6. UN-Habitat shall be entitled to a refund from M/UoM for any amounts shown by such audits to have been paid other than in accordance with the terms and conditions of this Agreement.
7. M/UoM shall keep accurate and up-to-date records and documents in respect of all expenditures incurred with the funds made available by UN-Habitat to ensure that all expenditures are in conformity with the provisions of the Project Document and Work Plan and Project Budgets. For each disbursement, proper supporting documentation shall be maintained, including original invoices, bills, receipts pertinent to the transaction and all documents relating to procurement activities.
8. Also, upon completion of the Project, M/UoM shall maintain the records relating to the Project for a period of at least six (6) years, unless otherwise agreed upon between the Parties.

ARTICLE VIII

Notices

1. Any notice required to be given by either Party under this Agreement shall be given in writing and shall be deemed given when received by the other Party, to the following addresses:

إلى شريك التنمية	إلى البلدية/اتحاد البلديات
للمسائل التشغيلية:	للمسائل التشغيلية:
الأسماء:	الأسماء:
اللقب:	اللقب:
العنوان:	العنوان:
رقم الهاتف:	رقم الهاتف:
عنوان البريد الإلكتروني:	عنوان البريد الإلكتروني:
للمسائل المالية والمتعلقة بالسياسة:	للمسائل المالية والمتعلقة بالسياسة:
الأسماء:	الأسماء:
اللقب:	اللقب:
العنوان:	العنوان:
رقم الهاتف:	رقم الهاتف:
عنوان البريد الإلكتروني:	عنوان البريد الإلكتروني:

ARTICLE IX

Anti-Corruption

1. M/UoM declares and guarantees that no offer, gift payment, consideration or benefit of any kind which constitutes illegal or corrupt practice, has been or will be made to anyone by M/UoM, either directly or indirectly to any UN-Habitat official or agent, as an inducement or reward for the award or execution of this Agreement. Any such practice is grounds for terminating this Agreement or the taking of any other corrective action as required;
2. M/UoM shall inform UN-Habitat of any illegal or corrupt practice or any other misuse of funds in any activity financed under this Agreement that M/UoM is aware of, or that has been brought to its attention,

whether or not under the M/UoM's responsibility. M/UoM shall provide UN-Habitat with information on the findings and any actions or measures taken by M/UoM. Upon receipt of such notification, the Parties shall promptly consult with each other to determine further actions to be taken. M/UoM shall keep UN-Habitat informed of the progress of any formal investigation concerning the matter and provide UN-Habitat with a final report on the finding of such investigation upon its conclusion.

ARTICLE X

Anti-Terrorism

1. Consistent with numerous United Nations Security Council resolutions, including S/RES/1269 (1999) ([http://www.undemocracy.com/S-RES-1269\(1999\).pdf](http://www.undemocracy.com/S-RES-1269(1999).pdf)), S/RES/1368 (2001) [http://www.undemocracy.com/S-RES-1368\(2001\).pdf](http://www.undemocracy.com/S-RES-1368(2001).pdf)) and S/RES/1373 (2001) [http://www.undemocracy.com/S-RES-1373\(2001\).pdf](http://www.undemocracy.com/S-RES-1373(2001).pdf), the parties are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. It is the policy of Donor to seek to ensure that none of its funds are used, directly or indirectly, to provide support to individuals or entities associated with terrorism. In accordance with this policy, the recipient undertakes to use reasonable efforts to ensure that none of the donor's funds provided under the award are used to provide support to individual or entities associated with terrorism.

ARTICLE XI

Title to Equipment

1. Title to any equipment and supplies that may be furnished by UN-Habitat or procured through UN-Habitat funds shall rest with UN-Habitat until such time as ownership thereof is transferred. Except for equipment whose title has been transferred, all other equipment shall be returned to UN-Habitat at the conclusion of the project. Such equipment, when returned to UN-Habitat, shall be in the same condition as when delivered to M/UoM, subject to normal wear and tear. M/UoM shall be liable to compensate UN-Habitat for equipment determined to be damaged or degraded beyond normal wear and tear.

ARTICLE XII

Visibility

1. In accordance with the procedure set forth under Section 10.0 ("Publicity, Use of Name, Emblem or Official Seal of the United Nations, UN-Habitat, and UNDP") of Annex A, General Terms and Conditions, M/UoM shall take all necessary steps to publicise the fact that UN-Habitat and UNDP are jointly implementing the Project and the European Union through its Regional Trust Fund in Response to the Syrian Crisis, the EU Madad Fund, has financed the Project. In so doing, M/UoM shall prominently visibly display the logo of UN-Habitat, UNDP and the European Union and state "This project is funded by the European Union through its Regional Trust Fund in Response to the Syrian Crisis, the EU Madad Fund, and jointly implemented by UN-Habitat and UNDP" in the Project site, publications, and reports to stakeholders.

ARTICLE XIII

Termination

1. This Agreement may be terminated by either Party giving the other party a written notice of thirty (30) days prior to its intention to terminate in accordance with the procedures set forth under section 13.0 of Annex A, General Terms and Conditions.

ANNEX A

General Terms and Conditions

1.0 LEGAL STATUS OF THE PARTIES

The Cooperating Entity/Contractor shall be considered as having the legal status of an independent Cooperating Entity/Contractor vis-à-vis UN-Habitat. The Cooperating Entity's/Contractor's personnel and sub-contractors shall not be considered in any respect as being the employees or agents of UN-Habitat.

2.0 COOPERATING ENTITY/CONTRACTOR'S RESPONSIBILITY FOR EMPLOYEES

The Cooperating Entity/Contractor shall be responsible for the professional and technical competence of its employees and will select, for work under this Agreement/Contract, reliable individuals who will perform effectively in the implementation of this Agreement/Contract, respect the local customs, and conform to a high standard of moral and ethical conduct.

3.0 ASSIGNMENT

The Cooperating Entity/Contractor shall not assign, transfer, pledge or make other disposition of this Agreement/Contract or any part thereof, or any of The Cooperating Entity's/Contractor's rights, claims or obligations under this Agreement/Contract except with the prior written consent of UN-Habitat.

4.0 SUB-CONTRACTING

In the event the Cooperating Entity/Contractor requires the services of sub-contractors, the Cooperating Entity/Contractor shall obtain the prior written approval and clearance of UN-Habitat for all sub-contractors. The approval of UN-Habitat of a sub-contractor shall not relieve The Cooperating Entity/Contractor of any of its obligations under this Agreement/Contract. The terms of any sub-contract shall be subject to and conform to the provisions of this Agreement/Contract.

5.0 INDEMNIFICATION

The Cooperating Entity/Contractor shall indemnify, hold and save harmless, and defend, at its own expense, UN-Habitat, its officials, agents, servants and employees from and against all suits, claims, demands, and liability of any nature or kind, including their costs and expenses, arising out of acts or omissions of the Cooperating Entity/Contractor, or the Cooperating Entity/Contractor's employees, officers, agents or sub-contractors, in the performance of this Agreement/Contract. This provision shall extend, inter alia, to claims and liability in the nature of workmen's compensation, products liability and liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual property by the Cooperating Entity/Contractor, its employees, officers, agents, servants or sub-contractors. The obligations under this Article do not lapse upon termination of this Agreement/Contract.

6.0 INSURANCE AND LIABILITIES

- 6.1. The Cooperating Entity/Contractor shall provide and thereafter maintain insurance against all risks in respect of its property and any equipment used for the execution of this Agreement/Contract.
- 6.2. The Cooperating Entity/Contractor shall provide and thereafter maintain all appropriate workmen's compensation insurance, or the equivalent, with respect to its employees to cover claims for personal injury or death in connection with this Agreement/Contract.
- 6.3. The Cooperating Entity/Contractor shall also provide and thereafter maintain liability insurance in an adequate amount to cover third party claims for death or bodily injury, or loss of or damage to property, arising from or in connection with the provision of services under this Agreement/Contract or the operation of any vehicles, boats, airplanes or other equipment owned or leased by the Cooperating Entity/Contractor or its agents, servants, employees or sub-contractors performing work or services in connection with this Agreement/Contract.

6.4. Except for the workmen's compensation insurance, the insurance policies under this Article shall:

6.4.1 Name UN-Habitat as additional insured;

6.4.2 Include a waiver of subrogation of the Cooperating Entity/Contractor's rights to the insurance carrier against UN-Habitat; and

6.4.3 Provide that UN-Habitat shall receive thirty (30) days written notice from the insurers prior to any cancellation or change of coverage.

6.5. The Cooperating Entity/Contractor shall, upon request, provide UN-Habitat with satisfactory evidence of the insurance required under this Article 6.

7.0 ENCUMBRANCES AND LIENS

The Cooperating Entity/Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with the United Nations and UN-Habitat against any monies due or to become due for any work done or materials furnished under this Agreement/Contract, or by reason of any other claim or demand against the Cooperating Entity/Contractor or the United Nations.

8.0 TITLE TO EQUIPMENT FURNISHED BY UN-HABITAT TO THE COOPERATING ENTITY/CONTRACTOR

Title to any equipment and supplies that may be furnished by UN-Habitat to the Cooperating Entity/Contractor for the performance of any obligations under this Agreement/Contract shall rest with UN-Habitat, and any such equipment shall be returned to UN-Habitat at the conclusion of this Agreement/Contract or when no longer needed by the Cooperating Entity/Contractor. Such equipment, when returned to UN-Habitat, shall be in the same condition as when delivered to the Cooperating Entity/Contractor, subject to normal wear and tear, and the Cooperating Entity/Contractor shall be liable to compensate UN-Habitat for the actual loss of, damage to, or degradation of equipment that is beyond normal wear and tear.

9.0 COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS

9.1. Except as is otherwise expressly provided in writing in the Agreement/Contract, UN-Habitat shall be entitled to all intellectual property and other proprietary rights including, but not limited to, patents, copyrights, and trademarks, with regard to products, processes, inventions, ideas, know-how, or documents and other materials which the Cooperating Entity/Contractor has developed for UN-Habitat under the Agreement/Contract and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the performance of the Agreement/Contract, and the Cooperating Entity/Contractor acknowledges and agrees that such products, documents and other materials constitute works made for hire for UN-Habitat.

9.2. To the extent that any such intellectual property or other proprietary rights consist of any intellectual property or other proprietary rights of the Cooperating Entity/Contractor: (i) that pre-existed the performance by the Cooperating Entity/Contractor of its obligation under this Agreement/Contract, or (ii) that the Cooperating Entity/Contractor may develop or acquire, or may have developed or acquired, independently of the performance of its obligations under this Agreement/Contract, UN-Habitat does not and shall not claim any ownership interest thereto, and the Cooperating Entity/Contractor grants to UN-Habitat a perpetual licence to use such intellectual property or other proprietary right solely for the purpose of and in accordance with the requirements of this Agreement/Contract.

9.3. At the request of UN-Habitat, the Cooperating Entity/Contractor shall take all necessary steps, execute all necessary documents, and assist in securing such proprietary rights and transferring or licensing them to UN-Habitat in compliance with the requirements of the applicable law and of this Agreement/Contract.

9.4. Subject to the foregoing provisions, all maps, drawings, photographs, mosaics, plans, reports, estimates, recommendations, documents, and all other data compiled by or received by the

Cooperating Entity/Contractor under the Agreement/Contract shall be the property of UN-Habitat, shall be made available for use or inspection by UN-Habitat at reasonable times and in reasonable places, shall be treated as confidential, and shall be delivered only to UN-Habitat authorised officials on completion of work under the Agreement/Contract.

10.010.0 PUBLICITY, USE OF NAME, EMBLEM OR OFFICIAL SEAL OF THE UNITED NATIONS AND UN-Habitat

The Cooperating Entity/Contractor shall not advertise or otherwise make public for the purpose of commercial advantage or goodwill that it has a contractual relationship with the United Nations or UN-Habitat, nor shall the Cooperating Entity/Contractor, in any manner whatsoever use the name, emblem or official seal of UN-Habitat or the United Nations, or any abbreviation of the name of UN-Habitat in connection with its business or otherwise without prior written permission of UN-Habitat.

11.0 CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION

Information and data that is considered proprietary by either Party or that is delivered or disclosed by one Party ("Discloser") to the other Party ("Recipient") during the course of performance of this Agreement/Contract, and that is designated as confidential ("Information"), shall be held in confidence by that Party and shall be handled as follows:

11.1. The Recipient shall:

11.1.1 Use the same care and discretion to avoid disclosure, publication or dissemination of the Discloser's Information as it uses with its own similar information that it does not wish to disclose, publish or disseminate; and

11.1.2 Use the Discloser's Information solely for the purpose for which it was disclosed.

11.2. Provided that the Recipient has a written Agreement/Contract with the following persons or entities requiring them to treat the Information confidential in accordance with this Agreement/Contract and this Article 13, the Recipient may disclose Information to:

11.2.1 Any other party with the Discloser's prior written consent; and

11.2.2 The Recipient's employees, officials, representatives, and agents who have a need to know such Information for purposes of performing obligations under the Agreement/Contract, and employees, officials, representatives, and agents of any legal entity that it controls, controls it, or with which it is under common control, who have a need to know such Information for purposes of performing obligations under this Agreement/Contract, provided that, for these purposes a controlled legal entity means:

11.2.2.1 A corporate entity in which the Party owns or otherwise controls, whether directly or indirectly, over fifty percent (50%) of voting shares thereof; or

11.2.2.2 Any entity over which the Party exercises effective managerial control; or

11.2.2.3 For UN-Habitat, a governing organ or subsidiary organ of UN-Habitat established in accordance with the Charter of UN-Habitat.

11.3. The Cooperating Entity/Contractor may disclose Information to the extent required by law, provided that, subject to and without any waiver of the privileges and immunities of UN-Habitat, the Cooperating Entity/Contractor will give UN-Habitat sufficient prior notice of a request for the disclosure of Information in order to allow UN-Habitat to have a reasonable opportunity to take protective measures or such other action as may be appropriate before any such disclosure is made.

11.4. UN-Habitat may disclose Information to the extent as required pursuant to the Charter of United Nations, resolutions or regulations of the General Assembly, or rules promulgated by the Secretary-General.

- 11.5. The Recipient shall not be precluded from disclosing Information that is obtained by the Recipient from a third party without restriction, is disclosed by the Discloser to a third party without any obligation of confidentiality, is previously known by the Recipient, or at any time is developed by the Recipient completely independently of any disclosures hereunder.
- 11.6. These obligations and restrictions of confidentiality shall be effective during the term of the Agreement/Contract, including any extension thereof, and, unless otherwise provided in the Agreement/Contract, shall remain effective following any termination of the Agreement/Contract.

12.0 FORCE MAJEURE; OTHER CHANGES IN CONDITIONS

- 12.1. In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the affected Party shall give notice and full particulars in writing to the other Party, of such occurrence or change if the affected Party is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under this Agreement/Contract. The affected Party shall also notify the other Party of any other changes in conditions or the occurrence of any event that interferes or threatens to interfere with its performance of this Agreement/Contract. Not more than fifteen (15) days following the provision of such notice of force majeure or other changes in condition or occurrence, the affected Party shall also submit a statement to the other Party of the estimated expenditures that will likely be incurred for the duration of the change in condition or the event of force majeure. On receipt of the notice or notices required under hereunder, the Party not affected by the occurrence of a cause constituting force majeure shall take such action as it reasonably considers to be appropriate or necessary in the circumstances, including the granting to the affected Party of a reasonable extension of time in which to perform its obligations under this Agreement/Contract.
- 12.2. If the Cooperating Entity/Contractor is rendered unable, wholly, or in part, by reason of force majeure to perform its obligations and meet its responsibilities under this Agreement/Contract, UN-Habitat shall have the right to suspend or terminate this Agreement/Contract on the same terms and conditions as are provided for in Article 13, "Termination", except that the period of notice shall be seven (7) days instead of thirty (30) days. In any case, UN-Habitat shall be entitled to consider the Cooperating Entity/Contractor permanently unable to perform its obligations under this Agreement/Contract in case the Cooperating Entity/Contractor is unable to perform its obligations, wholly, or in part, by reason of force majeure for any period in excess of ninety (90) days.
- 12.3. Force majeure as used herein means any unforeseeable and irresistible act of nature, any act of war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force provided that such acts arise from causes beyond the control and without the fault or negligence of the Cooperating Entity/Contractor. The Cooperating Entity acknowledges and agrees that, with respect to any obligations under this Agreement/Contract that the Cooperating Entity/Contractor must perform in areas in which the UN-Habitat is engaged in, preparing to engage in, or disengaging from any peacekeeping, humanitarian or similar operations, any delays or failure to perform such obligations arising from or relating to harsh conditions within such areas, or to any incidents of civil unrest occurring in such areas, shall not, in and of itself, constitute force majeure under this Agreement/Contract .

13.0 TERMINATION

- 13.1. Either party may terminate this Agreement/Contract for cause, in whole or in part, upon thirty (30) days' notice, in writing, to the other party. The initiation of arbitral proceedings in accordance with Article 15.2 ("Arbitration"), below, shall not be deemed a termination of this Agreement/Contract.
- 13.2. UN-Habitat may terminate forthwith this Agreement/Contract at any time should the mandate or the funding of the Project be curtailed or terminated, in which case the Cooperating Entity/Contractor shall be reimbursed by UN-Habitat for all reasonable costs incurred by the Cooperating Entity/Contractor prior to receipt of the notice of termination.

- 13.3. In the event of any termination by UN-Habitat under this Article, no payment shall be due from UN-Habitat to the Cooperating Entity/Contractor except for work and services satisfactorily performed in conformity with the express terms of this Agreement/Contract.
- 13.4. Should the Cooperating Entity/Contractor be adjudged bankrupt, or be liquidated or become insolvent, or should the Cooperating Entity/Contractor make an assignment for the benefit of its creditors, or should a Receiver be appointed on account of the insolvency of the Cooperating Entity/Contractor, UN-Habitat may, without prejudice to any other right or remedy it may have under the terms of these conditions, terminate this Agreement/Contract forthwith. The Cooperating Entity/Contractor shall immediately inform UN-Habitat of the occurrence of any of the above events.
- 13.5. The provisions of this Article 13 are without prejudice to any other rights or remedies of the United Nations or UN-Habitat under this Agreement/Contract or otherwise.

14.0 NON-WAIVER OF RIGHTS

The failure by either Party to exercise any rights available to it, whether under this Agreement/Contract or otherwise, shall not be deemed for any purpose to constitute a waiver by the other Party of any such right or any remedy associated therewith, and shall not relieve the Parties of any obligations under this Agreement/Contract.

15.0 SETTLEMENT OF DISPUTES

- 15.1. Amicable Settlement: The Parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of this Agreement/Contract or the breach, termination, or invalidity thereof. Where the parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the Conciliation Rules then obtaining of the United Nations Commission on International Trade Law (UNCITRAL), or according to such other procedure as may be agreed between the parties in writing.
- 15.2. Arbitration: Any dispute, controversy, or claim between the Parties arising out of the Agreement/Contract or the breach, termination, or invalidity thereof, unless settled amicably under Article 16.1, above, within sixty (60) days after receipt by one Party of the other Party's written request for such amicable settlement, shall be referred by either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. The decisions of the arbitral tribunal shall be based on general principles of international commercial law. The arbitral tribunal shall be empowered to order the return or destruction of goods or any property, whether tangible or intangible, or of any confidential information provided under the Agreement/Contract, order the termination of the Agreement/Contract, or order that any other protective measures be taken with respect to the goods, services or any other property, whether tangible or intangible, or of any confidential information provided under the Agreement/Contract, as appropriate, all in accordance with the authority of the arbitral tribunal pursuant to Article 26 ("Interim Measures of Protection") and Article 34 ("Form and Effect of the Award") of the UNCITRAL Arbitration Rules. The arbitral tribunal shall have no authority to award punitive damages. In addition, unless otherwise expressly provided in this Agreement/Contract, the arbitral tribunal shall have no authority to award interest in excess of the London Inter-Bank Offered Rate ("LIBOR") then prevailing, and any such interest shall be simple interest only. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute, controversy, or claim.

16.0 PRIVILEGES AND IMMUNITIES

Nothing in or relating to this Agreement/Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, including UN-Habitat.

17.0 TAX EXEMPTION

- 17.1. Article II, Section 7, of the Convention on the Privileges and Immunities of the United Nations provides, inter-alia, that United Nations, including UN-Habitat, is exempt from all direct taxes,

except charges for public utility services, and is exempt from customs restrictions, duties and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognise the exemption of UN-Habitat from such taxes, restrictions, duties or charges, the Cooperating Entity/Contractor shall immediately consult with UN-Habitat to determine a mutually acceptable procedure.

- 17.2. The Cooperating Entity/Contractor authorises UN-Habitat to deduct from the Cooperating Entity/Contractor's invoice any amount representing such taxes, duties or charges, unless the Cooperating Entity/Contractor has consulted with UN-Habitat before the payment thereof and UN-Habitat has, in each instance, specifically authorised the Cooperating Entity/Contractor to pay such taxes, duties or charges under protest. In that event, the Cooperating Entity/Contractor shall provide UN-Habitat with written evidence that payment of such taxes, duties or charges has been made and appropriately authorised, UN-Habitat shall reimburse the Cooperating Entity/Contractor for any such taxes, duties or charges so authorised by UN-Habitat and paid by the Cooperating Entity/Contractor under written request.

18.0 AUDITS AND INVESTIGATIONS

- 18.1. Each invoice paid by UN-Habitat shall be subject to a post-payment audit by auditors, whether internal or external, of UN-Habitat or by other authorised and qualified agents of UN-Habitat at any time during the term of this Agreement/Contract and for a period of three (3) years following the expiration or prior termination of this Agreement/Contract. UN-Habitat shall be entitled to a refund from the Cooperating Entity for any amounts shown by such audits to have been paid by UN-Habitat other than in accordance with the terms and conditions of this Agreement/Contract.

- 18.2. UN-Habitat may conduct investigations relating to any aspect of this Agreement/Contract or award thereof, the obligations performed under this Agreement/Contract, and the operations of the Cooperating Entity/Contractor generally relating to performance of this Agreement/Contract at any time during the term of this Agreement/Contract for a period of three (3) years following the expiration or prior termination of this Agreement/Contract.

- 18.3. The Cooperating Entity/Contractor shall provide its fully and timely cooperation with any such inspections, post-payment audits or investigations. Such cooperation shall include, but shall not be limited to, the Cooperating Entity/Contractor's obligation to make available its personnel and any such relevant documentation for such purposes at reasonable times and on reasonable conditions and to grant to UN-Habitat access to the Cooperating Entity/Contractor's premises at reasonable times and on reasonable conditions in connection with such access to the Contractor's personnel and relevant documentation. The Cooperating Entity shall require its agents, including, but not limited to, the Cooperating Entity/Contractor's attorneys, accountants, or other advisers, to reasonably cooperate with any inspections, post-payment audits or investigations carried out by UN-Habitat hereunder.

19.0 LIMITATION ON ACTIONS

Except with respect to any indemnification obligations in Article 5, above, or as are otherwise set forth in this Agreement/Contract, any arbitral proceedings in accordance with Article 15.2, above, arising out of this Agreement/Contract must be commenced within three (3) years after the cause of action has accrued.

20.0 ESSENTIAL TERMS

The Cooperating Entity/Contractor acknowledges and agrees that each of the provisions in Article 21 to 26 hereof constitutes an essential term of this Agreement/Contract and that any breach of any of these provisions shall entitle UN-Habitat to terminate this Agreement/Contract or any other contract with UN-Habitat immediately upon notice to the Cooperating Entity/Contractor, without any liability for termination charges or any other liability of any kind.

21.0 SOURCE OF INSTRUCTIONS

The Cooperating Entity/Contractor shall neither seek nor accept instructions from any authority external to UN-Habitat in connection with the performance of its services under this Agreement/Contract.

Should any authority external to UN-Habitat seek to impose any instructions concerning or restrictions on the Cooperating Entity/Contractor's performance under this Agreement/Contract, the Cooperating Entity/Contractor shall promptly notify UN-Habitat and provide all reasonable assistance required by UN-Habitat. The Cooperating Entity/Contractor shall not take any action in respect of the performance of its obligations under this Agreement/Contract that may adversely affect the United Nations or UN-Habitat and the Cooperating Entity/Contractor shall perform its obligations under this Agreement/Contract with the fullest regard to the interests of UN-Habitat.

22.0 OFFICIALS NOT TO BENEFIT

The Cooperating Entity/Contractor warrants that it has not and shall not offer to any representative, official or employee, or other agent of the United Nations or UN-Habitat any direct or indirect benefit arising from or related to the performance of this Agreement/Contract or of any other Agreement/Contract with UN-Habitat or the award thereof, or for any other purpose intended to gain an advantage for the Cooperating Entity/Contractor.

23.0 OBSERVANCE OF THE LAW

The Cooperating Entity/Contractor shall comply with all laws, ordinances, rules, and regulations bearing upon the performance of its obligations under the terms of this Agreement/Contract

24.0 CHILD LABOUR

The Cooperating Entity/Contractor represents and warrants that neither it, its parent entities (if any), nor any of the Cooperating Entity/Contractor's subsidiary or affiliated entities (if any) is engaged in any practice inconsistent with the rights set forth in the Convention on the Rights of the Child, including Article 32 thereof, which, inter alia, requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the Child's health or physical, mental, spiritual, moral, or social development.

25.0 SEXUAL EXPLOITATION

- 25.1. The Cooperating Entity/Contractor shall take all appropriate measures to prevent sexual exploitation or abuse of anyone by it or by any of its employees or any other persons who may be engaged by the Cooperating Entity/Contractor to perform any services under this Agreement/Contract. For these purposes, sexual activity with any person less than eighteen years of age, regardless of any laws relating to consent, shall constitute the sexual exploitation and abuse of such person. In addition, the Cooperating Entity/Contractor shall refrain from, and shall take all reasonable and appropriate measures to prohibit its employees or other persons engaged and controlled by it from exchanging any money, goods, services, offers of employment or other things of value, for sexual favours or activities, or from engaging in any sexual activities that are exploitive or degrading to any person.
- 25.2. UN-Habitat shall not apply the foregoing standard relating to age in any case in which the Cooperating Entity/Contractor's personnel or any other person who may be engaged by the Cooperating Entity/Contractor to perform any services under the Agreement/Contract is married to the person less than the age of eighteen years with whom sexual activity has occurred and in which such marriage is recognised as valid under the laws of the country of citizenship of such Cooperating Entity/Contractor's personnel or such other person who may be engaged by the Cooperating Entity/Contractor to perform any services under this Agreement/Contract.

26.0 AUTHORITY TO MODIFY

No modification or change in this Agreement/Contract shall be valid and enforceable against UN-Habitat unless provided by an amendment to this Agreement/Contract signed by the Cooperating Entity/Contractor and a duly authorised official of UN-Habitat.

ANNEX B

TECHNICAL PROPOSAL / PROJECT DOCUMENT

Track Record

Since 2013, UN-Habit established a Regional Technical Office (RTO) at the M/UoM of [...]. The RTO is a unit comprised of motivated local experts and technical persons that aims to strengthen local governance, enhance service delivery, implement planned interventions, and mobilise public and civil local actors to collectively address local needs based on available resources. Specifically, the RTO assists the UoM and its member municipalities in assessing, designing, implementing, and monitoring basic service and local economic development projects. Also, the RTO acts as a link between the UoM and UN agencies, NGOs, and communities.

Qualification of Key Staff

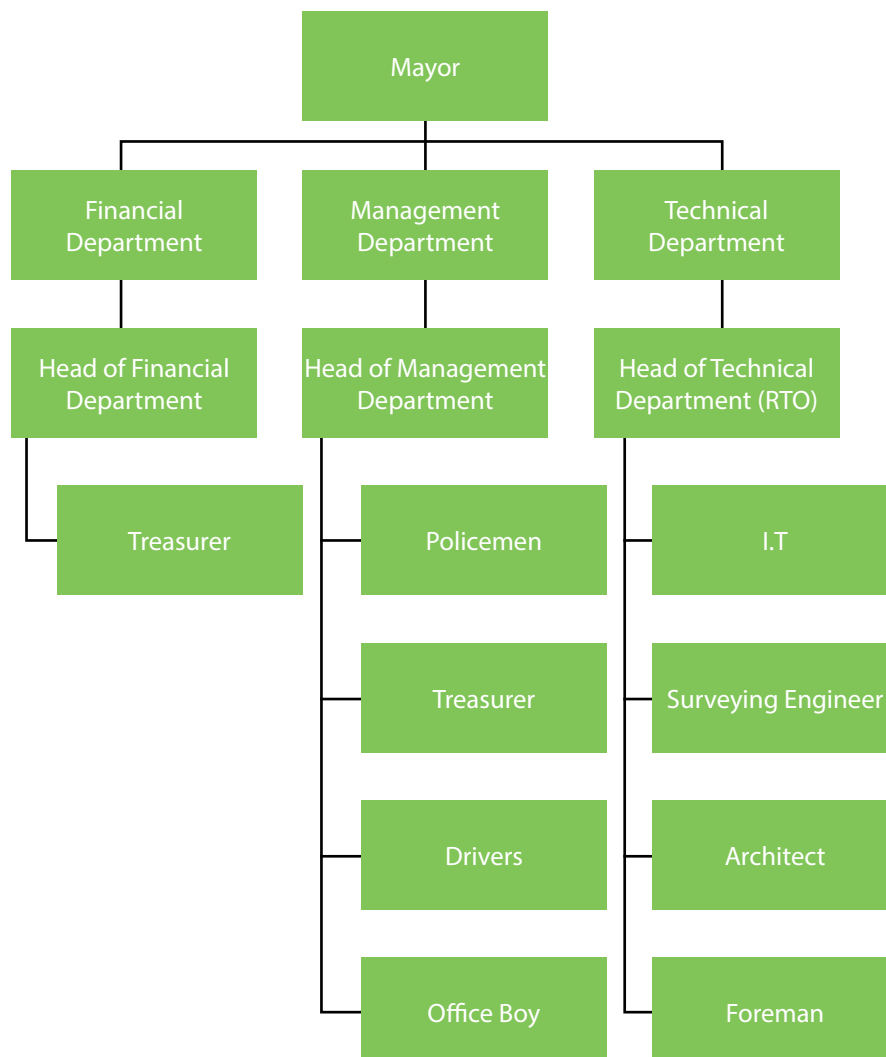
Name	Position	Education
	Topography	Diploma in Topography
	Architect	Master's in Architecture
	IT Specialist	BS Computer Science
	Engineer	Survey Engineer

Local Operations and Staff Capacity

	Position	Number
Union Staff	Management	2
	Finance	2
	Engineer	1
	Policemen	2
	Driver	1
	Office Boy	1
RTO Staff	IT Technician	1
	Architect	1
	Foreman	1
	Engineer	1

Vehicles and equipment

	Type	Number
Unions Vehicles and equipment	Pickup	1
	Bobcat	1
	Cars	2
	Van	1
	Rapid	1
	Bulldozer	2
	Sweeper	1
	Dumper	1
	Water Tank truck	2
	Sewage Truck	3
	Compressor	1
	Pump motor	1
	Wood cutting machine	1
	Asphalt cutting machine	1
	Metal detector	1
	GPS	1
	Total Station	1



Offices:

- Mayor's office
- Technical department office
- Management department office
- Finance department office
- Meeting room
- Media office
- NGO office
- Municipal police office

Policies and Procedures

UoMs are subject to the law of municipalities by the Lebanese government as well as related procurement and project monitoring policies and procedures as reflected under the decree "Determination of Accounting Assets in Municipalities and Union of Municipalities", sections 44 to 76. UoMs can engage in competitively through public tenders.

BOQs should be prepared and approved by the head of the UoM and members of the UoM council before tendering. Contractors should be given at least 15 days to submit their tenders before the deadline. All tender documents should be sealed and opened in the presence of the Tendering committee.

The bidder with the lowest cost will be selected if this offer fits the specifications of the BOQ prepared by the UoM. A special committee designated by the UoM council will supervise the work and be responsible for the handing over, this committee will consist of:

- Member from the UoM council
- UoM engineer
- Specialised employee from the UoM

Anti- Fraud controls and procedures

Anti-fraud controls and procedures are reflected under the decree "Determination of Accounting Assets in Municipalities and Union of Municipalities", sections 105 to 112. This is controlled by the "General Supervisor". The General Supervisor is designated by the Ministry of Interior and Municipalities (MoIM) and reports directly to it. The General Supervisor monitors all the financial business for the UoM. The General Supervisor has the right to express his/her annual budget and other projects that he/she will supervise before being approved. The General Supervisor has the right and without any prior approval from any one to review any documents and records that he/she feels it is necessary to do the work. The General supervisor submits a report to the prosecutor if there are any fraud or financial violations. Copy of this report will be submitted to the MoIM and the Union of Municipalities. The General Supervisor should submit quarterly reports to the Ministry of Interior and Municipalities.

Systems and Practices

In the M/UoM of [...], the RTO falls under the Technical Department of the M/UoM and reports directly to the head of the technical department.

Counterpart Contribution

This amendment of agreement is based on the agreement signed between UN-Habitat and M/UoM of [...] for the period 5 February 2022 – 5 October 2022. Under this agreement, M/UoM of [...] will cover 10 percent of RTO staff salaries and UN-Habitat will cover the remaining 90 percent. With the understanding that the contribution of the UoM will increase in future agreements and responsibilities for the RTO will be fully transferred from UN-Habitat to the UoM over time. In addition, the UoM will provide office space for the RTO with the needed equipment, and will cover all communication (internet, phones, etc.) and transportation costs for the RTO and its staff.

Project Methodology

The project's overall goal is to support the M/UoM of [...] and its member municipalities to mobilise public sector stakeholders, civil society actors, private sector, and national and international development partners to collectively address local needs based on available resources through the RTO.

The Project will support the following objectives to:

- Support the M/UoM of [...] and its member municipalities in identifying community priorities and plan responding interventions:
- Promote technically sound and cost-effective solutions for the construction, upgrading, and rehabilitation of community facilities and services at all sectorial levels:
- Establish solid networks between the M/UoM of [...] and its member municipalities and key local public and civil society actors, development partners, private sector, local committees, etc.
- Enhance the capacity of the RTO and to support its institutionalisation.
- Organise a series of awareness-raising sessions (workshops, conferences, and meetings) to enhance the visibility and raise awareness regarding the added value of the RTO.

Project Outcomes, Outputs and Activities:

Outcome (1): The RTO has supported the M/UoM of [...] in identifying community priorities and planning responding interventions.

Output 1.1: The RTO has contributed to the identification of community priorities.

Activities:

Under the supervision of the M/UoM of [...], the RTO will:

- Support community profiling and community data collection as needed.
- Carry out a comprehensive baseline assessment of community needs through SWOT analysis, and public service effectiveness per sector (energy, SWM, health, etc...).
- Organise community civil society and private sector consultations to identify local needs and priorities
- Maintain a database on community needs and priorities.
- Develop the GIS system for the Union and multiple municipalities.

Output 1.2: The RTO has advocated for and supported the planning of priority interventions with the M/UoM of [...] and its member municipalities.

Activities:

Under the supervision of the M/UoM of [...], the RTO will:

- Identify potential UoM and municipal interventions;
- Advocate for the inclusion of community priorities/priority interventions in the annual budget/plan prepared by the UoM.

Outcome (2): The RTO has implemented technically sound and cost-effective solutions for the construction, upgrading, and rehabilitation of community facilities, and services at all sectorial levels.

Output 2.1: RTO team supported the design and implementation of technically-sound cost effective solutions

Activities:

Under the supervision of the M/UoM of [...], the RTO will:

- Draft concept notes and proposals of projects for the UoM and municipalities.
- Design and prepare technical documents (maps and BOQs) for UoM and municipal projects.
- Conduct regular field visits to monitor the implementation of projects and draft daily reports.

Output (3): The RTO has established solid networks between the M/UoM of [...] and its member municipalities and key local public and civil society actors, development partners, private sectors, local committees, etc.

Output 3.1: The RTO maintains effective coordination with local communities and various stakeholders.

Activities:

Under the supervision of the M/UoM of [...], the RTO will:

- Strengthen engagements with communities, civil society, private sector, and development partners.
- Organise regular networking meetings and events on a regular basis (quarterly) to connect RTOs and municipal officials from different regions.
- Establish and implement regular coordination mechanisms with communities, civil society, private sector, and development partners.
- Arrange “Donor Conferences/Meetings” on a regular basis (quarterly), introducing the existing RTOs and the RTO model to development partners, civil society organisations, and donor organisations.

Outcome (4): RTO capacity has been strengthened and progress is made in institutionalisation of the RTO within UoM.

Output 4.1: The RTO ensure internal effective working procedures.

Activities:

Under the supervision of the UoM, the RTO will:

- Participate in regular meetings with the UoM as required.
- Engage in work planning, midterm, and annual reviews.
- Develop an annual report.
- Present accomplishments/achievements to the UoM, development partners and other stakeholders as required.

Output 4.2: The RTO is trained.

Activities:

Under the supervision of the M/UoM of [...], the RTO will participate in:

- Trainings and working sessions to strengthen internal working modalities and external processes including, but not limited to, participatory planning, management and monitoring of projects and communication.
- Trainings on municipal laws and regulatory framework for municipal governance, to build a solid knowledge and understanding of the governance environment in which the RTOs operate.

- Working sessions on project proposal development, concept design, proposal writing, reporting, risk management, budgeting, MEL, and Gender & Diversity Mainstreaming. Making RTO staff with the support of the development partners, the drivers of the financial sustainability of local authorities through securing grants, service contracts, and optimising municipal/UoM revenues.
- Training sessions on strategic planning, to capacitate relevant RTO staff on becoming leading agents on evidence-based strategic planning.

Output 4.3: The institutionalisation of the RTO is supported.

Activities:

Under the supervision of the M/UoM of [...], the RTO will:

- Support the development of standardised tools and work processes.
- Implement the various performance management tools and methods presented in the Standard Operating Manual.
- Incorporate and adopt standardised working processes.
- Support the development of a resource Mobilisation Strategy and Action Plan.

Project Sustainability

The Project will position the RTO at the planning decision making level ensuring enhanced participatory planning and good governance. At the level of the City municipalities, Mayors and council members as well as employees will benefit from the capacity building component to improve the overall performance and delivery.

To ensure the sustainability of the RTO, the Project/UN-Habitat will support the integration of the RTO within the UoM. This will be done through the development of a standardised operation manual for the RTO, which clearly positions the RTO within the organogram of the UoM and establishes clear reporting lines within the UoM hierarchy. Furthermore, standardised Term of References and other tools/templates will be developed and individual work plans for RTO members and mid-term and annual review processing at individual and project level will be established. On the longer-term, an exit strategy will be developed and implemented to hand over the RTO to the UoM.

The Project will further enhance sustainability of the RTO by enhancing external coordination mechanisms by developing new channels of coordination with local and regional authorities, as well as with NGOs, CSOs, international agencies, and development partners active in the area.

Sustainability will also be supported through capacity developments of RTO team members. Topics would include, among others: strategic planning, proposal writing, environmental scanning, data compilation methods, communication skills, etc. thinking broader, RTO staff could undergo a Training of Trainers (ToT) program in areas of relevance, which would become a strong predictor of sustainability because of the potential for up-skilling the workforce and knowledge sharing by development local educators. Other methods that could be explored are exchange of experiences between RTOs.

Securing funds is a crucial aspect of the RTO sustainability. The Project will support the UoM and the RTO in designing a Resource Mobilisation Strategy and Action Plan that identifies ways of securing new and additional resources for the RTO while also making better use of, and maximising, existing resources.

Project Monitoring and Evaluation

During project implementation, the M/UoM of [...], the RTO and the UN-habitat shall put in place a participatory project monitoring and evaluation system involving all the stakeholders to ensure that the actions and results are meeting the objectives of the initiative based on clear and measurable indicators.

In this regard, the monitoring process shall be a continuous function throughout the project execution, this includes collecting and analysing relevant information on a continuous basis to assess progress of activities towards achieving the intended results. This helps in the reflection with early indications of achievements or lack of achievements and recommending corrective measures according to eventually ensured the fulfilment of objectives. Data collection might require conducting field visits, interviews, focus group discussion as well as active feedback/satisfaction questionnaires filled up by relevant beneficiaries. The monitoring system shall result in the production of joint, progress report developed the RTO, the M/UoM of [...] and the UN-Habitat. At the end of the Project, the RTO, the M/UoM of [...] and the UN-Habitat will jointly evaluate the outcomes of the Project.

ANNEX C

BUDGET & PAYMENT SCHEDULE

[...]

Annex 3

TIME SHEET

NAME OF LOCAL AUTHORITY (MUNICIPALITY/UNION):	
NAME OF RTO STAFF:	
POSITION (according to contract):	

Month: January		2022		
Date	Day	Hours Worked	Place of Activity (City, Country)	Detailed Description of Activity (incl. Project Name/Ref. No.)
1	Sat			
2	Sun			
3	Mon			
4	Tue			
5	Wed			
6	Thu			
7	Fri			
8	Sat			
9	Sun			
10	Mon			
11	Tue			
12	Wed			
13	Thu			
14	Fri			
15	Sat			
16	Sun			

17	Mon			
18	Tue			
19	Wed			
20	Thu			
21	Fri			
22	Sat			
23	Sun			
24	Mon			
25	Tue			
26	Wed			
27	Thu			
28	Fri			
29	Sat			
30	Sun			
31	Mon			

Total hrs/month:

--

Total days/month:

--

--

**Name, Position, and Signature of RTO Staff
Member**

--

**Name, Position, and Signature of Direct
Supervisor**

--

**Name, Position, and Signature of Financial
Management**

Annex 4

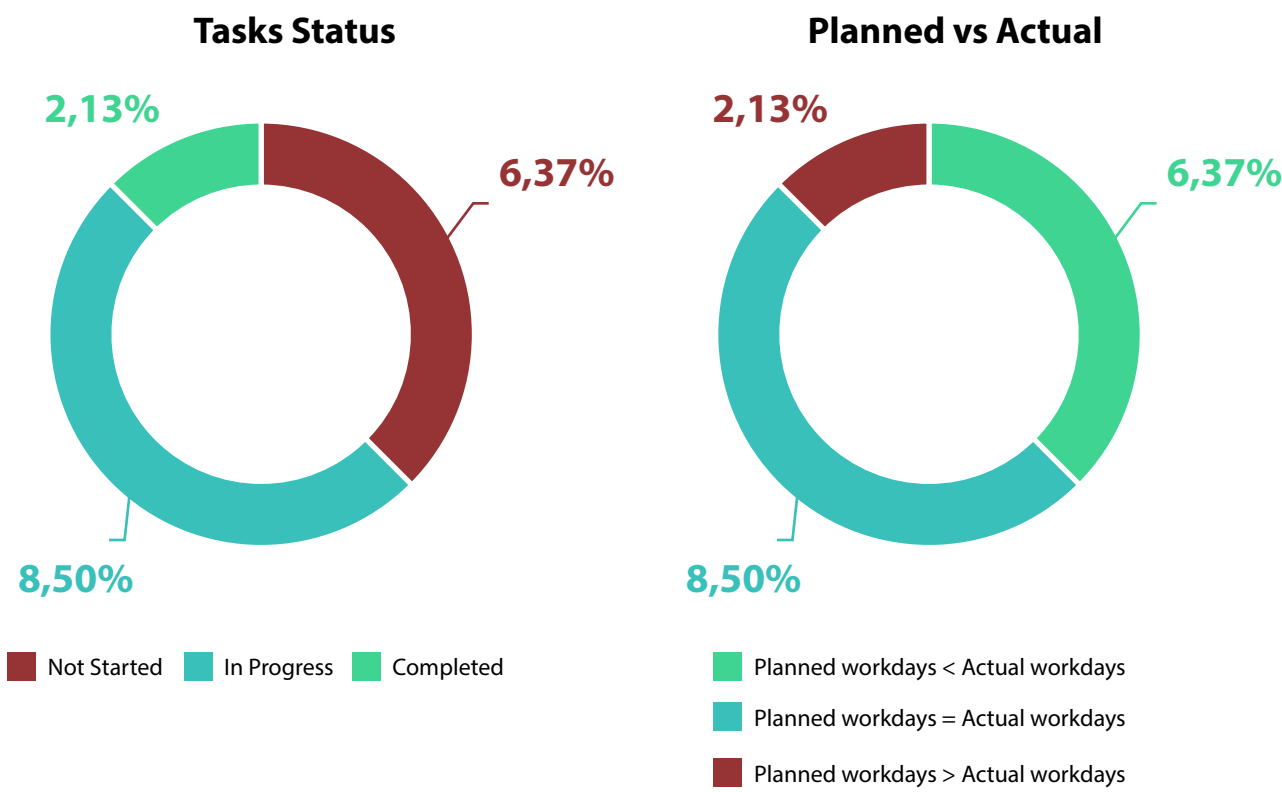
Individual Workplan Template

[illegible]

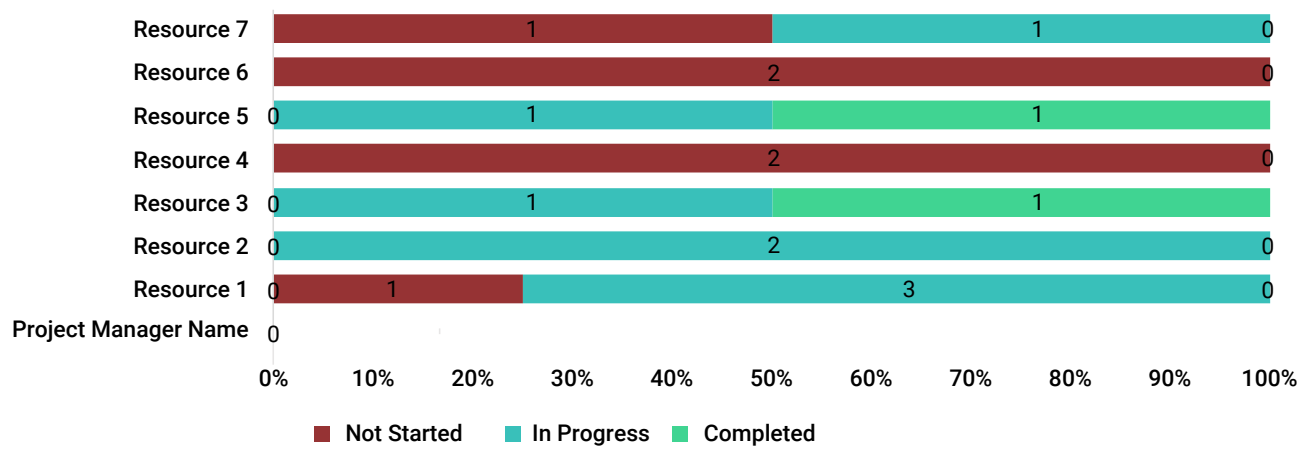
Annex 5

Project & Team Plan Template

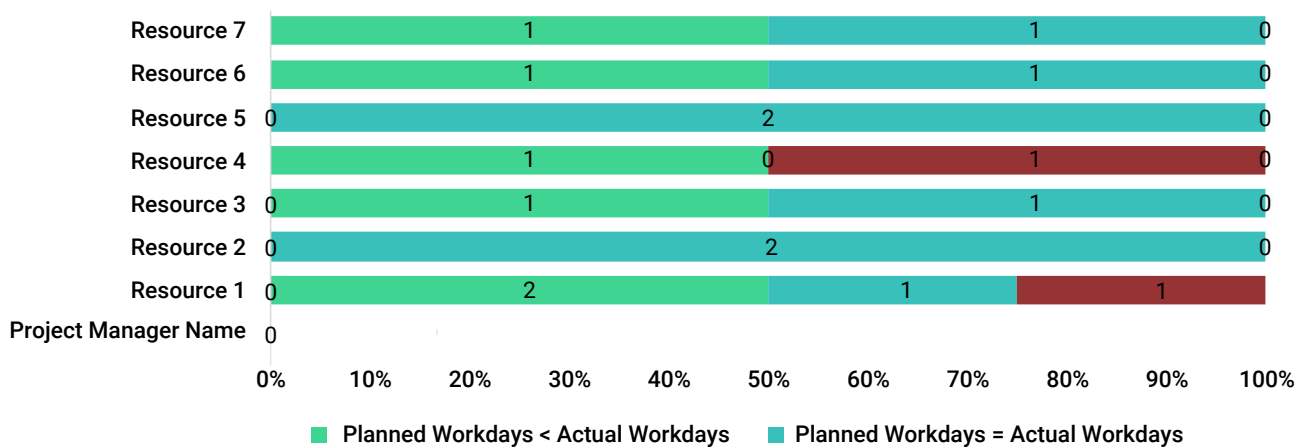
Dashboard



Tasks Status by Team member



Planned vs Actual by Team Member



Gantt Chart

Project Name:

Display Weekends & Holidays

Display Overdue

Project Manager:

Project Manager name

Display Team Member Colors

Project Start Date:

16-March-21

Display Planned vs. Actual

Wbs	Tasks	Assigned To	Progress	Planned Work Days	Planned Start	Planned End	Actual Work Days	Actual Start	Actual End	Dependencies
1	Project Stage 1	Project Manager Name								
1.1	Task 1.1	Resource 1	50%	7	15-Mar-21	23-Mar-21	4	16-Mar-21	19-Mar-21	
1.2	Task 1.2	Resource 3	70%	8	18-Mar-21	29-Mar-21	5	18-Mar-21	24-Mar-21	1.2
1.3	Task 1.3	Resource 2	60%	2	22-Mar-21	23-Mar-21	2	22-Mar-21	23-Mar-21	1.3
1.4	Task 1.4	Resource 5	100%	6	25-Mar-21	1-Apr-21	6	26-Mar-21	2-Apr-21	
2	Project Stage 2	Project Manager Name								
2.1	Task 2.1	Resource 1	40%	10	2-Apr-21	19-Apr-21	7	2-Apr-21	14-Apr-21	
2.2	Task 2.2	Resource 4	0%	5	7-Apr-21	15-Apr-21	8	7-Apr-21	20-Apr-21	
2.3	Task 2.3	Resource 6	0%	8	22-Apr-21	3-May-21	5	23-Apr-21	29-Apr-21	2.2
2.4	Task 2.4	Resource 7	0%	3	3-May-21	5-May-21	3	3-May-21	5-May-21	
3	Project Stage 3	Project Manager Name								
3.1	Task 3.1	Resource 1	60%	5	3-May-21	10-May-21	5	5-May-21	12-May-21	
3.2	Task 3.2	Resource 2	70%	8	11-May-21	20-May-21	8	10-May-21	19-May-21	3.1
3.3	Task 3.3	Resource 7	60%	10	19-May-21	1-Jun-21	9	18-May-21	28-May-21	3.2
3.4	Task 3.4	Resource 3	100%	10	21-May-21	3-Jun-21	10	31-May-21	11-Jun-21	3.4
4	Project Stage 4	Project Manager Name								
4.1	Task 4.1	Resource 5	40%	15	7-Jun-21	25-Jun-21	15	7-Jun-21	25-Jun-21	
4.2	Task 4.2	Resource 6	0%	2	26-Jun-21	28-Jun-21	2	25-Jun-21	28-Jun-21	4.1
4.3	Task 4.3	Resource 4	0%	2	28-Jun-21	29-Jun-21	1	28-Jun-21	28-Jun-21	4.2
4.4	Task 4.4	Resource 1	0%	3	29-Jun-21	1-Jul-21	4	29-Jun-21	2-Jul-21	4.3

Settings

Project Data

Project Name:	Project Name
Project Manager:	Project Manager Name
Project Start:	16-Mar-21

Project Data

Display Weekends & Holidays:	TRUE
Display Overdue:	TRUE
Display Team Member Colors:	TRUE
Display Planned vs Actual:	TRUE

Weekend & Holidays

Weekend Days:	0000011
Holidays:	8-Apr-21 9-Apr-21 6-May-21 8-Jul-21

Team Members

Project Manager:	Project Manager Name
Projects Team:	Resource 1
	Resource 2
	Resource 3
	Resource 4
	Resource 5
	Resource 6
	Resource 7

Annex 6

Annex 6.1 - Elements for a 360°/180° Performance Appraisal Guiding Questions

Google identified the key behaviours of its best team managers and began asking team members to answer the following questions on a scale of 1 (strongly agree) to 5 (strongly disagree).

Here are Google's leadership evaluation questions – can be used in the RTO context:

1. My supervisor gives me actionable feedback that helps me improve my performance.
2. My supervisor does not micromanage (i.e., get involved in details that should be handled at other levels).
3. My supervisor shows consideration for me as a person.
4. The actions of my supervisor show that he/she values the perspective I bring to the team, even if it is different from his/her own.
5. My supervisor keeps the team focused on our priority results/deliverables.
6. My supervisor regularly shares relevant information from his/her supervisor and senior officials.
7. My supervisor has had a meaningful discussion with me about career development in the past six months.
8. My supervisor communicates clear goals for our team.
9. My supervisor has the technical expertise required to effectively manage me and the team.
10. I would recommend my supervisor.
11. I am satisfied with my supervisor's overall performance as a supervisor.

Then Google employees are asked to complete two other questions:

12. What would you recommend your supervisor keep doing?
13. What would you have your supervisor change?

Annex 6.2 - Individual Development Plan

This plan is intended to drive development conversations between employees and managers.

Name:

Current Role:

Empl. Level:

Supervisor Name:

Department/Team: Regional Technical Office

Employee Background/History

Describe your history with the UoM/municipality, as well as pertinent prior work experience, including relevant skills you have acquired in these past roles.

Professional Values & Priorities

What professional values motivate you? What is most important to you in your career? List the 3 things that are the most important and/or motivates you jobwise. (e.g., "managing people", "being challenged", "work-life balance"). You may want to provide examples of highly motivating situations that you faced as well.

Current Strengths

What are your strongest skills and abilities? List 3 Leadership Principles (LP) / skills / competencies and assess yourself.

<i>LP / Skill / Competency</i>	<i>Self-Assessment</i>	<i>My target</i>

Current Areas for Improvement

What areas would you like to improve upon? List 3 Leadership Principles / skills / competencies you need to demonstrate more effectively and assess yourself.

LP / Skill / Competency	Self-Assessment	My target

My Long-Term Career objectives

What goals do you have for your career in 10 years? (e.g., "I would like to start my company"; "I would like to have a career in the publishing industry")

My Mid-Term Career objectives

What goals do you have for your career in 3–5 years? Be as specific as possible

My Short-Term Career objectives

What goal do you have for your career over the next 2 years? Be as specific as possible (e.g., "be promoted to Level 5"; "Get a Solid Strength leadership rating"; "move to the books category").

What are the Development Actions you would like to put in place to achieve your Career Objectives

My Development Actions

List the development actions you identified in the above section, and fill in the details about resources required, obstacles you may encounter, and your assessment of how it may turn out

Development Action	Resources	Obstacles	Expectations / Expected delivery	Target Date

Annex 6.3 - Individual Objectives Samples

Individual Objectives until 31.12.2022 – RTO Staff

Name:

Role:

Area	Objective	Means	Indicator (Smart)	Timeline	Remarks
Financial Management	Ensure higher accuracy of Monthly Finance Report (MFR).	<ul style="list-style-type: none"> Double check the soft copies with hard copies of finance and procurement where applicable. Cross-reference accountancy and procurement documentation. 	<ul style="list-style-type: none"> Less request for amendments from supervisor. Easy verification by external reviewer. 	Continuous and monthly.	
	Ensuring continuous alignment of the Activity-Based Budget (ABB) with the work plan.	Review the ABB with the Programme Unit in light of the updated work plan.	<ul style="list-style-type: none"> Project- and activity-related information is accurately reflected in the budget. Easier reallocation of resources. 	Weekly.	This will strengthen the link between the Finance Unit (FU) and the Programme Unit (PU).
	Ensuring better monitoring of project finance.	Easy verification by external reviewer.	<ul style="list-style-type: none"> Higher ability to determine the rate of expenditures and saving. Non-finance staff can better monitor project expenditures. Higher ability to monitor budget headings and lines. Little-to-no over- and under-expenditures Better ability to reallocate resources internally Better communication of changes to the donor if needed 	Continuous and weekly.	
HR Management and Payroll System	Improve command of Lebanese payroll system	<ul style="list-style-type: none"> Training course on Lebanese Labour law. Knowledge exchange with peers, experts and ex-colleagues. Personal readings. 	<ul style="list-style-type: none"> Offline tracking sheet of staff salaries and benefits to accurately estimate salaries after registration. Accurate NSSF calculations and benefits based on Lebanese Labour law. 	Continuous and periodic.	This will ensure accurate budgeting in budget amendments and budget proposals.
Procurement policy and procedures	Procurement should be in alignment with procurement policy	Share knowledge on procurement with Procurement officer when needed – review the procurement process from the beginning – review the procurement overview	Reduce missing procurement documents by attaching the signed hard copies with the accountancy on regular basis	Continuous.	Avoid missing and unsigned documents related to procurement

Individual Objectives until 31.12.2022 – RTO Staff

Name:

Role:

Area	Objective	Means	Indicator (Smart)	Timeline	Remarks
Project Cycle Management	Improve MEL frameworks	<ul style="list-style-type: none"> Review MEL/ results framework of projects based on reporting, internal assessments 	<ul style="list-style-type: none"> A discussion on the suitability of MEL framework depending on project type takes place (research and advocacy project vs. competence development project) Amended results framework is approved 	Quarterly or periodically	Rethinking MEL approach as a "results framework"
Self-management	Reduce stress level	<ul style="list-style-type: none"> Better time management Life balance: exercise, creative activities, learning 	<ul style="list-style-type: none"> Physical and creative activity is undertaken Reduced signs and symptoms of stress overload (cognitive, emotional, physical, behavioural) 	Daily and weekly	
Team management, workflow	Improve clarity of roles and interdependencies	<ul style="list-style-type: none"> Clarify TOR and interdependencies of staff members 	<ul style="list-style-type: none"> TOR and role of staff members are discussed and clarified 	Regular touchpoints	See performance appraisal document.
	Developing and applying an 'agile' collaboration method	<ul style="list-style-type: none"> Inception meeting on improvements to be made Working document actionable targets of effectiveness Regular touchpoints 	<ul style="list-style-type: none"> Inception meeting is scheduled Working document is drafted and reviewed iteratively Dedicated touchpoints are scheduled regularly 	December 2021 – June 2022	See performance appraisal document.
	Optimise level of involvement/effort in the different projects	<ul style="list-style-type: none"> Discussion on adequate level of involvement in each project Feedback on effectiveness of delegation 	<ul style="list-style-type: none"> Level of involvement agreed and communicated Feedback is given and monitored during and after HR check-ins 	January – March 2022	
	Optimise team dynamics and responsibilities	<ul style="list-style-type: none"> Staff coaching, mentoring and responsabilisation 	<ul style="list-style-type: none"> Team members are recognised by their colleagues as able to fulfil their responsibilities autonomously 	Daily, weekly check-ins, monthly check-ins, periodic appraisals	

Organisational development					
	Contributing to organisational development	<ul style="list-style-type: none"> Discussions, task force, working group on specific issues 	<ul style="list-style-type: none"> Working group is formed and develops proposals that are implemented 		

Individual Objectives until 31.12.2022 – RTO Staff

Name:

Role:

Area	Objective	Means	Indicator (Smart)	Timeline	Remarks
Project Management	Take responsibility and ownership of the project	Work to manage the project efficiently with all team members and to keep them informed and updated.	<ul style="list-style-type: none"> Continue bi-weekly follow up with team members: Finance, procurement, communication and supervisor. 	Bi-weekly	On-going process since Jan 2022
			<ul style="list-style-type: none"> Coordinating, reviewing and editing the reporting from all the team 	Quarterly, Interims	
		Apply for PMP certificate	<ul style="list-style-type: none"> Use tools and project management 	July 2022	Pending lockdown
Self-management	Reduce stress and anxiety	<ul style="list-style-type: none"> Volunteering activity 	<ul style="list-style-type: none"> Get back to volunteering activity Sports activity and 	Daily and weekly	
	Time Management and organising skills	Create balance between work and everything else.	<ul style="list-style-type: none"> Create an agenda and prioritise the work and activities. Indicate specific starting time for activities and leave Use post-its and label marks to identify important tasks and manage work time. 		

Annex 6.4 - OKR Scorecard

Grade your own OKRs!

Objective

Overall score:

Objective # 1

Key results

Enter score KR #1

Enter score KR #2

Enter score KR #3

Objective

Overall score:

Objective # 2

Key results

Enter score KR #1

Enter score KR #2

Enter score KR #3

Objective

Overall score:

Objective # 3

Key results

Enter score KR #1

Enter score KR #2

Enter score KR #3

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Sample scorecard

Objective

Overall score: 0.6

Accelerate Widget revenue growth

Key results

- 1.0 Launch new Widget referral program
- 0.3 Sign up 3 new Widget distribution partners
- 0.5 Launch 4 revenue-specific experimnts to learn what drives revenue growth

Objective

Overall score: 0.5

Grow Widget usage by x% over organic growth rate

Key results

- 0.7 Launch 3 features that will have a measurable impact on Widget usage
- 0.2 Improve Widget reliability by x%

Objective

Overall score: 0.8

Improve Widget's public reputation

Key results

- 0.6 Speak at 3 industry events
- 0.9 Get 10 bloggers to write about Widget
- 0.8 Improve Widget's product review score by 1 point

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Annex 6.5 - Performance Appraisal Templates

Employee Performance Review

GENERAL INFORMATION

Employee name

اسم الموظف

Employee #

رقم الموظف

Role: الوظيفة			
Division / Department: القسم / الدائرة	Regional Technical Office		
Hiring Date: تاريخ التوظيف	/ / .		
Job Family: فصيلة العمل الوظيفي	Technical	Job Level: مستوى العمل الوظيفي	
Current Evaluator Name: اسم المُقيِّم الحالي		Position: منصبه	
Current Evaluation Date: تاريخ التقييم الحالي	/ / .		
Current Evaluation Period: فترة التقييم الحالي	From: من	/ / .	To: إلى / / .

Instructions & Guidelines:

Performance appraisals are essential for the effective management and evaluation of staff. Appraisals help develop individuals, improve organisational performance, and feed into business planning. Each staff member is appraised by their line manager. Staff performance appraisals establish individual training needs and enable organisational training needs analysis and planning. Performance appraisals are also essential for career and succession planning. Performance appraisals should be positive experiences. The following evaluation form includes 5 sections to be filled objectively by the line manager through an interview with the concerned employee.

تعليمات وإرشادات:

تُعتبر عمليات تقييم الأداء أساسية للإدارة الفعالة للموظفين وتقييم عملهم . وهي تساعد على تنمية الأفراد وتحسين الأداء التنظيمي وتندرج في تخطيط العمل . يتم تقييم كل موظف من قِبل مديره المباشر . ومن شأن عمليات تقييم الأداء إقرار احتياجات تدريب الأفراد والتمكين من تحليل وتخطيط احتياجات التدريب التنظيمي . كما تُعد أساسية للتخطيط المهني والتعاقبي . ينبغي أن تكون هذه العمليات عبارة عن تجارب إيجابية . تشمل استمارة التقييم التالية خمسة أجزاء ينبغي استكمالها موضوعيا من قِبل المدير المباشر عبر مقابلة مع الموظف المعني .

A – Objectives Review & Evaluation

مراجعة الأهداف والتقييم

Objectives Review & Evaluation مراجعة الأهداف والتقييم	
Objectives assigned during the last review الأهداف المخصصة أثناء المراجعة الأخيرة	Comments التعليقات

B – Knowledge & Skills

المعرفة والمهارات

B-1 KNOWLEDGE

المعرفة

Knowledge / Skills المعرفة/المهارات	Description الوصف	Comments التعليقات
Knowledge of the job المعرفة بالعمل	Does the evaluated employee have the needed competencies and the knowledge to handle his job without having to call for a third party for help? هل يحوز الموظف موضوع التقييم على الكفاءات والمعرفة اللازمة للقيام بمهام عمله دون الحاجة لاستدعاء شخص آخر لمساعدته؟	
Knowledge techniques & methodologies المعرفة التقنية والاساليب	Does the evaluated employee master all the technical tools needed for his job without having to get the help of an external assistance? هل يجيد الموظف موضوع التقييم استعمال المعرفة جميع الأدوات الفنية اللازمة لعمله دون الحاجة إلى مساعدة خارجية؟	

Knowledge / Skills المعرفة/المهارات	Description الوصف	Comments التعليقات
Quality of Work – Respect of Deadlines نوعية العمل - التقيد بالمهلة المحددة	Has the appraised respected the deadlines set for the assigned tasks and realised the objectives without hindering his other activities? هل تقيد الموظف موضوع التقييم بالمهلة المحددة للعمل المكلف به وحقق الأهداف المطلوبة دون عرقلة نشاطاته الأخرى؟	
Quality of Work – Due Care & Diligence نوعية العمل - الحرص والاجتهاد	Is the evaluated employee always ready for additional work overload while meeting deadlines? هل الموظف موضوع التقييم جاهز دوما للقيام بأعمال إضافية في أثناء المهلة المحددة؟	
Productivity - Management of Priorities الإنتاجية - إدارة الأولويات	Does the evaluated employee define an action plan and sets priorities for the planed actions? هل الموظف موضوع التقييم يحدد خطة عمل ويضع أولويات للأعمال المخططة؟	
Productivity – Organisation الإنتاجية - التنظيم	Does the evaluated employee follow one or several methods in his work? If yes, are all of them described, applied and optimised? هل الموظف موضوع التقييم يتبع طريقة أو عدة طرق في عمله ؟ إذا كان الجواب "نعم" ، هل جميع هذه الطرق موصوفة ومطبقة وأمثلة؟	

C – Behavioural Competencies

Behavioural Competencies Acquired		
Competency الكفاءة	Description of degree required وصف الدرجة المطلوبة	Comments التعليقات
Integrity الاستقامة		
Commitment to the Institution الالتزام		
Leadership القيادة		

Coaching & Developing التدريب والتطوير		
Managing Accountability المساءلة الإدارية		
Teamwork & Co-operation عمل الفريق والتعاون		
Performance Excellence التفوق في الأداء		
Taking Initiative اخذ المبادرة		
Analytical Thinking التفكير التحليلي		

D –New Objectives & Development Needs and Plan

أهداف جديدة واحتياجات وخطة التطوير

New Objectives الأهداف الجديدة	
New S.M.A.R.T. Objectives (S: Specific, M: Measurable, A: Achievable, R: Realistic, T: Time Bound) أهداف جديدة ذكية S.M.A.R.T (محددة وقابلة للقياس وقابلة للتحقيق وواقعية وذات التزام زمني)	Due Date تاريخ الاستحقاق

Development Needs & Plan حاجات التطوير والخطة		
Development Need احتياجات التطوير	Development Plan خطة التطوير	Due Date تاريخ الاستحقاق

Appraiser's Comments تعليقات المُقيِّم	
Signature: التوقيع	Date: التاريخ

Employee's Comments تعليقات الموظف	
Signature: التوقيع	Date: التاريخ

Reviewer's Comments تعليقات المُراجع	
Signature: التوقيع	Date: التاريخ

Human Resources Review & Comments (For HR use only) مراجعة وتعليقات قسم الموارد البشرية (لأستعمال قسم الموارد البشرية فقط)	
Signature: التوقيع	Date: التاريخ

Employee Performance Review

PART I. BASIC INFORMATION

Name:		Contract No.:	
Project Title/No.: (if applicable)		Role:	
Name of UoM/municipality:		Unit:	RTO
Reporting period:			

PART II. PLAN OF WORK

*(to be completed by RTO staff member and revised according to the appraisal discussion with the supervisor):
Within the framework of the terms of reference, indicate the key deliverables, including measurable outputs;
performance indicators and skills and competencies expected of the individual during the review period for
final evaluation of results.*

Output ...: Description of output(s) conducted

Activities:

- Brief overview of activities conducted under each output

Indicators:

- Please list the indicators/tools to evaluation completion under each output

PART III. Self-assessment by the RTO member

--

PART IV. Assessment of the staff member's attributes

(to be completed by the supervisor):

	Excellent	Very Good	Satisfactory	Requires Improvement	Unsatisfactory
Creativity	■	■	■	■	■
Quality of work	■	■	■	■	■
Relations with colleagues	■	■	■	■	■
Initiative	■	■	■	■	■
Technical skills	■	■	■	■	■
Knowledge of required procedures	■	■	■	■	■
Teamwork	■	■	■	■	■
Communication Skills	■	■	■	■	■
Partnering and Networking	■	■	■	■	■

PART V. Supervisor's overall assessment

--

PART VI. RTO member's final comments (optional)

--

RTO staff member's signature		
Name:		Date:
Role:		

Recommendation for

<input type="checkbox"/>	Contract extension	Period of extension:
<input type="checkbox"/>	Bonus	Amount (% of yearly gross rate):
<input type="checkbox"/>	Separation	Separation Effective:
<input type="checkbox"/>	Other recommendation (if there is a revision of TOR):	Specify:

Justification for the above recommendation (to be completed by requesting section/unit):

Immediate Supervisor's signature		
Name:		Date:
Title:		
Second-level Supervisor's signature		
Name:		Date:
Title:		

PERFORMANCE APPRAISAL REPORT

IMPORTANT GUIDELINES:

- The present template is an indicative document.
- The performance review should be a two-way conversation to provide candid feedback and reflect on challenges and opportunities for improvement.
- The performance review should be conducted by the direct supervisor.
- The performance review should not be an annual exercise but a continuous process. Feedback should be given on-the-spot and during (bi)monthly “HR touchpoints” or “check-ins” to reflect on performance and provide two-way feedback.
- (Bi)monthly “HR touchpoints/check-ins” should be documented in the presence of a third person from the same level of the direct supervisor.
- The results of any appraisal should be systematically documented and shared with the concerned officers for review and validation. Upon this bilateral endorsement, it is shared with the second-level supervisor for review and comments.
- (Bi)monthly “HR touchpoints/check-ins” and on-the-spot feedback should be the primary mode of feedback-giving. Withholding feedback until the end of the year is ineffective.¹
- Performance reviews should not be used as a tool for sanctions or punishment. A mechanism for escalation and solving potential supervisor/subordinate conflict should be put in place.
- A successful performance appraisal system hinges on the availability of an organisational culture and institutional capabilities that can act as an enabling environment for individual performance.

Part A – to be completed by supervisor

Name, first name of RTO staff member		
Name of supervisor		
Organisational unit	Regional Technical Office	
Entry into current function		
Contract expiry date, if applicable		
Appraisal period	From:	To:
Appraisal interview conducted (date)		

¹ Recommended readings:

1. Adam Grant: https://www.linkedin.com/posts/adammgrant_when-you-give-people-feedback-or-performance-activity-6388395811448844289-G_Ly
2. Psychology Today: <https://www.psychologytoday.com/us/blog/functioning-flourishing/201411/ten-reasons-focus-your-strengths>
3. Harvard Business Review:
<https://hbr.org/2016/11/lets-not-kill-performance-evaluations-yet>
<https://hbr.org/2019/03/the-feedback-fallacy>
<https://hbr.org/2019/05/what-good-feedback-really-looks-like>
<https://hbr.org/2016/10/the-performance-management-revolution>

Part B – to be completed by RTO staff member

(before the interview)

TASKS/ASSIGNMENTS PERFORMED DURING THE APPRAISAL PERIOD

Describe briefly the specific responsibilities and tasks assigned during the reporting period.
Please confine your description to 4–5 main points (use TOR).

1.

Part C – to be completed by supervisor

(during/after the interview)

APPRAISAL BY SUPERVISOR

PROFESSIONAL DUTY	COMMENTS ON PERFORMANCE
<ol style="list-style-type: none">1. Commitment to rules, regulations, and SOPs2. Integrity and ethical conduct3. Discipline	

STYLE OF WORK	COMMENTS ON PERFORMANCE
<ol style="list-style-type: none">1. Ability to fulfil duties with minimum supervision2. Flexibility and openness to learning and change3. Sense of initiative4. Teamwork and information sharing5. Problem-solving abilities	

INTERPERSONAL SKILLS	COMMENTS ON PERFORMANCE
<ol style="list-style-type: none"> 1. Ability to work harmoniously with colleagues 2. Ability to negotiate and persuade others 3. Ability to give and take criticism 4. Soft skills, emotional intelligence 5. Dealing with conflict 	

SUPERVISORY SKILLS (if applicable)	COMMENTS ON PERFORMANCE
<ol style="list-style-type: none"> 1. Leadership skills (vision, strategic thinking) 2. Ability to delegate work 3. Team management <p>Number of staff supervised:</p> <p>.....</p>	

COMMUNICATION SKILLS	COMMENTS ON PERFORMANCE
<ol style="list-style-type: none"> 1. Writing/drafting skills (reports, statements, briefs) 2. Oral presentation 	

ADDITIONAL SKILLS	COMMENTS ON PERFORMANCE
<ol style="list-style-type: none"> 1. Computer skills 2. Language skills 3. Other skills (specify) 	

SUMMARY OF STAFF MEMBER'S STRENGTHS
<p>-</p> <p>-</p>
Area(s) where improvement is needed:
Competency development/training required:

Part D – to be completed by RTO staff member
(during/after the interview)

FEEDBACK TO SUPERVISOR
<p>Choose some or all of below areas:</p> <p>Clarity of division of tasks</p> <p>Clarity of expectations in roles and performance, clarity of instructions</p> <p>Quality of feedback on individual achievements</p> <p>Level of team cohesion</p> <p>Level of access to supervisor</p> <p>Responsiveness of supervisor</p> <p>Level of standards demonstrated and set in supervisor's capacity/role</p> <p>Quality of interaction and clarity of communications by the supervisor</p> <p>Level and quality of professional coaching and competence development</p> <p>Other (equal opportunities treatment, openness to ideas and innovation, level of trust, respect, sensitivity)</p>

Part E – to be completed by supervisor and staff member together
(during the interview)

OBJECTIVE AGREEMENT ON JOINT AIMS TO BE ACHIEVED IN NEXT APPRAISAL PERIOD
<p>-</p> <p>-</p>

Name of Supervisor:

Title of Supervisor:

Signature: _____

Date:

Endorsement by second-level supervisor

COMMENTS (If any)

Name of Second-Level Supervisor:

Title of Supervisor:

Signature: _____

Date:

To be completed by staff member

I agree



I do not agree



with the above performance appraisal.

COMMENTS (If any)