

Government of Papua New Guinea

United Nations Development Programme UN-HABITAT

Papua New Guinea Urban Local Level Government Association, supported by the United Nations Human Settlements Programme (UN-HABITAT) and the Commonwealth Local Governance Forum

‘Urban Governance Support Project

This preparatory urban governance capacity-development project provides direct support to the Government’s emerging National Urbanisation Policy and broader national development goals by responding to the pressing needs of PNG’s cities and towns. With the overall aim of supporting the Government efforts to improve the quality of life in its settlements and achieving its targets for MDG Goal 7, targets 10 (water and sanitation) 11 (cities without slums) under the Government’s “Urban Governance Support Programme” document, the project focuses on assisting cities and towns in the day-to-day business of governing and managing urban development, and in particular strengthening the capacity of local government to work with, and support, the urban poor through the provision of basic urban services, and through this sustainable shelter development. The project introduces, adapts and applies the latest techniques in participatory urban governance to three urban areas through the implementation of rapid action-oriented urban assessments and city consultations focusing on priority needs and capacity development gaps. Nationally, a synthesis of the local level implementation will help identify capacity development needs at both the national and local level in supporting urban development and effectively tackling settlements upgrading. To ensure longer-term sustainability and the potential for replication throughout PNG, implementation will support capacity development (through formal training and on-the-job learning) of key national support institutions, with systematic documentation of good practices to follow once there is further funding to the umbrella “Urban Governance Support Programme”. To ensure that technical capacity is built at all levels of government, and that good practice is shared and policy development supported, the Project will “kick-start” Programme interventions at the local, provincial, national and regional levels. The Project (and umbrella Programme) specifically seek to further enhance the capacity of the Office of Urbanisation to deliver the National Urbanisation Policy and to monitor its progress, and to further strengthen the PNG Urban Local Level Government Association as a key actor in the local level government institutional support infrastructure. As such, this Project will act as a catalyst to test and apply innovative urban sector profiling as part of an integrated urban management approach for future up-scaling

Section 1 – Elaboration of the Narrative

Part I. Situation Analysis

I.1 Whilst Papua New Guinea (PNG) remains a largely rural populated country, there is a steady urbanizing trend evidenced by high rates of urban growth from the 1970s onwards. Although the urban density is not comparable to cities elsewhere in the Asia-Pacific region, there is nonetheless emerging evidence of negative urban growth characteristics including informal under-served settlements lacking even basic urban services, insecure tenure, relative overcrowding, social exclusion, a lack of employment, and increasing crime and disorder. These problems are exacerbated by insufficient capacity within local level government and service providers to respond to rapid growth. With an overall goal of supporting the eradication of urban poverty and promoting sustainable livelihoods in PNG's cities and towns, this Urban Governance Support Project (UGSP) aims to support and enhance the capacity of Urban Local Level Governments (ULLG) in good urban governance for sustainable urbanization.

I.2 There are five key underlying and crosscutting problems with urbanisation processes as they currently stand in PNG, all of which have important ramifications for improved systems of governance. The following issues are seen as key threats to national growth and development emphasized in the *Medium Term Development Strategy 2005-10* (MTDS).

(i) *Unplanned urbanisation:* rural to urban migration is now recognized as an inevitable outcome of national socio-economic development. Where urban growth is left 'unmanaged' as is the current situation however, serious negative consequences occur, impacting on marginalised urban landowners and those already living in urban settlements, which stretch already inadequate basic services beyond the capacity of urban governments. This project will therefore generate ways and means to manage the urbanisation issues that confront most towns and cities: burgeoning informal settlements characterized by inadequate housing, water, sanitation, waste disposal and power, and the emergence of serious urban social problems, including crime and unemployment.

(ii) *Urban land availability and utilisation:* with a national estimate of 97% of all land under customary ownership, the customary land tenure system is firmly embedded in Papua New Guinean culture. However, the MTDS identifies customary owned land availability as a widely viewed break on economic development, especially in the urban sector where urban local level governments have very limited access to land to cater for inevitable expansion. As a result Government's efforts are being directed to seek active involvement of traditional landowners. The UGSP, through the introduction of participatory urban planning and management approaches will therefore seek to find ways to assist the land owning groups in urban areas to become partners in the urban development process.

(iii) *Faltering decentralisation and dysfunctional service delivery systems:* the Organic Law on Provincial Government and Local-level Government was anticipated as a key element of the decentralisation process by providing the initial basis for devolving functions and responsibilities to provincial governments. This respected the fact that urban centres of all sizes play a critical role in the delivery of decentralised services through their roles as service centres for rural areas, whilst also providing the market for rural produce. This programme will therefore sow the seeds by sharing UN-HABITAT experiences to make rural economies more efficient by strengthening rural-urban linkages, and developing mechanisms for civic society and the private sector to work in partnership with Local Governments.

(iv) *Inadequate institutional resource capacity*: The level of provision of services in many local level government areas is “grossly inadequate,”¹ This situation requires rapid capacity-development among the ULLGs as weak institutional capacity also contributes to: (a) poor cross-sectoral and inter-government level and inter-agency coordination; (b) relatively underdeveloped mechanisms for broad-based public and multi-stakeholder participation; (c) limited local level government financial management experience; and, (d) shortage of particular skills and experience; all of which limit opportunities for PNG cities to play their potential role as “engines” of socio-economic growth. This programme will therefore develop mechanisms to strengthen local government capacities to better deliver urban services under their mandate, through the application of UN-HABITAT experiences.

(v) *Crime and insecurity*: Securing human safety addressed through good principles and practice in governance is of paramount importance for the future of PNG. The Port Moresby Safer Cities Initiative (2002-2004) concluded that urban management and governance issues are key elements to address the crime and violence in the city, and by inference elsewhere in PNG cities and towns. This programme will therefore explore urban planning and management mechanisms that will reduce human insecurity in urban centers.

I.3 The UGSP is a direct response to the challenges, needs and overarching development strategy based on the Government’s Program for Recovery and Development, and the decentralisation processes established under the Organic Law on Provincial Government and Local Level Government. The MTDS, which provides the overall national development framework, also places high priority on good governance and highlights the need to address unplanned urbanisation, vis-à-vis, uncontrolled settlement expansion and the need to alleviate urban poverty through sustainable livelihoods. The MTDS also underlines the significance of efficient urban governance and management as a contribution to national economic development. To help address those problems, the Government established a Ministerial Urbanisation Committee (MUC) and a technical level National Consultative Committee on Urbanisation (NCCU) in July 2003. Both committees are served by an Office of Urbanisation established in the Department of Social Welfare and Development. The principal policy vehicle for pursuing the urbanisation goals of the Government is the emerging White Paper on urbanisation² being developed by the NCCU. The resulting *National Urbanisation Policy 2005-2020* (NUP) will run concurrently with successive MTDSs. Through seven sectoral areas the NUP has identified both spatial development and social development policy priorities (through an *Urban Social Charter*) and an institutional reform agenda necessary for policy implementation³.

I.4 The Government’s request for UN assistance for the urban sector is part of the key interventions identified in the UNDAF 2003-2007 where three objectives were highlighted: (i) *enhance leadership and participation* in the planning, management and implementation of economic and social development policies and strategies to ensure accountability, consistency, equity and sustainability; (ii) *improve access, quality and delivery of basic services*; and, (iii) *improve regional and global integration* with regional and global development processes and systems.

I.5 As a result, this intervention supported by UN-HABITAT is founded on seven basic principles:

(i) *Capacity-development*: the approach will be one of ‘learning-by-doing’ - an in-service training concept which will take the three cities and their provincial administrations and private

¹ *MTDS2005-2010* (MTDS, November 2004, p.10)

² *The National Urbanization Policy*, Office of Urbanization, Department for Community Development, Government of Papua New Guinea, Draft Only, May 2005.

³ The seven sectoral areas are: population and employment; transportation and infrastructure; urban forms and environment; housing and social services; land availability; law and order; and, development administration.

sector and civic society partners through a carefully-organised, tailor-made and systematic process of progressively building a local system of urban participatory diagnosis, decision making and strategy development. It is anticipated that, following successful resource mobilisation amongst the international community, subsequent phases will involve the development of priority issue-specific strategies and action plans, as well as implementation of priority pilot community based demonstration projects – which could include settlements upgrading. The project (and umbrella Programme) will draw on UN-HABITAT documented global and regional toolkits and good practice, and support their adaptation and translation to the local, PNG, context.

(ii) *City driven and owned*: the process orientation of the project will enable three participating cities⁴ to identify and clarify, and then prioritise their own urban governance and development issues, in accordance with local conditions and ideas. It is anticipated that locally generated responses will find resonance in the MTDS framework (and the principles, objectives and priorities that it promotes) and therefore provide the basis for local implementation of national policy. The strategy is a strictly ‘bottom-up’ approach in response to the local situation and the processes and approaches developed will be ‘home grown’. The cities will be supported through active linking and partnership with Provincial-level government and activities, especially coordination (and possible funding support) with the Department of Provincial and Local Government Affairs “Provincial Performance Improvement Initiative”⁵. The programme will also exhibit a high degree of flexibility in tailoring support to the needs and existing capacities of participating ULLGs (and Provincial Administrations).

(iii) *City/Provincial/National-level complementarity*: whilst the programme will focus explicitly on nurturing and strengthening capacities at the city-level, it will need to be complemented by support at the Provincial and National-levels in order to develop the necessary “enabling environment” for cities to play their proper role in national development. By building awareness and a commitment to the innovative practices and approaches used, the project will ensure that a provincial/national support infrastructure is built and that this ‘Provincial/National partnership’ can effectively respond to, cooperate with, and support participating cities, and guarantee that lessons and approaches are absorbed into national policy and strategies. To achieve this a Programme Implementation Unit (PIU) will be anchored at the national level in the Department of Community Development (DCD) to facilitate and support inputs delivered by programme partners, including building linkages with the Government’s PPII and European Commission (EC) support programmes.

(iv) *Broad-based participation*: the project and the urban sector profiling method in particular, is premised on broad-based participation. This includes not only the officials and staff of participating cities but also the numerous local ‘stakeholders’ who need to be involved including the private sector (both formal and informal), NGOs, community groups, church groups and educational institutions. This type of participation, built in from the beginning of the process, will make it possible to mobilise the fullest range of local resources: human, institutional, physical, and financial. This broad-based approach will also emphasise and ensure gender sensitivity by encouraging the equal representation of women in consultation working groups.

(v) *Pro-poor focus*: being specifically targeted at improving the living conditions of the urban poor, the approach adopted is specifically implementation orientated. This preparatory phase provides the foundation for the prioritisation and implementation of pilot demonstration projects (including possible settlement upgrading) to be further developed and financed in subsequent phases, in order to support PNG achieve its commitments to MDG 7/10 and 7/11.

⁴ The cities will be confirmed at project start-up and will include Port Moresby and two others to be decided.

⁵ With funding support from AusAID

(vi) *Knowledge sharing*: throughout the project, there will be an emphasis on mutual learning and exchange of experience and knowledge. It is well understood (and amply reinforced by global evidence) that the more successful responses to urban governance and management challenges and problems are being worked out, in practice, by cities facing these problems. However, there is insufficient systematic documenting and much less exchanging of this experience. A key feature of the programme therefore, is to build mechanisms and procedures at the local and national level capable of facilitating knowledge exchange, and through which PNG partners can better understand and share their own experiences in these networks.

Part II. Strategy

II.1 This is a preparatory project and conceived as the first phase in a broader package of support, which is anticipated to be funded through an UN-HABITAT global-level proposal to the EU for follow-up support under its “Participatory Settlements Upgrading Programme in ACP Countries”, whilst at the same time using UNDP catalytic resources to mobilize support from other international agencies based in PNG. As a start-up initiative, UGSP introduces local level rapid action-oriented analysis and strategy development as the foundation for urban participatory decision-making and planning. A framework for follow-up programme phases is provided in Annex 1 and emphasizes how this initial intervention allows for the development of ‘bankable’ informal settlement up-grading projects. With an overall goal of *supporting the eradication of urban poverty and promoting sustainable livelihoods in Papua New Guinea’s cities and towns by enhancing the capacity of ULLGs and their partners in good urban governance*, the programme will also make a direct contribution to the implementation of Government policy through the NUP. Whilst the project is focused primarily on building the capacity of ULLGs, and of developing methods and processes tailored to the urban context, by necessity it will build broader partnerships and capacity development processes. As additional resources are mobilized, then the project will evolve into UGSP “programme” implementation, to extend the urban sector profiling to the development and implementation of a comprehensive *Good Urban Governance and Management Training Support Package* for use by all national partners and stakeholders, and which it is anticipated will be further expanded and rolled out in subsequent programme development phases. The programme will operate at three levels: local, national and regional.

II.2 **Local Level**: The project will directly involve three cities and appropriate adjacent Rural Local Level Government (RLLG) units in the application of state-of-the-art participatory governance techniques as the foundation for efficient urban management and development. The programme will adapt and apply a method (rapid urban appraisal) pioneered by the European Commission (EC), which has in turn been enhanced by the accumulated experience of the UN-HABITAT/UNEP Sustainable Cities Programme (SCP) environmental management and planning method. The method is aimed at developing an Urban Sector (or City) Profile⁶ and city consultation process. This rapid action-oriented urban assessment is the first phase in identifying priority needs, capacity building gaps, and assessing and implementing slum upgrading projects that are anticipated in future programme development. The profile aims at urban poverty reduction policy development at the local-level through an assessment of needs and response mechanisms, as a contribution to the implementation of the Millennium Development Goals.

⁶ This method, known as the Urban Sector Profile Study (USPS), has already been applied and refined by UN-HABITAT in twelve African countries. The method is based on the *EC Guidelines on Sustainable Urban Development* and has been further articulated by UN-HABITAT to include the concerns related to the Habitat Agenda. Four themes are addressed: *Governance, Slums, Gender and Environment*. The Study is based on the analysis of existing data and on a series of interviews with all relevant urban actors: local communities and institutions, civil society, private sector, development partners, academia and others. Through consultative processes, the priorities are agreed upon and developed into capacity building and project proposals, aiming to reduce urban poverty.

II.3 Recognising both the capacity deficit in ULLGs and the significance of Provincial and District Administration level support in strengthening local level governance (through human resource inputs, and Provincial plan development and budgeting), the selected cities' Provincial partners, will be engaged in the project specifically to help build linkages to the Governments PPII. This important partnership also recognizes the centrality of Provincial Government in up-scaling initiatives growing out of ward level action plans and pilot project implementation in anticipated subsequent programme phases.

II.4 **National Level:** at the national level the project will introduce innovative urban governance methods, and build support for their application at the local level, to be followed by the documentation and dissemination of the results once the full UN-Habitat City Consultation process has been tested and adapted to PNG conditions. Acknowledging that effective capacity development requires that not only the capacity of individual ULLGs increase, but that the overall support capacity of associated institutions is enhanced (for technical knowledge and know-how, training and the dissemination of knowledge and experience), this preparatory project will expose and orientate national institutions to the methods and processes in good urban governance. Three key national institutions (see Part III Management Arrangements below) will be engaged, each bringing complimentary strengths and orientations. The relative strengths of the institutions will be assessed during the course of the project and their involvement built into subsequent programme phases. The national level strategy will consist of the following:

(i) **Adaptation.** The latest methods and training materials in urban management and governance will be reviewed, adapted and prepared for application in PNG. For the city profiling and city consultation method the locally (PNG) crafted materials will be based on existing EC and UN-HABITAT (including both Sustainable Cities Programme and UN-Habitat Training and Capacity Building Branch) training resources. Additionally, the national partners will be invited to participate in three regional training-of-trainers workshops on key governance themes and built out of UN-HABITAT's global experience (such as Local Elected Leadership (LEL), local economic development, participatory planning and management, environmental planning and management, and Environmental Management Information Systems). As additional resources are mobilized, so the umbrella programme will provide the basis of a more comprehensive *Good Urban Governance and Management Training Support Package* that will be further developed in subsequent programme phases according to local capacity development needs and gaps. On the basis of local level application, the techniques and training materials will be reviewed and revised for further replication in subsequent programme phases.

(ii) **Application and Support.** The application of the city profiles and consultations will be supported by national level institutions (see below) that will in turn be introduced to techniques in urban management and governance. This learning-by-doing and seeing approach will help anchor the practical usefulness of the methods in the national partners involved.

(iii) **Synthesis.** The City (Urban Sector) Profiles will be synthesized to identify common findings, to help identify and confirm capacity building needs and gaps, and identify national and local institutional needs to support the PNG urbanization process, and especially address settlement upgrading needs. As such the national level synthesis will support the implementation and ongoing review and strengthening of the *National Urbanisation Policy*. A national action plan will be developed to help shape new enabling financial, regulatory and institutional arrangements to support slum upgrading and urban poverty reduction in follow-up programme development. It is intended that the lessons and synthesis from programme implementation will be fed from the Programme Implementation Unit (anchored in the Office of Urbanisation) and broader team, to the National Consultative Committee on Urbanisation

and Ministerial Committee on Urbanisation. The organisational management of the programme and the UGSP 'sphere of influence' is set out in Annex 2.

II.5 **Regional Level:** At this level there will be two sets of activities. First, the project will link to broader regional and global networks and tools that have tested and refined state-of-the-art techniques in urban management and planning. As reviewed above (II.4.i), in order to build broader institutional capacity for innovative urban governance a number of regional training-of-trainers workshops will be conducted based on UN-HABITAT's accumulated global knowledge. This will equip national partner institutions to support local partners in building urban governance capacity. Second, on the basis of replication of the profiling, consultation and synthesis application elsewhere in the Pacific Region (currently planned for Fiji and the Solomon Islands), the knowledge and experience gained from application in PNG will feed into a regional synthesis and assist in the further elaboration of common regional themes and capacity building needs of national and regional level actors set out on the *Pacific Urban Agenda*. The results and practice experience of PNG partners will therefore form part of the joint Pacific Forum and UNESCAP review of the *Pacific Urban Agenda* in a regional conference planned for 2007. Subsequent programme phases will support further regional level synthesis and capacity development through regional policy development seminars and regional capacity-building workshops on slum upgrading.

II.6 The project therefore seeks to provide *synergy of effort* at the global and regional levels, linking them with on-going and planned project and programme activities in PNG. The project seeks to link up PNG with major global and regional urban governance initiatives through *inter-alia* UN-HABITAT, UNDP Pacific sub-Regional Centre, ESCAP, Commonwealth Local Government Forum (CLGF), EC activities in order to support PNG national and local partners as regional leaders in the application of state-of-the-art urban participatory techniques. PNG will join twelve African countries that have already undertaken USPS application and an additional seventeen countries in Africa, the Caribbean and Pacific that will participate in a second tranche EC *Participatory Slum Upgrading Programme for ACP Countries* from early 2007. National and local partners will also benefit from joining the UNEP/UN-HABITAT Sustainable Cities Programme (SCP) facility. Established in the early 1990s to build capacities in urban environmental planning and management, SCP supports urban local authorities and their partners to strengthen basic urban service delivery through broad-based stakeholder participatory approaches in environmental governance. Currently SCP and its sister programme, Localising Agenda 21 (LA21), operate in over 120 cities in 33 countries worldwide.

II.7 At a national level the key collaborating partners with which this programme will cooperate are as follows:

- (a) **Commonwealth Local Government Good Practice Scheme:** an initiative of the Commonwealth Local Government Forum (CLGF), working with national and local partners and external support agencies. It enables local government practitioners from across the Commonwealth to share experience and good practice and pool resources by working together on practical projects to address poverty. In collaboration with AusAid, CLGF has supported three initial partnerships between PNG towns and Australian sister cities (Mount Hagen-Orange City, strategic planning; Lae-Cairns, waste management; and, Port Moresby-Townsville, spatial planning). A further four partnerships are currently under development involving Alotau, Goroko, Kokopo and Madang. It is critical that UGSP coordinates with, and complements, these activities undertaken, underway or planned by CLGF and its partners. PNGULLGA will have an important role in ensuring that the programmes are well coordinated. This programme consolidates the good partnership arrangements developed with the CLGF Regional Office in Suva, Fiji; CLGF has committed US\$5,000 to UGSP through the PNGULLGA.

- (b) *Sub-National Initiative AusAID*: with the overall goal of improving service delivery through improved public administration at the sub-national levels of government, the Provincial Performance Improvement Initiative (PPII) supports both national and provincial agencies in the implementation of decentralisation. PPII is being piloted in three Provinces – Eastern Highlands, East New Britain and Central - and expanded in 2007 to include 6 new Provinces, focusing assistance to Provinces to improve their public administration and budget cycle management through their development of Corporate Plans. Technical (budget/expenditure) advisors have been placed in each of the three Provinces. Support is also being provided to the Department of Provincial and Local Government Affairs (DPLGA) to promote and support the capacity of Provincial Management Teams in all Provinces. A PPII Policy Stream Coordinator has been appointed and is located in DPLGA (PPII Secretariat). By supporting and enhancing the urban governance and management outreach capacity of Provincial Administrations, UGSP will optimise provincial level development and add value to AusAID initiatives. In turn it is hoped that PPII will be able to allocate resources to extend this preparatory project into the programme support originally designed. Every opportunity will therefore be taken to ensure that inputs from this Project integrate with those of the PPII Secretariat, by providing urban governance support and outreach to ULLGs and surrounding RLLGs. To ensure synergy of effort this project will be implemented in PPII Provinces, and it is suggested that a PPII officer be assigned as a focal point to ensure coordination with the Programme Implementation Unit (Office of Urbanisation).
- (c) *United Nations Development Programme (UNDP CO-PNG)*: a portfolio of governance projects is currently underway that have some relevance to UGSP and the lessons from which will make an important contribution to project implementation. These include: Provincial Capacity Building, Remote Sensing, Bougainville Planning and Community Service, and Small Arms Violation Reduction. The UNDP CO has supported the UGSP with a ‘seed fund’ contribution of US\$ 50,000. Linkages with the Remote Sensing support have already been established, with a project officer identified for SCP-EMIS ToT training at SCP-Headquarters, Nairobi
- (d) *UNDP Pacific Sub-regional Resource Centre (PSRC), Fiji*: has committed to support the urban profiling, which could include Poverty Profiling Consultants to support the City Profiling approach (US\$6,000).
- (e) *The Integrated Community Development Project for the Settlement Areas in National Capital District, Japan International Cooperation Agency*: whilst focused on Port Moresby, will provide valuable lessons for UGSP. JICA is involved in profiling existing conditions in 12 selected settlements and will formulate and identify pilot projects within these settlements. Anchored within DCD, the opportunity for close cooperation and mutual learning is encouraged.
- (f) *Provincial Towns Water Supply and Sanitation Project and Low-cost Sanitation, Community Awareness and Health Education (Japan Fund for Poverty Reduction administered grant), Asian Development Bank (ADB)*: UGSP should learn from, and where possible complement and build upon, activities already undertaken or underway. The implementation of the JFPR administered grant in Lae will provide important lessons in planning and implementing interventions at the ward level in anticipated subsequent programme phases.

Part III. Management Arrangements

III.1 The organisational and management structure of the programme is diagrammatically represented in Annex 2 and indicative Terms of Reference for the principal programme personnel are indicated in Annex3. The main components at the national, provincial and local level are reviewed below.

III.2 *National Level.* At the national level a Programme Implementation Unit (PIU) will be the main implementation, coordinating and management and monitoring vehicle for the programme. In support of longer term institutional strengthening and sustainability, the PIU will be a fully integrated unit within the Office of Urbanisation (DCD). The location of the PIU will also ensure that the UGSP both supports implementation of the emerging National Urbanisation Policy, and feeds lessons learned back into that policy dialogue through the National Consultative Committee on Urbanisation and Ministerial Urbanisation Committee. The Office of Urbanisation will provide two officers to support the project. The Director of the Office will perform the role of National Project Manager (with the overall responsibility of overseeing the successful implementation of the project) and an additional staff member will perform the full-time role of National Project Officer.

III.3 The PIU will lead and coordinate a National Project Team (NPT) that will consist of the UN-HABITAT Programme Manager (HPM), the Executive Director of the PNG Urban Local Level Government Association (PNGULLGA), and representatives from each of the three participating national institutions: the National Resource Institute (NRI), PNG Institute of Public Administration (PNGIPA) and the University of Papua New Guinea (UPNG). The NPT will support local level implementation through a series of missions. In addition, the Department for Provincial Affairs and Local Level Government PPII has been asked to assign a focal point officer responsible for optimal communication and synergy between the two governance initiatives. An UN-HABITAT Senior Human Settlements Officer (based Fukuoka, Japan) will provide technical backstopping and ensure optimal exposure to UN-HABITAT tools, networks and knowledge. UN-HABITAT will undertake three missions to initiate the programme and support its implementation. In summary, the team and respective roles consist of the following:

INSTITUTION	SUMMARY ROLE
Office of Urbanisation (DCD)	Overall Coordination (National Project Manager and National Project Officer), including city outreach missions
UNDP	Seed funding, GoPNG/UN coordination support, linkages to Country Programme and reporting
UN-HABITAT	Seed funding, technical inputs and training provision on UN-HABITAT materials, including city outreach missions by the HPM, supported by the SHSO, Fukuoka, Japan.
PNGULLGA	Knowledge node and dissemination, and training package coordination, including city outreach missions
NRI	Action-oriented city profiling and diagnosis city outreach missions
PNGIPA	Sustainable Cities Programme (SCP) anchor institute including workshop provision, and capacity development in key UN-HABITAT toolkits
UPNG	Environmental Management Information Systems

III.4 The PIU and National Project Team (NPT) will provide a monitoring role. The Team will meet at the end of each calendar month to monitor progress and agree strategic actions in optimising the project impacts and of addressing delivery constraints or problems. As such the PIU/NPT provides a mutually supporting project guidance and implementation mechanism to all project partners. It will also provide a platform for policy discussion on good urban governance and management, and endeavour to seek interagency collaboration in support of project implementation at the urban local level government level and ensure inter-agency synergies and complementarity.

III.5 A Project Advisory Group will be established comprising the Director of the Office of urbanization (DCD – Chair), and representatives from the Departments of National Planning and Monitoring, Provincial and Local-level Affairs, as well as UNDP and UN-HABITAT. The PAG National will provide the principal monitoring role and will meet every three months to review progress, feeding this into the Consultative Committee on Urbanisation (NCCU). The NCCU involves representatives from the Department of Community Development (Office of Urbanisation), Department for Provincial Affairs and Local Level Government, Department for Lands and Physical Planning, the Department of Housing and Urban Development

III.6 **Provincial and Local Government Levels.** The project recognises that much of the existing technical capacity currently resides with the Provincial Administrations (though there are marked inter-Provincial differences according to the pace of decentralisation), and that the institutionalisation of participatory urban management and good governance will involve partnership building between, and capacity development within, provinces and urban centres. In this initial preparatory project phase, it is proposed that a Provincial level focal point (or Provincial Urban Management Advisor) be assigned to observe and support the city profiling and consultation process and ensure close coordination with the Government's Provincial Performance Improvement Initiative (PPII) at the Provincial level (and report on progress to the assigned focal PPII officer). In the interest of longer-term sustainability, and in support of the roll-out of a capacity building and technical support package (in subsequent programme phases), the programme will support consideration for the development of provincial level Urban Management Support Units.

III.7 At the city level a focal Local Urban Management Advisor (LUMA) will be identified from existing local officers and working under the direction of local elected leaders will provide a coordinating function for the smooth implementation of the city profiling and consultation process. The LUMA will be the principal city level focal point between the city, Provincial Administration and the PIU, and will liaise with the national support partners in implementing the project. The LUMA will undertake a senior management oversight and quality control role in championing and ensuring effective local implementation. S/he will be responsible for the formation of a multi-stakeholder local steering and support group that will include representation of all sectors of the community.

III.8 The programme will be Nationally Executed (NEX) under the Office of Urbanisation in the Department of Community Development (DCD). UN-HABITAT, as the lead agency within the UN system for coordinating activities in the field of human settlements development and focal point for monitoring the implementation of the *Habitat Agenda* and MDG Goal 7, Targets 7 and 11⁷, will provide technical expertise, advise and support. UNDP will support the project as the financial monitoring agency and will ensure optimal lesson transfer from existing UNDP programme activities. Letters of Agreement will be signed between the executing agency and all project participants, including UN-HABITAT, UNDP and the national support agencies.

⁷ Goal 7 Target 11 is to halve by 2015 the proportion of people without sustainable access to safe drinking water, and Target 11 is to have achieved a significant improvement in the lives of 100 million slum dwellers by the year 2020.

III.9 The project will be implemented through a project focal point (National Project Manager) in the Office of Urbanization (DCD), and will utilize UN-HABITAT support in the following ways:

- (i) provision of a UN-HABITAT Programme Manager (HPM) responsible for channeling UN-HABITAT expertise, support and advise into the project and providing training on UN-HABITAT tools and techniques (US\$30,00 in-kind);
- (ii) sharing of all toolkits and good practice manuals (from the Global and Inter-Regional Programmes, UN-HABITAT's Training and Capacity Building and Gender Policy Branches, Nairobi);
- (iii) UN-HABITAT's SCP will provide parallel funding of US\$30,000 to support the internalization, customization and application of its urban management tools to the PNG context, including its Environmental Management Information System training in Nairobi;
- (iv) support the national synthesis of city profiles and experiences, UN-HABITAT Training and Capacity Building Branch (regional-level) training support, as well as regional policy dialogues feeding into the Pacific Forum (2007) discussions to strengthen implementation of the Pacific Urban Agenda; and,
- (iv) UN-HABITAT technical expertise and backstopping from the Regional Office for Asia and the Pacific (Fukuoka, Japan) (US\$70,000 in-kind).

Part IV. Monitoring and Evaluation

V.1 Following UNDP and UN-HABITAT⁸ practice and protocol in monitoring and evaluation, the steps below will be adopted:

- (i) the NCCU will provide a principal monitoring role, and will meet at three monthly intervals or at intervals that are deemed necessary to the successful delivery of the programme. The NCCU will operate at the strategic level and be updated on the progress, outputs and results of the programme, and offer strategic advice in optimising the programme's impact and of addressing and correcting delivery constraints and problems;
- (ii) the PIU will provide the working level support with a suitable monitoring process to be developed with all partners, set out in Letters of Agreement and in sub-contracts. The PIU will undertake regular (up to eight) missions (with associated national partners) to the participating cities (and Provincial Administrations); and,
- (iii) the Terminal Project Review (TPR) will be prepared by the PIU. The TPR is essential inputs to the UNDP Results Oriented Annual Report, and the copies of reports will be submitted to the participating donor agencies.

⁸ *Monitoring and Evaluation Guide*, UN-HABITAT, June 2003.

Part V. Legal Context

VI.1 This project document shall be the instrument referred to such in Article 1 of the SBAA between the Government of Papua New Guinea and UNDP, signed 7th April 1981.

VI.2 The following types of revision may be made to this project document with the signature of the UNDP Resident Representative only, provided she or he is assured that the other signatories of the project document have no objections to proposed changes:

- Revision in, or addition of, any of the annexes of the project document and the agreement, which is a precondition for UNDP assistance;
- Revision, which do not involve significant changes in the immediate objectives, outputs and activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation;
- Mandatory revisions, which re-phase the delivery of agreed project inputs or increased expense of other costs of which take into account agency expenditure flexibility.

Section II – Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resource Framework: (1) More accountable and efficient poverty reduction strategies catering for key social service sectors development and implemented through enhanced decentralisation, devolution and participatory processes. (2) Policies developed and implemented to promote sustainable development at national, provincial and local levels. (3) Strengthened informal sector production and marketing capabilities with expanded employment opportunities in rural and urban areas.

The Urban Sector Profiling activity will aim to build capacity among the Urban Local Level Governments and lead to improve institutional and implementation framework on urban management programmes as a strategic contribution to urban poverty alleviation and implementation of the millenium Development Goals in PNG. Promote safer and better managed environment. Policies developed at the local levels will help to promote sustainable urban development at national, provincial and local levels. Strengthened informal sector capabilities with expanded employment opportunities in rural and urban areas.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: (1) Funding budgeted for key social service sectors. (2) Resources allocated effectively at national, provincial and local levels. (3) Increase in participatory activities to promote human rights, peace and security. (4) Sustainable development parameters and monitoring system established at national, provincial and local levels and reflected upon policies. (5) Informal sector opportunities increased. (6) Number of south-south and successful TCDC opportunities demonstrated. (7) International networking opportunities in priority areas.

The Urban Sector Profiling (USP) will make possible informed decisions to prioritize urban management programmes by local authorities based on social and economic surveys achieved through participatory process. The process will ultimately improve the living and livelihood prospects of urban poor. Training institutions , NGOs, CBOs, Private sector actors and the local governments will have gained an improved understanding and develop commitment to support urban management processes and alleviate urban poverty. Sustainable development and policies established at national, provincial and local levels and reflected upon policies. Informal sector opportunities increased. International networking opportunities in priority areas.

The policy seminars and Training of Trainers will contribute to provide an awareness to participatory approaches urban decision making and governance.

Applicable MYFF Service Line:

Partnership Strategy: The project will be anchored in the Office of Urbanisation (Department of Community Development). This recognises the multi-dimensional and crosscutting nature of urbanisation, and the role of the Office and the committees which it serves (National Consultative Committee on Urbanisation (NCCU) and the Ministerial Committee on Urbanisation (MUC)) in bringing together all relevant National Government departments. The Project Implementation Unit (PIU) will be fully integrated in the Office and consist of assigning two of its officers to the role of a National Project Manager and National Project Officer. The PIU will be responsible for the delivery of the project. A broader national team will consist of the PIU, UN-HABITAT Programme Manager, PNGULLGA (Executive Director as the national training coordination node and recognizing the central role of the Association in representing the interests, and responding to the needs, of urban local level government), NRI, PNGIPA and UPNG. The Government’s PPH will assign an officer to ensure optimal cooperation, communication and lesson sharing. At both the Provincial and ULLG level, project participants will identify focal Urban Management Advisors to ensure clear communication points and help ensure the sustainable development of local capacity. The project therefore seeks to enhance the overall national capacity in supporting and facilitating change within local level government by ensuring durable and effective partnerships between national Government and non-government bodies. The existing NCCU which brings together key central government partners (and which will invite additional partners to specially convened project focused sessions) will provide a policy forum for sharing and extracting legislative, policy and implementation lessons and with the potential for formulating recommendations to the MUC.

Project title and ID (ATLAS Award ID): Urban Governance Support Project

Intended Outputs	Output Targets	Indicative Activities	Responsible parties	Inputs
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<p>1.1 Detailed Inception Plan; Sub-contract; Letters of Agreement; Initial Briefing Material; Adapted Urban Profiling methods, guidelines and interview forms.</p>	<p>Months 1-2</p>	<p>PROJECT START-UP AND PREPARATION</p> <p>1.1.1 Establish PIU and provide a detailed inception plan for programme implementation setting out the scope of the work, including synthesis of the EU USP table of contents and the Urban Charter’s 7 thematic areas.</p> <p>A) Introduce Urban Profiling study to key national stakeholders</p> <p>1.1.2 Confirm and brief counterparts at the national level: ministries and national partner institutions (PNGULLGA, NRI, PNGIPA, UPNG). Exchange a Letter of Agreement with all participants and confirm the mode of working for the National Project Team.</p> <p>1.1.3 Issue sub-contract to the NRI for the profiling of three cities</p> <p>1.1.4 Contact key stakeholders at national level to inform about the commencement of activities and to mobilize their political and funding support</p> <p>1.1.5 Confirm and brief participating cities and Provincial Administrations.</p> <p>B) Tailor study to national and local contexts</p> <p>1.1.6 Orient National Programme Team on methodology including distributing Terms of Reference and guidelines.</p> <p>1.1.7 Review and adapt generic interview forms to reflect the PNG context as part of a comprehensive Urban Sector Profiling and Consultation training package (building on EC guidelines and reflecting associated UN-HABITAT toolkits). To be undertaken by the National Programme Team with technical support from UN-HABITAT.</p> <p>1.1.8 Hold orientation meetings at central level with key stakeholders to introduce the Study approach to key national actors (for example relevant central ministries and secretariats, academic and training institutions etc). Orientation will include the context, activities and outputs of the urban sector profile study.</p> <p>C) Confirm Provincial and Local Partners</p> <p>1.1.9 Confirm participating cities and provincial partners, and identify local focal points.</p> <p>1.1.10 Hold orientation meetings at the provincial and local level with key counterparts and stakeholders to introduce the Study approach (for example Mayors, local councils and key NGOs, business association etc).</p>	<p>Office of Urbanisation PNGULLGA NRI UN-HABITAT</p>	<p>UNDP UN-HABITAT/SCP</p>
<p>2.1 Three City Profiles. Three City Consultation</p>	<p>Months 2-8</p>	<p>CITY PROFILING AND CONSULTATION</p> <p>A) Conduct City Assessment and Profiling</p>	<p>Office of Urbanisation</p>	<p>UNDP</p>

Reports.		<p>2.1.1 Sign Letters of Agreement with the participating cities and provinces.</p> <p>2.1.2 Introduce city profiling focusing on: a) Settlements/slums /Towns; b) governance; c) gender; d) environment.</p> <p>2.1.3 Assess local urban policy, institutional and major urban issues.</p> <p>2.1.4 Review and collect urban indicators.</p> <p>2.1.5 Develop city profiles focusing on urban development, governance, gender and environmental.</p> <p>2.1.6 Assess priority capacity building needs.</p> <p>B) Conduct City Consultation</p> <p>2.1.7 Prepare for city consultation.</p> <p>2.1.8 Conduct city consultation with the key stakeholders to agree on priorities through Strengths, Weaknesses, Opportunities and Threats analyses (SWOT).</p> <p>2.1.9 Translate priorities into project concepts.</p> <p>2.1.10 Finalise and disseminate a report of the City Consultation process.</p> <p>C) Complete City/Town Profiles</p> <p>2.1.11 Complete profiles summarising findings in each themes with focus on capacity building needs.</p> <p>2.1.12 Edit and print city profiles.</p> <p>2.1.13 Disseminate city profiles to national and local key stakeholders.</p>	PNGULLGA NRI UN-HABITAT	UN-HABITAT/SCP EC CLGF UNDP/RO
3.1 Fully documented training materials (city consultation and profiling); documented good practice; National synthesis of city profiling and consultation; Report of national dissemination workshop; regional training-of-trainer workshop reports	Months 3 - 12	<p>CAPACITY DEVELOPMENT SUPPORT AND NATIONAL LEVEL SYNTHESIS</p> <p>A) Training Resource Development and Documentation</p> <p>3.1.1 Develop a training package (city profiling and consultation) for application in the three cities, adaptation from lessons learned, integration into the <i>Good Urban Governance and Management Training Support Package</i>, and its follow-up dissemination nationally (in subsequent programme phases).</p> <p>3.1.2 Fully document the experience of each city drawing out the lessons learned for inclusion in the <i>Good Urban Governance and Management Training Support Package</i> .</p> <p>B) National synthesis of city profiles and consultations at national level</p> <p>3.1.3 Synthesize city profiles to identify and document in a national urban profile the common issues and priority areas of intervention at the national-level</p>	Office of Urbanisation NRI UN-HABITAT	EC UN-HABITAT

		<p>based on the <i>Pacific Urban Agenda</i> themes of access to serviced shelter, urban environment and urban security.</p> <p>3.1.4 Identify common local needs and priorities to be addressed at the national level. This ensures synergetic approach with a view of addressing needs through national policies and programmes and identifies area of capacity strengthening of national institutions.</p> <p>3.1.5 Prepare and conduct a national seminar and consultation for the dissemination and discussion of the national synthesis involving key national institutions and cities (those included in the programme and others with good practices) and through SWOT analysis agree on the main urban issues, needs (demand) and response mechanisms (supply) and urban issues that need to be addressed.</p> <p>3.1.6 Complete the national profile, summarising city and national main findings and focusing on capacity building needs. Where necessary make recommendations on the elaboration of the National Urbanisation Policy.</p> <p>3.1.7 Edit and print national profile.</p> <p>3.1.8 Disseminate national profile to national, regional and local key stakeholders.</p>		
4.1 Full reports and materials of attended training-of-trainers workshops (3) and regional conference; Institutional Assessment and Strategy (for participatory governance and EMIS)	Months 1–12	<p>REGIONAL LEVEL ACTIVITIES</p> <p>4.1.1 Conduct governance and management slum upgrading capacity development workshops exposing selected national support institutions to state-of-the-art urban governance and management techniques through two regional training-of-trainers workshops, which will cover the following:</p> <ul style="list-style-type: none"> i) Environmental Management and Planning (Sustainable Cities Programme, Beijing) and Local Elected Leadership (LEL) training; and, ii) Building Bridges planning tools to increase collaboration and participation and Local Economic Development (LED) for income generation and job creation <p>4.1.2 Undertake an institutional assessment and strategy of how training materials can be mainstreamed in existing curricular and institutional activities, including the preparation of a framework for adapted training materials to the PNG context (for development and implementation in subsequent programme phases)</p> <p>4.1.3 In support of the <i>Pacific Urban Agenda</i> attend a regional conference (in partnership with the Pacific Forum, UNESCAP, CLGF and others) to share experience, report on results of the country activities and present the PNG national synthesis and documented good practice.</p>	Office of Urbanisation PNGIPA PUNG	EC UN-HABITAT

		4.1.4 Further enhance the Environmental Information Management Systems (EMIS) capacity of the focal PNG institution (University of Papua New Guinea) and develop an institutional strategy for the application and replication of activities in subsequent programme phases.		
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Annex 1 Follow-on Programme Phases

Subject to joint UNDP/UN-HABITAT resource mobilization, it is anticipated that this preparatory UGSP will be developed and expanded through two subsequent phases: capacity development and upgrading feasibility studies, and implementation of priority upgrading projects through integration in and support from the ADB, EU and World Bank PNG Country Programmes, in support of the GoPNG. The main activities and results in these follow-on phases are as follows:

PHASE 2 Capacity Development and Upgrading Feasibility Studies

† Anticipated National and Local Level Activities

Mobilize key stakeholders

- § Mobilise key stakeholders in selected informal settlement areas to participate in the surveys and needs assessment as partners and to collaborate on subsequent activities.
- § Develop with stakeholders feasibility studies action plans.
- § Agree on feasibility studies action plan implementation modalities.
- § Commit all stakeholders to implementation of action plan through pact agreements.

Conduct detailed socio-economic surveys

- § Conduct detailed socio-economic surveys of samples of families from the target residents in selected informal settlements through participatory processes with stakeholders mobilised.
- § The scope and design of detailed survey forms are to be fully developed by implementing experts (national based on guidelines developed by UN-HABITAT).

Conduct detailed physical conditions surveys of informal settlements

- § Undertake physical surveys of informal settlement areas including mapping and complete documentation of existing conditions (to be fully developed by implementing experts).

Complete analyses of socio-economic and physical surveys

- § Undertake detailed analyses of all aspects surveyed above (socio-economic and physical surveys) for the informal settlement area focusing on: main issues and problems faced by residents at the residential unit and settlement levels.

Design action plans for upgrading and institutional support

- § Finalise reports on socio-economic and physical aspects of informal settlements.
- § Undertake broad consultations with key stakeholders to agree on priority activities.
- § Arrive at detailed action plans for technical network designs, including: (settlement layout, road network, water supply network, sanitation plans, electricity and street lighting networks, and other utilities and social services as needed).
- § Convene consultations with local actors to agree on: roles, cost-sharing in home improvement, and cost-recovery of infrastructure upgrading.
- § Organise follow-up working groups organised by: geographic sub-areas (CBOs), and thematic areas (rehabilitation, solid waste management, etc).
- § Arrive at detailed national action plans (with quantitative targets to the year 2020).

Undertake feasibility studies of pilot projects

- § Through participatory approaches, undertake feasibility studies on upgrading based action plans through identifying socially acceptable, affordable and sustainable systems for upgrading and funding upgrading works.
- § Compile and prepare feasibility study reports and share final studies with community, implementing & funding partners.

Design capacity building action plan targeting local stakeholders

- § Design a capacity building action plan targeting key local stakeholders including municipal institutions, NGOs and CBOs through support from national and local training and capacity building institutions.
- § Develop, through stakeholder participatory processes with national and local key actors, capacity action plan focusing on informal settlement upgrading national level issues including: legislation reforms, revision of building standards, institutional reforms at national and local levels to allow for upgrading activities in accordance to lessons learned from upgrading pilot projects, and; reforms in funding and lending institutions to allow for upgrading and home improvement activities.

Secure funding for implementation of pilot projects

- § Compile and prepare feasibility study reports and share feasibility study final reports with community.
- § Mobilise various implementing partners particularly civil society (NGOs and CBOs) partners active in the settlement as well as the private sector and specialised UN agencies such as ILO, UNICEF and others.
- § Undertake funding conference including national and international funding and donor agencies to mobilise necessary resources.

† Expected results of Phase 2 include:

- r Stakeholders mobilized.
- r Detailed socio-economic and physical conditions surveys.
- r Action plans for upgrading and institutional support completed.
- r Feasibility studies of informal settlement upgrading pilot projects completed.
- r Capacity building action plans completed targeting local and national institutions.

PHASE 3 Implementation Of Upgrading Priority Pilot Projects

† Anticipated National and Local Level Activities

Implement pilot upgrading projects

- § Implement upgrading activities in pilot areas based on the feasibility studies and action plans.
- § Implement capacity building activities within all targeted institutions (municipal, national, training, and academic).
- § Document and disseminate lessons learned and results.

Build capacities of Local and National Institutions

- § Based on experience gained from pilot upgrading projects and lessons learned from implementation, build capacities of local and national institutions on informal settlement upgrading.
- § Conduct training of trainers workshops to build capacities in informal settlement upgrading, good local governance and inclusive participatory approaches, human resource development, local economic development (LED) and Environmental Planning and Management capacities.

Develop informal settlement upgrading national policy, institutional, financing normative and implementation frameworks through up-scaling process for replication

- § Through a participatory stakeholder forum including national institutions (relevant ministries, training and academic institutions, civil society, national NGOs, professional associations) and local institutions (local authorities, NGOs, CBOs), review existing national instruments (policy, institutional, financing and implementation frameworks) with a view to introducing reforms.

- § In consultation with national authorities, support the process of developing reforms in policy, institutional, financing, normative and implementation frameworks.
- § Finalise reforms and secure endorsement by national governments.
- § Provide institutional capacity building and training as needed to facilitate the implementation of the new reforms.

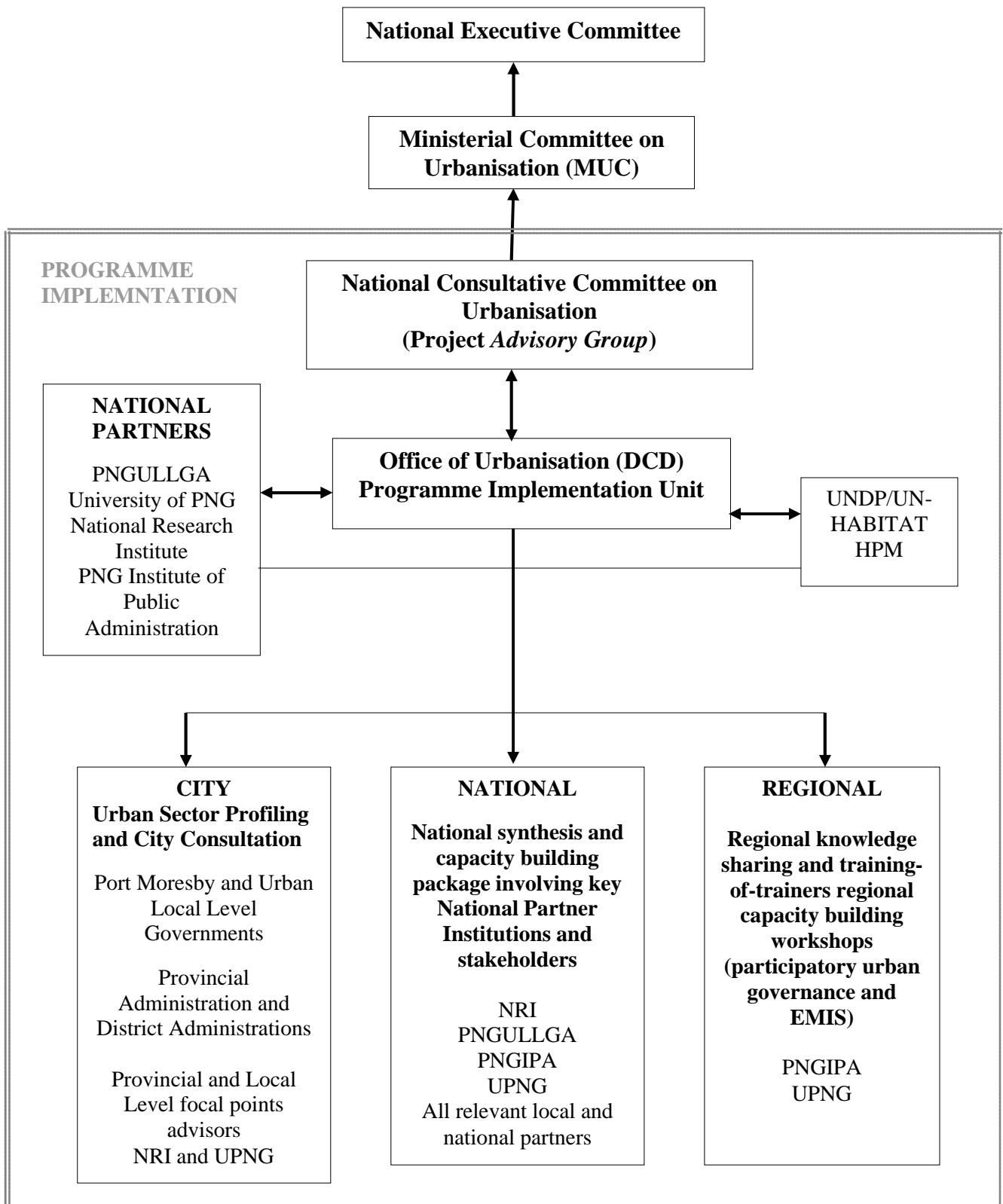
Evaluate, document and disseminate results and lessons learned

- § Document lessons learned at local and national level.
- § Publish results and disseminate.

† Expected results of Phase 3 include:

- r Detailed feasibility studies completed.
- r Pilot upgrading project completed.
- r National policy, institutional, financing and implementation frameworks developed.
- r Capacities of local and national institutions built.
- r Results and lessons learned documented, published and disseminated.

Annex 2 Management Arrangements



Annex 3 Indicative Terms of Reference

TERMS OF REFERENCE

Job title:	National Project Manager (NPM)
Programme title:	Urban Governance Support Programme
Location:	Office of Urbanisation, DCD, Port Moresby, PNG
Duration:	November 2006 – October 2007

1. BACKGROUND

The National Project Manager (NPM) will provide the overall leadership and strategic direction of the project, will be responsible for the day-to-day management and direction of the Project and will directly supervise the National Project Officer (NPO). The UN-HABITAT Programme Manager (HPM) will support the NPM with advise on all technical matters. The NPM will be responsible for reporting to partners, imparting good urban governance principles and practices, monitoring, documenting and providing lessons learned as policy advice to the Government through the Office of Urbanisation and National Consultative Committee on Urbanisation (NCCU), as well as coordinating knowledge sharing and supervising training and capacity building to strengthen and support the national response on urbanization policies. The NPM will be responsible for satisfactory achievement of the UGSP in terms of strategic planning and coordination of the local capacity building among the participating cities. The NPM will be based in the Office of Urbanization and act as the focal point to coordinate and execute the programme.

2. DUTIES AND RESPONSIBILITIES

The NPM will undertake the following duties and responsibilities to ensure timely implementation and management of the Project:

- Prepare a Project Inception Report, which will include the detailed project work plan and communications strategy.
- Prepare detailed three monthly work plans and budget revisions.
- Provide leadership in the preparation of sub-contracts (with PNGULLGA and NRI) and Letters of Agreement (with all principal project partners).
- Provide leadership to the National Project Team (Office of Urbanisation, PNGULLGA, NRI and UN-HABITAT Programme Manager).
- Lead the National Project Team in technical support missions to participating cities.
- Supervise the compliance of the project activities within the framework of the project support document.
- Propose budget revisions, direct requests for financial authorisations and supervise the financial administration of the project.
- Ensure the full participation of urban poor communities, and especially the involvement of women, in all Project activities.
- Provide leadership in the development of all modules of a PNG 'Good Urban Governance and Management Training Support Package', including the adaptation of EC and UN-HABITAT materials into tailor-made PNG training resource material.

- Coordinate and guide all Project participants in undertaking locally implemented Project activities.
- Ensure regular and effective communication between all participants (through locally identified focal points).
- Establish and maintain close working relationships with other collaborating institutions, agencies and other supporting projects. Especially maintain close functional linkage with participating cities and Provincial administrations to facilitate and enhance application of available resources in meeting the Project goal and objectives.
- Prepare the required progress reports, project performance reports, financial reports and the project terminal report.
- Lead the preparation of progress reports, position papers and the distillation of policy learning for presentation to the UCCG.
- Oversee the organisation of workshops, seminars, forums and meetings.
- Ensure optimal dissemination of the lessons and successes of the Project.
- Ensure on-going effective monitoring and evaluation of the Project.
- Recommend on the recruitment of Project staff in accordance with existing UNDP and Government of PNG rules for such appointments.
- Ensure that an inventory of all Project equipment and materials is kept and is up-to-date.
- Ensure (as appropriate) the fulfillment of counterpart central, provincial and local level government commitments with respect to counterpart staffing, facilities and funds.
- Provide leadership in intensive and on-going resource mobilisation efforts to ensure longer-term programme sustainability.

3. QUALIFICATIONS AND EXPERIENCE

The NPM will be a senior manager with at least 15 years experience of development work in or with the public sector, non-government sector or international organisations, and with extensive experience in project management. Ideally the NPM will have considerable experience in urban local government and community-based development initiatives and interventions. The NPM's profile will include:

- Degree in the Human Settlements field (such as urban planning, architecture, civil engineering, community development etc) or related area (such as Public Administration, Political Science, Development Studies, Economics).
- In-depth knowledge and skills in capacity building initiatives, specifically among urban communities.
- Skills in writing complex proposals and constructing results-focused reports.
- Demonstrated ability to work with a broad range of partners and resource persons of diverse backgrounds.
- Fluency in spoken and written English, and highly developed inter-cultural communication and negotiation skills.

TERMS OF REFERENCE

Job title:	National Project Officer (NPO)
Programme title:	Urban Governance Support Programme
Location:	Office of Urbanisation, DCD, Port Moresby, PNG
Duration:	November 2006 – October 2007

1. BACKGROUND

Under the direct supervision of the National Project Manager (NPM), the National Project Officer (NPO) will be responsible for supporting day-to-day management, maintaining efficient organisation and implementation of all logistical and office management functions, including substantive assistance in the areas of finance and general administration.

2. DUTIES AND RESPONSIBILITIES

The NPO will undertake the following duties and responsibilities to ensure timely implementation and management of the Project:

- Support preparation of a Project Inception Report, which will include the detailed project work plan and communications strategy.
- Support preparation of detailed three monthly work plans and budget revisions.
- Support the preparation of sub-contracts (with PNGULLGA and NRI) and Letters of Agreement (with all principal project partners).
- Support the coordination of the National Project Team (Office of Urbanisation, PNGULLGA, NRI and UN-HABITAT Programme Manager).
- Provide logistical support in the National Project Team's technical support missions to participating cities.
- Support the compliance of the project activities within the framework of the project support document.
- Prepare budget revisions and request financial authorisations.
- Support the development of modules of a PNG 'Good Urban Governance and Management Training Support Package', including the adaptation of EC and UN-HABITAT materials into tailor-made PNG training resource material.
- Support project participants in undertaking locally implemented Project activities.
- Support regular and effective communication between all participants (through locally identified focal points).
- Support preparation of the required progress reports, programme performance reports, financial reports and the project terminal report.
- Assist preparation of progress reports, position papers and the distillation of policy learning for presentation to the UCCG.
- Provide logistical and substantive support for the organisation of workshops, seminars, forums and meetings.

- Support optimal dissemination of the lessons and successes of the Project.
- Support on-going effective monitoring and evaluation of the Project.
- Maintain an inventory of all Project equipment and materials.
- Support intensive and on-going resource mobilisation efforts to ensure longer-term programme sustainability.
- Maintain all office files and records, including incoming and outgoing chronological files for administration, logistics and personnel.
- Draft correspondence, memorandums, minutes and reports from oral instructions, previous correspondence, meetings or other available information sources in accordance with standard office procedures.
- Arrange appointments and meetings and maintain a correspondence register.
- Maintain and transmit inventory records of non-expendable equipment.
- Provide finance and procurement/logistics support as and when required.
- Provide logistical support to UN-HABITAT missions.
- Organise all travel requirements for the Project staff, missions and visitors.
- Maintain financial records of project expenditures and assist in preparing monthly financial reports by budget lines and work plan activities.
- Perform other duties as required

3. QUALIFICATIONS AND EXPERIENCE

The NPO will be an experienced project manager with at least 7 years experience of development work in or with the public sector, non-government sector or international organisations. Ideally the NPO will have experience in urban local government and community-based development initiatives and interventions. The NPO's profile will include:

- Degree in the Human Settlements field (such as urban planning, architecture, civil engineering, community development etc) or related area (such as Public Administration, Political Science, Development Studies, Economics).
- Experience in organizing and facilitating workshops, seminar, forums and meetings, preferably in governance matters, urban communities and community based projects.
- Skills in writing complex proposals and constructing results-focused reports.
- Demonstrated ability to work with a broad range of partners and resource persons of diverse backgrounds.
- Fluency in spoken and written English, and highly developed inter-cultural communication and negotiation skills.

TERMS OF REFERENCE

Job title:	Local Urban Management Advisers (focal points)
Programme title:	Urban Governance Support Project
Location:	Locally based in participating Cities/Urban Local Level Governments and Provincial Administrations
Duration:	November 2006 – October 2007

1. BACKGROUND

Local Urban Management Advisers (LUMA) will be identified within the participating cities and Provinces to advise and support the effective implementation of the Project, and guarantee that sufficient capacity is built to allow for on-going, subsequent programme phases, activities and processes. The LUMAs will act as a focal point between the participating cities and Provinces, and the Project Implementation Unit (Office of Urbanisation) based in Port Moresby. These are part-time positions (at the discretion of the cities and Provinces) to allow for clear communication and smooth implementation of the project locally.

2. DUTIES AND RESPONSIBILITIES

Reporting to the National Project Manager (NPM), the LUMAs will undertake the following activities:

- Provide advice and support to locally elected officials and appointed officers on all aspects of the Project (as established in the Project Document) including the implementation of the city profiling and participatory planning process.
- Support the preparation of the project Inception Report that will include the detailed project work plan.
- Advise and support the preparation of detailed work plans.
- Support and advise the National Research Institute (NRI) in the city profiling and city consultation process.
- Provide logistical support in the preparation and undertaking of technical support missions by the National Project Team.
- Ensure the full participation of urban poor communities, and especially the involvement of women, in all Project activities.
- Coordinate and guide local Project participants in implementing Project activities.
- Ensure regular and effective communication between the city/Province and the Project Implementation Unit (Office of Urbanisation).
- Support the preparation of progress reports and programme performance reports.
- Establish and maintain close working relationships between the city and Provincial Administration, and with local collaborating institutions, agencies and other supporting projects
- Provide logistical support to the National Project Team in undertaking local technical missions.
- Advise, support and ensure the effective documentation of local good practice.
- Support on-going local monitoring and evaluation of the Project.

- Support Project wide intensive and on-going resource mobilisation efforts to ensure longer-term sustainability.

3. QUALIFICATIONS AND EXPERIENCE

The LUMAs will require good project management and organisational skills, the ability to work with, influence and enthuse local partners in achieving the Project objectives, and the ability to undertake a range of activities. They LUMA will need to be self-motivated, demonstrate an ability to take the initiative and be able to address and solve problems. The ability to build consensus and work with and communicate with a range of partners is essential. Ideally the LUMA will have experience in the urban management field and experience from work in the public, private or non-governmental sectors. Experience or knowledge of international organisations would be useful.

JOB DESCRIPTION

Job title:	National Training Coordinator
Programme title:	Urban Governance Support Project
Location:	Papua New Guinea Urban Local Level Government Association, Port Moresby, PNG
Duration:	January 2006 – December 2008

1. BACKGROUND

The National Training Coordinator (NTC) will play a central role in identifying and servicing the training needs of urban local level governments (ULLGs) and Provincial Administrations in the various methods, processes and practices of urban governance and management. The NTC will identify and work with training service providers and be responsible for the overall delivery of training during the Project (including documentation, logistics, monitoring and evaluation).

The NTC is a core member of the Programme Implementation Unit (based in the Office of Urbanization, Department of Community Development). However, in order to both strengthen the role of the Papua New Guinea Local Level Government Association (PNGULLGA) in identifying and responding to the training needs of its members, and to increase the overall capacity of the Association, the NTC will be based part-time (approximately 50%) in the PNGULLA. The NTC will report to the National Project Manager (NPM) and be advised by the Habitat Programme Manager (HPM) in the management of the Urban Governance Support Project, but will maintain a close day-to-day relationship with the Executive Director and staff of PNGULLGA.

2. DUTIES AND RESPONSIBILITIES

Under the overall guidance of the NPM, the NTC will undertake the following duties and responsibilities:

- Profile, evaluate and recommend the participation of training service providers (including central and local government, universities and technical colleges, non-government organisations, private sector).
- Assist in the preparation of contracts and evaluation of training activities undertaken.
- Develop and maintain an up-to-date database on training service providers.
- Assist the NPM in the coordination of project activities with partner ULLGs and Provincial Administrations, NGOs and partner institutions.
- Undertake a 'National Urban Governance and Management Needs Assessment Report'.
- Coordinate and support the development of all modules of a PNG 'Good Urban Governance and Management Training Support Package', including the adaptation of all UN-HABITAT and other materials into tailor-made PNG training resource material.
- Ensure the integration of gender issues and dimensions into all training modules and the training process.
- Conduct training (where appropriate and within the NTC's competencies) on urban governance and management processes and issues to partners and participants at all levels.

- Oversee and manage the logistics of all training courses, seminars and workshops (assisted by the Project Assistant, Programme Implementation Unit).
- Develop and maintain a monitoring and evaluation system for the review of all training and training materials.
- Optimise the dissemination of both training materials and the lessons from training throughout PNG, and assist the NPM in the development of a Project communication strategy.
- Assist in the documentation of lessons learned and good practice, and the integration of this material into revised training materials.
- Draft progress and analytical reports for presentation at the Project Advisory Group.
- Ensure, through multi-partner networking, that training materials and processes are appropriately anchored and institutionalised.
- Profile and assess potential agencies for on going anchoring of UN-HABITAT's Sustainable Cities Programme (SCP) inputs.
- Provide on-going capacity enhancement for the PNGULLGA, including the development and implementation of an exit strategy.
- Provide support in intensive and on-going resource mobilisation efforts to ensure longer term sustainability and local level investments through partnership projects.
- Undertake a 'National Urban Governance and Management Capacity Development Strategy' to ensure longer term sustainability of post-Programme activities.
- Undertake any other duties assigned by the NPM and/or jointly agreed between the NPM and PNGULLGA.

3. QUALIFICATIONS AND EXPERIENCE

The NTC will have at least five years senior experience of development work in or with the public sector, non-government sector or international organisations, and with extensive experience in project management. Ideally the NTC will have considerable experience in urban local government and community-based development initiatives and interventions, with a background in either training or the coordination of training. The most important NTC attribute will be self-motivation and the ability to work effectively with a range of partners. In addition, the NTC will possess:

- A relevant degree with further vocational qualifications in training and learning methods and processes as an asset.
- Public relations, communication and advocacy skills.
- Analytical judgment and management skills, a results -orientation and efficiency in a multi-tasking environment.
- Excellent teamwork skills, cross-cultural and gender sensitivity, diplomatic and protocol competences.
- Demonstrated experience in networking and partnering skills.

Programme Period: Jan-Dec 2007 (12 months)
Programme Component: 1. Document Urban Sector Profile for three cities. 2. Improved access, quality and delivery of basic services. 3. Improved internal, regional and global integration.

Project ID: Urban Governance Support Project

Project Duration: 12 months

Management Arrangement: NEX Execution (DCD)

BUDGET

UNDP TRAC US\$ 50,000
General Management Support Fee

US\$ -

Total budget: US\$ 260,000

Allocated resources:

-
- CLGF / PNGULLGA: US\$5,000
- UN-HABITAT (EC) cash in parallel from 6/07): US\$70,000
- UNHABITAT/SCP cash in parallel: US\$30,000
- UNHABITAT (ROAP) in kind: US\$100,000

Agreed by Department of National Planning and Monitoring

Signed by

Mr. Valentine Kambori
Secretary
Agreed by Department of Community Development

Date

Mr. Joseph Klappat
Secretary

Date

Agreed by UN-HABITAT:

Date

Agreed by United Nations Development Programme:

Dr. Jacqui Badcock
Resident Representative

Date