

## CONSULTANT VACANCY ANNOUNCEMENT

**Issued on: 14 August 2014**

<b>ORGANIZATIONAL LOCATION:</b>	UN-Habitat: Urban Economy Branch and GLTN Unit
<b>DUTY STATION:</b>	Home Based
<b>FUNCTIONAL TITLE:</b>	Consultant
<b>DURATION:</b>	125 days over 11 months
<b>CLOSING DATE:</b>	19 August 2014

### BACKGROUND

One of the fundamental challenges facing urban authorities in developing countries is the inadequate financial resources available for supporting and sustaining rapid urban development. Many urban authorities are seriously under-resourced and hence unable to meet the ever-growing demand for basic services, new infrastructure and the maintenance of existing infrastructure and services. In order to effectively address this challenge, urban authorities need to explore innovative mechanisms for generating additional resources, such as borrowing from the capital markets, identifying bankable projects that are attractive to the private sector, the privatization of municipal revenue collection and provision of municipal services and forming public-private partnerships.

Urban land is a key factor of production and source of financing urban development including infrastructure, social housing and basic services. Land-based finance first and foremost refer to instruments that are used to generate revenues through lease and sale land including land property taxation and other innovative forms of land value capture/sharing such as betterment charges. These instruments are effective ways to raise revenue for local authorities when traditional sources of revenue are inadequate. The use of Participatory and Inclusive Land Readjustment (PILaR) – a new UN-Habitat initiative - can also be an effective tool for raising revenue and distributing the burdens and benefits of urban expansion or renewal though the use land readjustment as a self-financing tool is context specific and might not hold in all cases. Moreover, promoting higher densities and mixed land uses increases the land value of each property and enhances the tax base for a city. In cities and countries where the 'social function of land' is appreciated, local government authorities have been able to distinguish land rights (e.g., ownership) from development rights and the selling of development rights has been an important source of local government finance and a tool to promote more inclusive land use. Investing in land by providing adequate services and infrastructure can go a long way to support the productive use of land and lead to the multiplier effect on urban development in general.

Value capture, levying and sharing and their funding are commonly associated with expensive transport infrastructure improvements. Since such improvements increase private land values, one can argue that capturing even a small share of the rise in value can help finance transport infrastructure projects. While undertaking any form of land and property taxation, including value capture, it is important not to penalize and discourage private investments in land and undermine tenure rights for all, particularly for the urban poor, youth and women. Transport infrastructure drives development and therefore development should subsidize transportation.

When local authorities use urban land for raising revenue, they need to consider citizens' rights and responsibilities. Securing land and property rights for all, including vulnerable groups such as the urban poor and women, and making the land and property markets more efficient and transparent will contribute to expanding opportunities for the creation of wealth and jobs in cities.

Apart from looking for new revenue sources, urban authorities should also institute more efficient and effective mechanisms for collecting revenue from existing sources. Appropriate and low-cost land registration and recording systems can provide vital information to implement efficient land-based financing systems. Although land-related taxes are the most common source of municipal revenues, they are seldom taken advantage of. In many cases, urban authorities ignore various charges and fees such as business license fees, which are a good source of revenue. Municipalities also need to introduce charges and fees that reflect market prices and are affordable to the majority. Considering the gradual increase in the role of the local authorities and the private sector in the provision of services, municipal authorities should improve their management, organization and capacity to become financially sustainable. One of the key ingredients here is to ensure that there is the necessary capacity and political will to develop and enforce regulations. It is important to explore how central Government can give more financial autonomy to municipal authorities for restructuring their tax bases and jurisdiction over revenue collection. Also, if and

when accessing institutional finance (borrowing) is considered necessary as a source of revenue, provisions should be tailor-made for individual cities to borrow based on their credit worthiness. Urban authorities should also explore public-private partnerships (PPP) in order to identify and implement ways of providing better infrastructure and services. Hence the importance of developing a training and learning tools to enhance the capacity of local and national governments as well as practitioners and students of the importance and land-based financing for sustainable urban development.

### **UN-HABITAT AND GLTN**

UN-Habitat agenda recognises the importance of land as one of the essential ingredients for urban economy and sustainable development. For instance, paragraph 76 requested governments:

To ensure an adequate supply of serviceable land, Governments at the appropriate levels and in accordance with their legal framework should:

- (a) Recognize and legitimize the diversity of land delivery mechanisms;
- (b) Decentralize land management responsibilities and provide local capacity-building programmes that recognize the role of key interested parties, where appropriate;
- (c) Prepare comprehensive inventories of publicly held land and, where appropriate, develop programmes for making them available for shelter and human settlements development, including, where appropriate, development by non-governmental and community-based organizations;
- (d) Apply transparent, comprehensive and equitable fiscal incentive mechanisms, as appropriate, to stimulate the efficient, accessible and environmentally sound use of land, and utilize land-based and other forms of taxation in mobilizing financial resources for service provision by local authorities;
- (e) Consider fiscal and other measures, as appropriate, to promote the efficient functioning of the market for vacant land, ensuring the supply of housing and land for shelter development;
- (f) Develop and implement land information systems and practices for managing land, including land value assessment, and seek to ensure that such information is readily available;
- (g) Make full use of existing infrastructure in urban areas, encouraging optimal density of the occupation of available serviced land in accordance with its carrying capacity, at the same time ensuring the adequate provision of parks, play areas, common spaces and facilities, and plots of land for home gardening, as appropriate;
- (h) Consider the adoption of innovative instruments that capture gains in land value and recover public investments;
- (i) Consider the adoption of innovative instruments for the efficient and sustainable assembly and development of land, including, where appropriate, land readjustment and consolidation;
- (j) Develop appropriate cadastral systems and streamline land registration procedures in order to facilitate the regularization of informal settlements, where appropriate, and simplify land transactions;

Resolution HSP/GC/24/L.12 of UN-Habitat requested ‘the Executive Director to continue working with partners to promote pro-poor land-based financing as a means to support urban development, densification and extension through, inter alia, land and property value capture and land and property taxation by documenting and disseminating good practices and developing innovative tools and instruments;’ Land-based financing can be a transparent and equitable means of raising revenue for local government, assuming they have the expertise and capacity to design and implement an appropriate instrument.

The Global Land Tool Network (GLTN) is an alliance of global and regional organizations contributing to poverty alleviation through land reform, improved land management and security of tenure particularly through the development and dissemination of pro-poor and gender-sensitive land tools. The Network has adopted multi-sector approach to developing pro-poor land management, as well as land tenure tools, by unblocking existing initiatives; assisting in strengthening existing land networks, assisting in the development of gendered land tools which are affordable and useful to the grassroots and improving the general dissemination of knowledge about how to implement security of tenure.

### **PURPOSE OF THE CONSULTANCY**

The purpose of this consultancy is to recruit a consultant that will help generate knowledge required to improve the understanding land based finance and strengthen capacities of relevant stakeholders with a view to improving policies and practices in a specific context as well as in broader developing world context.

The outcome envisages develop and pilot capacity in land-based financing, by availing a full-fledged training package that will be pilot tested and validated. The assignment will draw from the GLTN capacity development strategy (with emphasis on learning attitude change) and the UN-Habitat good training note.

The assignment will have four main parts: (a) build on the body on knowledge within GLTN and UN-Habitat as well as reputable institutions on the broad field of land-based financing instruments including land taxes, land value capture, etc to design a training/learning manual and associated toolkits; (b) develop the case studies to populate the training manual and for learning; (c) pilot-test the manual in selected training institutions (to be discussed and agreed upon) and then to targeted audiences/countries in Africa, Asia and Latin America (e.g. municipalities and land taxation departments).

## **OUTCOME: TRAINING PACKAGE DEVELOPMENT AND PILOT TRAINING WORKSHOPS ON LAND BASED FINANCING**

### Target Audience and Product Design Consideration

The products are designed for both "class room" training (to be tested in training settings), as well as usable when and if experts need to give a "hand" to those embarking on practical work in land-based financing. The main users of the manuals would be adults and professionals from developing countries. That is, the products of this assignment shall be used by practitioners for example at city municipalities and also for teaching and learning institutions (higher level adults and professional learning). Additional case studies and exercises might be needed to populate the manual and the toolkits.

The design of the outputs (manual and toolkits) shall be user-friendly, attractive and grounded in concrete examples. The possible online versions/modules can be explored as well. The consultancy process should ensure, where applicable, the application of GLTN principles which include pro poor, good governance, equity, subsidiary, sustainability, affordability, systematic large scale and gender sensitiveness. The main audience of the training manual and the toolkits include local and national governments, practitioners and experts in the field of land-based financing, particularly in developing countries.

## **RESPONSIBILITIES (ACTIVITIES)**

### I. Review land-based financing documents and relevant training packages

Under this activity, consultancy should:

1. Identify and pull out pertinent information from existing publications available documentation on land-based financing policies, principles, instruments, tools and approaches, case studies, practices and experiences that are relevant to developing countries and cities. While reviewing literature and practices, the consultancy should focus mainly on what works and what does not. Rationalise, as well as the why and the how. The consultancy should keep in mind national and municipal levels of government and the needs of users of the training package.
2. Review previous materials developed by UN-Habitat, GLTN and other partners on land-based financing.
3. Review other training manuals developed by GLTN, UN-habitat and other partners to find the suitable format and design for the land-based financing training package.
4. Assess the pertinence of various platforms to support learning on land-based financing.

The final report of the literature review should form the basis for the background of the training package. The output should not exceed 150 pages. All documents used in the review should be submitted to the GLTN Secretariat at the time of submission of report.

- The report should be submitted in soft copy (PDF and MS Word). The report shall include the proposed structure of the training guide (annotated table of contents)
  - Supporting documents should be submitted in hard copy, soft copy or active URL
- ### II. Adapt and develop fit-for-purpose training content, identify and develop case studies and a training package (a tool kit that contains authoritative readers and a trainer's guide)

With particular reference to existing UN-Habitat/GLTN training package, good practice training note and the GLTN Capacity development strategy, the consultancy will develop:

1. Succinct and comprehensible content which resources persons and training participants will use to understand fundamentals of the concepts and develop operational knowledge on the subject at hand, i.e., land based financing tools and how these can be put to use
2. A set of learning methods and roadmap
3. A detailed annotated training table contents which may include an introduction, glossary of terms, session/modules distribution, case studies/boxes, facts and figures, simulations, tools, action planning, annexes, hand-outs, key references/further reading or recommended reading,
4. Concrete case studies based on practical experiences that are useful for learning (in the inception report, the consultation will explain how the case studies will be selected (criteria), the number, geographical spread, and possible structure and length of cases studies, how they will be used

and who will develop case studies. It is important to ensure geographical spread of case studies (Africa, America, Asia, Europe, Oceania); focus on good/bad and proven practices and experiences; reflecting where appropriate GLTN principles. The consultant will distribute the case studies with pertinent topics or tools. For instance a case study may show how a specific tool such as public land lease or sale is used in some particular context while other case study may discuss something else.

5. Identify useful contents of land-based financing toolkits
6. Pilot testing of online training platform will also be prepared;

The training package and cases studies not exceeding 70 pages and be submitted in soft copy (PDF and MS Word). Final case studies may be 2-3 pages long and can be developed by authors separately commissioned.

### III. Piloting, validating and finalizing the training package

The piloting, validation and finalization of the manual will follow three steps:

1. First, the draft training package will be first submitted for peer review by selected experts, academicians and professionals and practitioners. The consultant will present the training package for peer-review and pilot testing to selected experts, practitioners, academia and professional. The purpose of the expert meeting will be to pilot test, fine-tune and validate the manual.
2. Second, the improved training package will be pilot tested in two to three settings (different continents) to gauge its usefulness, pilot various case studies and with the view to fine-tuning and finalizing the training package based on feedback generated from the pilots.
3. The final training package will take into account various inputs and place in the adequate platforms (e.g., e-learning, web, paper formats) for further dissemination and use.

The final product should not exceed 150 pages and be submitted in soft copy (PDF and MS Word)

### COMPETENCIES

**Teamwork:** Excellent interpersonal skills and ability to operate effectively across organizational boundaries and with staff at all levels; ability to establish and maintain effective working relations with people of different national and cultural backgrounds with respect for diversity; ability to work with internal and external partners.

**Communication:** Excellent drafting ability and communications skills, both written and oral; ability to present both information and complex concepts in an accurate, clear, concise, and cogent manner; ability to develop consensus among people with varying points of view; sensitivity to different stakeholders groups.

**Professionalism:** Highly developed conceptual, analytical and innovative problem-solving ability; ability to deliver in time and within quality standards; ability to work within rules and to support subordinates.

**Planning and Organising:** Proven ability to plan and organize work in a complex organizational context, ability to plan own work, manage conflicting priorities and work to deadline; ability to manage activities against budgets.

### EDUCATION

At least a master's degree in land economics, urban economics, public and / or local government finance, property taxation or public policy (or equivalent).

### WORK EXPERIENCE

- Proven ability to review and analyse complex literature;
- Extensive experience and learning package development in the area of land and property taxation, public finance, land administration;
- Experience in developing training contents and undertaking adults education;
- Proven ability to analyse material from a gender-sensitive perspective.
- Robust research and knowledge development expertise with over 20 years international experience in consultancy and / or training and capacity development (especially adult education).

### LANGUAGE SKILLS

Excellent communication and writing skills in English is required; working knowledge of French is an advantage.

### OTHER SKILLS

N/A

## **REMUNERATION**

Payments will be based on deliverables over the consultancy period. There are set remuneration rates for consultancies. The rate is determined by functions performed and experience of the consultant. The fees will be paid as per agreement.

Applications should include:

- Cover memo (maximum 1 page)
- CV in the PHP format, accessible through the INSPIRA website ([inspira.un.org](http://inspira.un.org)) Please note, if using INSPIRA for the first time, you need to register in order to activate your account, which will allow you to log in and create a personal History Profile.
- The PHP should be attached to the application as a PDF file.
- Summary CV (maximum 2 pages), indicating the following information:
  1. Educational Background (incl. dates)
  2. Professional Experience (assignments, tasks, achievements, duration by years/ months)
  3. Other Experience and Expertise (e.g. Internships/ voluntary work, etc.)
  4. Expertise and preferences regarding location of potential assignments
  5. Expectations regarding remuneration
- Cover memo (maximum 1 page)

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

All applications should be submitted to:

e-mail: [anne.kuria@unhabitat.org](mailto:anne.kuria@unhabitat.org) and  
[grace.nduru@unhabitat.org](mailto:grace.nduru@unhabitat.org)

Deadline for applications: 19 August 2014

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