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GROUPE AFD

Sustainable Cities - Phase 1

EU-Ghana Partnership for Sustainable Cities Project

Terms of Reference

Request for Consultant service

Support for Preparation of Spatial plans for 6 cities in Northern Ghana

Component 2 – Supporting Urban Planning in the 6 target cities

November 2025

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List of Abbreviations

CBD	Central Business District
CSO	Civil Society Organisations
GIS	Geographic Information System
LUPMIS	Land Use Planning and Management Information System
LUSPA	Land Use and Spatial Planning Authority
MLGCRA	Ministry of Local Government, Chieftaincy and Religious Affairs
MMAAs	Metropolitan and Municipal Assemblies
MTDP	Medium Term Development Plan
NDPC	National Development Planning Commission
RCC	Regional Coordinating Council
SDF	Spatial Development Framework
SPC	Spatial Planning Committee
ToR	Terms of Reference
TSC	Technical Sub-Committee

I BACKGROUND OF THE SUSTAINABLE CITIES PROJECT

The Sustainable Cities – Phase I project is part of the EU-Ghana Partnership for Sustainable Cities. The project is funded by the European Union and implemented by Expertise France through the Ministry of Local Government, Chieftaincy and Religious Affairs (MLGCRA). The project aims to enhance urban prosperity by supporting the development of sustainable and inclusive cities, over a 58-months implementation period, addressing urban challenges while fostering long-term growth and resilience. Specifically, the project seeks to support six cities— Greater Tamale area (including Sagnarigu), Wa, Damongo, Nalerigu, Bolgatanga and the secondary city of Yendi—in advancing sustainable urban development and tackling challenges related to spatial growth and climate change. The project also seeks to improve urban governance through inclusive planning, better access to urban services, and the promotion of green economic development and job creation.

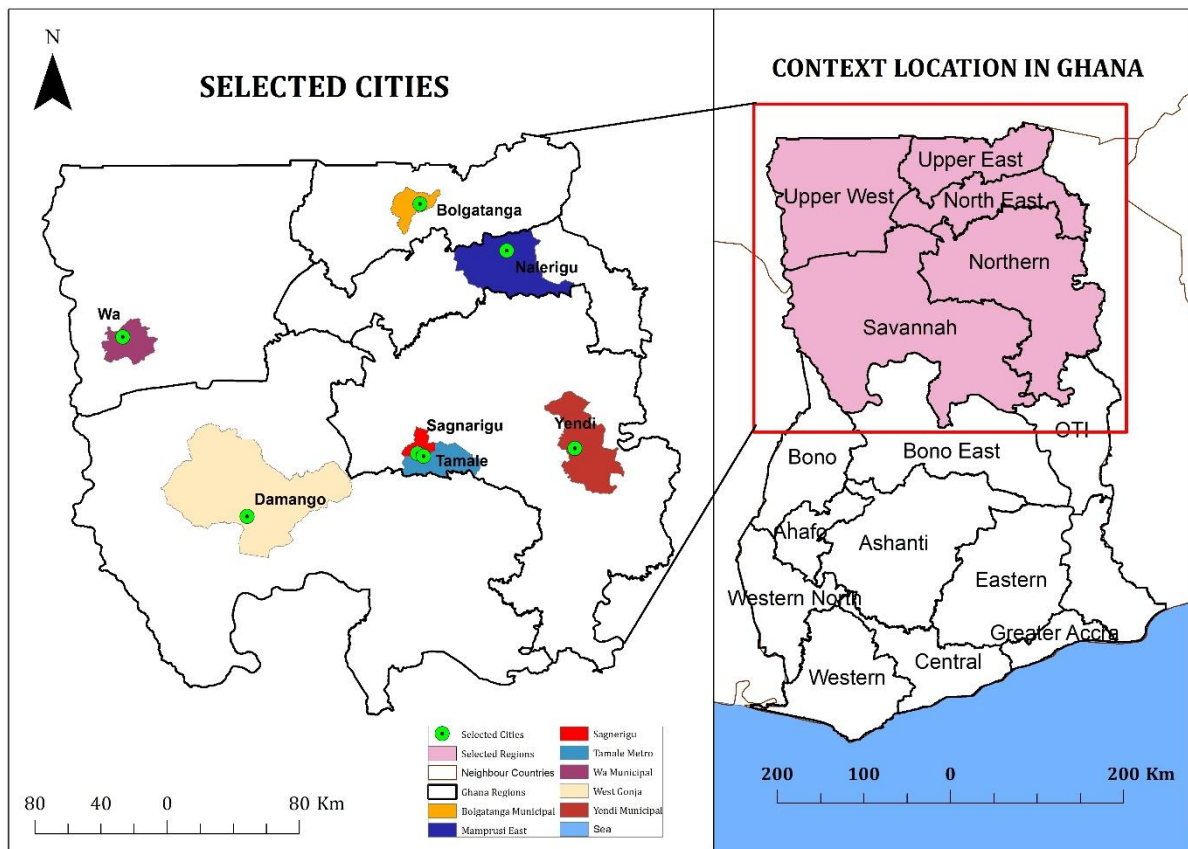
To achieve this ambition, the Project is supporting:

- **Decentralisation through the development of an Urban Observatory:** At the national level, the project is supporting decentralisation efforts by establishing an **Urban Observatory (component 1)**. This observatory will enhance data-driven decision-making and coordination for urban planning, acting as a central hub for data collection, analysis, and sharing. The observatory will foster collaboration among national and local authorities, the private sector, civil society, and development partners to ensure a coherent approach to sustainable urban development.
- **Integrated Urban Planning (component 2):** The project also focuses on integrating climate-resilient urban planning. In collaboration with local authorities, Expertise France will help municipalities develop or update urban and sectoral master plans. This will involve capacity-building activities aimed at enhancing planning skills, fostering participatory planning, and ensuring alignment with national policies. Emphasis will be placed on addressing climate issues, gender, and the creation of master plans that ensure sustainable urban growth.
- **Public Service Management (component 3):** Locally, the project aims to strengthen the capacity of municipal authorities to manage and plan urban services effectively and equitably. This includes improving financial management, and citizen engagement through digital solutions, smart technologies, and Public-Private Partnerships. By enhancing local governance structures, the project seeks to improve service delivery and foster inclusive participation in urban decision-making processes.
- **Improved Access to Services (component 4 and 5):** A structural component of the project is enhancing the quality and accessibility of essential services for urban residents. This will be achieved through the development of pilot projects and infrastructure focused on sustainable waste management systems, access to water and creating inclusive public spaces for all citizens. These initiatives are designed to elevate resident's quality of life, promote social inclusivity, and stimulate local economic growth.

Implementation Approach

The Sustainable Cities Project adopts a participatory methodology, emphasising innovation, collaboration, and local ownership:

- Experimenting with innovative urban development solutions through pilot projects.
- Encouraging peer learning and policy dialogue among stakeholders to share best practices and challenges.
- Promoting scalable solutions for sustainable urban development that can be replicated across other regions of Ghana.



Context Map of the Target Cities

2 STATE OF SPATIAL PLANNING IN CITIES IN NORTHERN GHANA

Cities in Northern Ghana are urbanising at a pace that exceeds planning and service-delivery capacities, resulting in weak development control, unplanned expansion into agricultural land, environmental degradation, and service deficits.

Cities such as Tamale, Wa, and Yendi have prepared Spatial Development Frameworks (SDFs), and all except Yendi also have structure plans to guide urban spatial development. Damongo and Nalerigu have SDFs at various stages of completion. Across these cities, local plans have also been developed to direct spatial development within specific sections of the urban fabric. However, these planning instruments often appear to have been prepared primarily to fulfil regulatory requirements and ensure statutory compliance. Their implementation has remained weak, with limited impact on the spatial organisation and overall development of the cities.

The poor implementation of plans has partly resulted in rapid urban sprawl. The built-up areas have extended to agricultural lands leading to inefficient distribution of services. Furthermore, poor waste management, encroachment on greenspaces, and overexploitation of natural resources contribute to environmental degradation and exacerbating the effects of climate change. Infrastructure struggles to keep pace with demand, while access to essential services such as water and sanitation remain inadequate. The urban planning and management challenges undermine the sustainability and liveability of cities in the northern part of Ghana.

In order to respond to these challenges, the preparation and updating of statutory spatial plans — Spatial Development Frameworks (SDFs), Structure Plans, and Local Plans — is critical to guide sustainable growth, optimise land use, coordinate infrastructure investment, and integrate climate resilience.

To contribute to solving these challenges, the project is supporting the preparation of spatial plans, in line with the Land Use and Spatial Planning Act, 2016 (Act 925) and the guidelines issued by the Land Use and Spatial Planning Authority (LUSPA). For clarity, the preparation of spatial plans will be guided by Ghana's three-tier spatial planning system requiring the preparation of Spatial Development Frameworks (SDFs), Structure Plans and local plans.

The project is seeking for a consulting firm to support the development of spatial plans in the 6 intervention cities, in an approach that fosters peer-learning and sustainability.

3 OBJECTIVES OF THE ASSIGNMENT

Overall Objective

Provide technical support to the six participating cities – **Greater Tamale Metropolitan area (including Sagnarigu), Yendi, Damongo, Wa, Nalerigu and Bolgatanga** - for the preparation and/ or updating of statutory spatial plans that will guide sustainable urban growth, efficient land use, and climate- resilient development.

Specific Objectives

- Prepare or update city-wide SDFs consistent with national and regional spatial policies.
- Prepare or update Structure Plans to guide land use (zoning), major infrastructure development, and service delivery.
- Prepare or update Local Plans for priority neighbourhoods or growth areas to manage detailed subdivision and land use.
- Strengthen the planning capacity of Metropolitan and Municipal Assemblies (MMAs) to implement, monitor and review plans.
- Ensure broad stakeholder participation and local ownership throughout the planning process.

4 SCOPE OF WORK

The selected organisation or firm will build on preliminary work by Les Ateliers de Cergy, a French non-profit recognised for its multidisciplinary and participatory urban planning workshops. Their approach brings together young professionals, experts and local stakeholders to support public authorities in shaping strategic urban directions.

As part of this collaboration, Les Ateliers de Cergy will lead a stakeholder-mobilisation process around one or several pilot cities, fostering dialogue on spatial planning and helping to generate locally grounded urban orientations and recommendations that will feed directly into, and strengthen, urban planning documents.

These orientations aim to be innovative and to capture insights that conventional data collection or document analysis cannot easily reveal particularly the priorities and lived experiences of local actors. Building on the work and conclusions of Les Ateliers de Cergy, the selected organisation or firm will translate these orientations into the SDF, structural plans and local plans.

The selected organization/ firm will facilitate the participatory preparation of statutory spatial plans for the six cities, fully aligned with the Land Use and Spatial Act, 2016 (Act 925), manuals for the preparation of spatial plans, zoning guidelines and planning standards, as well as Sustainable Cities project's objectives. The scope covers the full three-tier spatial-planning system:

- Spatial Development Frameworks (SDFs): long-term strategic direction for growth, land use, infrastructure, environmental management, and risk reduction.

- Structure Plans: medium-term, city-wide translation of SDFs into zoning, growth corridors, public facility locations, and investment priorities.
- Local Plans: detailed parcel demarcations, permitting, development control, street naming and property addressing and zoning at neighbourhood level.

The assignment shall include comprehensive property mapping at neighbourhood level, including the digital delineation of parcels, buildings and public spaces, to ensure that Local Plans, street naming, and the property-addressing system are technically robust and fully aligned with LUPMIS and LUSPA standards.

All outputs must be prepared in close collaboration with MLGCRA and LUSPA.

5 METHODOLOGY AND KEY PRINCIPLES OF THE CONSULTANCY SERVICE

The consultancy will apply a learning-by-doing modality embedding Metropolitan and Municipal Assembly (MMA) teams across

- situational analysis
- vision and scenario formulation
- selection of best scenario during consultation processes
- approval by Spatial Planning Committee (SPC)
- monitoring and operationalisation of linkages between land-use planning and property-rate mobilisation to strengthen local revenue.

Each step will serve simultaneously as a production and a capacity-building activity, enabling local teams to sustain and replicate spatial planning beyond the project.

The methodology shall explicitly reference and align with the *Revised Manual for the Preparation of Spatial Plans*, which will serve as a primary technical guide for the planning process, scenario development, stakeholder engagement, and preparation of SDFs, Structure Plans, and Local Plans.

Core features include:

- Joint field data collection, mapping, and analysis with MMA officers;
- Co-drafting of SDFs, Structure Plans, and Local Plans through participatory “planning labs”;
- On-the-job training in GIS, stakeholder facilitation, development control and plan monitoring;
- Continuous coaching and peer learning among the six cities.

This methodology will ensure that the spatial plans produced are technically robust, legally compliant, socially owned, and directly useful for improving local governance and revenue mobilisation.

The approach will be linked with two additional complementary dimensions:

- Evidence-based planning grounded through participatory territorial-dialogue which will be initiated under the project;
- Operational integration with local revenue mobilisation systems, in particular the Property Tax framework, to translate spatial data into fiscal and management tools.

Finally, the methodological approach proposed by the Consultant shall give room for innovative approaches, allowing the Consultant to propose context-appropriate tools, digital methods, and planning techniques that enhance efficiency, participation, and long-term sustainability.

Data & Cartographic Standards

All spatial data and cartographic outputs shall comply with LUSPA and LUPMIS technical standards.

The Consultant shall undertake a complete data-preparation workflow, including:

- Identifying sources of information: existing datasets from MMAs, RCCs, LUSPA, MLGCRA, NDPC, Ghana Statistical Service, EPA, CERSGIS, utility agencies, and relevant national platforms.

- Preparing data-collection instruments: standardized data-collection forms, field-survey templates, GIS-enabled tools, and metadata sheets to ensure consistency across cities.
- Preparing base maps: development of accurate topographic maps and thematic maps (land use, environment, hydrology, infrastructure, administrative boundaries, hazards, etc.) forming the foundational reference layers for SDFs, Structure Plans and Local Plans.
- Gathering basic socio-economic and spatial information: demographic patterns, settlement structure, economic functions, growth drivers, mobility flows, public facilities, environmental features, and risk zones, using both primary and secondary data sources.
- Designing, building and populating the spatial database: creation of an integrated, LUPMIS-compliant GIS geodatabase, with harmonized parcel, building, land-use, infrastructure, and environmental layers for each city.

In addition, the following minimum technical requirements shall apply:

- **Formats:** GeoPackage and/or ESRI Shapefile for vector data; GeoTIFF/Cloud- Optimized GeoTIFF for rasters; CSV for attribute tables.
- **Project files:** QGIS (.qgz) or ArcGIS (.aprx/.mxd) with defined layer symbology and print layouts.
- **Metadata:** complete metadata for each dataset (title, date, scale, source, author, license, description of methodology).
- **Map outputs:** print ready PDFs with PNG/JPG/TIF (A3/A1/A0) with legends, scale bars, north arrow, and citation of data sources, as well as hard copy printouts as determined by the MLGCRA and MMAs.
- **Coordinate reference system:** as specified by LUSPA/LUPMIS technical specifications for national use (WGS 84 UTM Zone 30N).
- **Data sharing:** delivery via organized folder structure and upload to the Urban Observatory/public data rooms as required. All data related to the project should be organized in folders and shared on external hard drives and presented to the MLGCRA and LUSPA.

Knowledge-transfer mechanisms will enable MMAs to independently update and enforce plans after project completion, with replicable toolkits for extension to other Ghanaian cities.

6 DURATION OF ASSIGNMENT & PLANNED ACTIVITIES

The duration of the assignment is **24 months**. Over this period, the Consultant will be responsible for delivering all activities outlined in these Terms of Reference and for providing continuous support to Expertise France throughout all technical and operational phases of the assignment.

The Consultant is expected to carry out regular field missions to the targeted cities and to maintain ongoing coordination with MMAs and local stakeholders. This timeframe will enable comprehensive diagnostics, structured stakeholder engagement, effective procurement processes, and the full implementation and monitoring of the pilot initiatives.

Phase I – Inception and Alignment

- Hold inception meetings with MLGCRA, LUSPA, RCCs, MMAs, and the Sustainable Cities Project Team.
- Establish the analytical baseline reviewing policies, datasets, and studies.
- Identify information gaps and align the assignment with the Medium-Term Development Plans (MTDP 2026–2029), Northern Savannah Ecological Zone SDF, Greater Tamale Metropolitan Area Structure Plan.
- Elaborate an inception report detailing methodology, stakeholder-engagement plan, data-management approach, and comprehensive work schedule.

Phase 2 – Consolidate Territorial Diagnosis and Baseline Analysis and update data from ETDs and other sources, covering socio-economic, demographic, environmental, land-use and tenure dimensions

- Produce City Territorial Profiles, that include:
 - Analysis of settlement patterns
 - Infrastructure deficits
 - Economy
 - Population change dynamics
 - Land use and land cover change analysis
 - Climate-risk hotspots
 - Service disparities
- Validate the diagnostic findings through participatory sessions ensuring local perspectives are captured.

Phase 3 – Integrate the Participatory Visioning and SDF Preparation

- Organise participatory visioning workshops to build long-term spatial visions and desired urban forms with local stakeholders and communities.
- Formulate spatial development goals and objectives aligned with the NSDF, Regional Spatial Development Frameworks, Medium-Term Development Plans, and the SDGs.
- Define alternative spatial growth scenarios (compact, resilient, inclusive), analyse their environmental, social and economic implications, and select preferred strategies with stakeholders.
- Draft District-Level Spatial Development Frameworks (SDFs) identifying future growth nodes and corridors, rural–urban linkages, environmental assets, areas for conservation, and risk-management priorities.
- Organise stakeholder validation sessions, obtain statutory approval of SPCs of MMAs and quality assurance from LUSPA, and publish the SDFs through open digital platforms (Urban Observatory, LUPMIS, public data rooms, and GIS repositories).

Phase 4 – Structure Plans and Local Plans

- Translate each SDF into a Structure Plan outlining land use zoning, infrastructure corridors, public facility locations and development priorities (designate areas for the preparation of the Structure Plans).
- Integrate climate resilience, disaster risk reduction and green infrastructure.
- Identify priority growth areas for Local Plans (CBDs, peri-urban zones, industrial parks, residential extensions).
- Prepare Local Plans with detailed subdivision layouts, zoning regulations, and development control provisions.
- Ensure digital mapping and metadata comply with LUPMIS and LUSPA standards.
- Facilitate coordination between Physical Planning, Works, and Finance Departments to generate street naming and property addressing system, in order to support improved local revenue mobilization.
- Facilitate formal approval and adoption of the plans by the statutory institutions.

Phase 5 – Capacity Building, Fiscal Integration, and Knowledge Transfer

- Organize a training to MMAs' staff on statutory spatial planning procedures and data standards (based on Act 925, zoning guidelines and planning standards, manuals for the preparation of Spatial Plans).

- Deliver structured training modules on: spatial data management & GIS; participatory mapping and scenario planning; development control and enforcement; integration of spatial data with property rate and local revenue systems.
- Produce a Capacity Building Manual capturing all training materials, case studies, and templates.
- Facilitate intercity exchange sessions to share lessons and promote peer learning.
- Strengthen institutional linkages between LUSPA, NDPC, and MMAs for continuous spatial data updating.

Phase 6 – Communication, Validation, and Capitalisation

- Conduct public exhibitions and communication activities to disseminate spatial visions and promote citizen ownership.
- Facilitate validation by MMAs, RCCs, and LUSPA, ensuring alignment with statutory procedures.
- Document lessons learned, capacity building outcomes, and innovations generated during the assignment.
- Integrate all datasets, maps, and narratives into the Urban Observatory to support national-level knowledge and decision-making.

7 INTEGRATION OF CROSS-CUTTING LAYERS: CLIMATE CHANGE, GENDER, AND VULNERABLE POPULATIONS

The preparation of statutory spatial plans under this assignment will systematically integrate cross-cutting dimensions related to climate change, gender equality, and vulnerable populations, in line with the Land Use and Spatial Planning Act (Act 925), and the objectives of the Sustainable Cities Project.

These dimensions are to be embedded at all levels of the spatial-planning hierarchy — from Spatial Development Frameworks (SDFs) to Structure Plans and Local Plans — ensuring that the resulting plans are resilient, inclusive, and equitable.

7.1 Climate Change and Environmental Resilience

It is expected that the Spatial plans integrate climate-change considerations and environmental resilience throughout their diagnostic, analytical and planning phases. This includes:

- Assessing exposure and vulnerability to climate-related hazards (flooding, drought, heat, erosion, etc.) through spatial and risk mapping;
- Incorporating nature-based solutions and green-blue infrastructure into land-use zoning and infrastructure planning;
- Identifying and protecting ecological buffers, floodplains, and environmentally sensitive areas;
- Promoting compact and resource-efficient urban forms that reduce carbon emissions and enhance resilience.

Coordination with national and local stakeholders — including MLGCRA, LUSPA and EPA— will ensure that relevant environmental and climate datasets are integrated into GIS-based analyses and planning outputs.

7.2 Gender and Social Inclusion

Each spatial plan will address social inclusion and gender equality as central design and governance principles. In particular, the consultant work is expected to encompass the following aspects:

- Analyse gender-disaggregated data on access to land, housing, infrastructure, and services;
- Identify barriers faced by women, youth, and persons with disabilities in accessing and benefiting from urban spaces and public utilities;
- Promote spatial designs that ensure safety, accessibility, and affordability for all user groups, especially women, children, persons with disabilities and low-income households;

- Involve women's groups, youth associations, and community-based organisations in participatory workshops and validation processes.

Particular emphasis will be placed on informal and peri-urban areas where vulnerabilities are highest, ensuring that planning solutions support social equity and empowerment.

7.3 Vulnerable Populations and Territorial Equity

The elaboration of Spatial plans should rely on an equity-based territorial approach to reduce spatial inequalities and ensure that all communities benefit from public investments. Key activities include:

- Mapping vulnerable populations and underserved areas (informal settlements, low-income communities, hazard-prone zones);
- Prioritising interventions that improve access to essential services — such as water, sanitation, mobility, and open spaces — for disadvantaged groups;
- Developing phased and affordable upgrading strategies aligned with existing local development instruments (MTDPs, revised National Urban Policy and Implementation Plan, Local Economic Development Policy and Implementation Plan, Ghana Sustainable Cities strategy);
- Considering social safeguards, livelihood restoration and resettlement issues where applicable.

8 EXPECTED DELIVERABLES AND INDICATIVE TIMELINE

All deliverables must reflect co-creation with MMAs and evidence of learning-by-doing principle.

Phase	Deliverables	Description	Indicative timeline (TBD)
<u>Phase 1 - Inception and Alignment</u>	Inception report	Detailed objectives, methodology, workplan, team composition, preliminary stakeholder mapping and validated implementation schedule	T0+1 month
	Kick-off Workshop	Presentation of the assignment to key stakeholders, validation of the workplan and expectations.	T0+1,5 month
<u>Phase 2 - Territorial Diagnosis and Baseline Analysis</u>	Institutional and regulatory assessment	Baseline analysis of the legal and institutional framework for spatial planning Socio-economic and spatial analysis reports and City Territorial Profiles	T0+3 months
	Spatial data assessment	Inventory and evaluation of existing spatial data, identification of gaps, needs for data management and GIS capacity building	

<p><u>Phase 3 - Preparation / Update of SDF</u></p>	<p>Final SDFs</p>	<ul style="list-style-type: none"> i) Situational analysis; ii) Vision, goals and objectives formulation; iii) Development of scenarios and selection of preferred scenario (with principles of compact, resilience and inclusiveness); iv) Preparation of implementation plan (investment priorities) and monitoring & evaluation plans; v) Approval and adoption of SDF by SPCs of the MMAs 	<p>T0+6 months</p>
<p><u>Phase 4 - Design of Structure Plans and Local Plans</u></p>	<p>Structure plans and Local plans</p>	<ul style="list-style-type: none"> i) Definition of Structure Plans and Local Plans; ii) Situational analysis; iii) Formulation of vision, goals and objectives; iv) Development of scenarios and selection of preferred scenario v) Preparation of implementation (investment plan) and monitoring & evaluation plan (proposal for prioritization of infrastructure investments) vi) Approval and adoption of structure plans by SPCs of the MMAs (it should be noted that the Structure plans must be prepared before the Local Plans can commence) 	<p>T0+18 months</p>

		Development of zoning plans with	
		Proposal for prioritization of infrastructure investments	
	Methodological guide and spatial coherence framework	Harmonized methodology for spatial planning and framework for alignment between local and national planning levels	
<u>Phase 5 - Capacity building, ownership and Knowledge transfer</u>	Training plans	Content and structure of training sessions, pedagogical materials and technical modules	Ongoing process throughout the project
	GIS & Digital Databases	Spatial datasets integrated into LUPMIS, with metadata and symbology files	
	Capacity- Building & Mentorship Records		
<u>Phase 6 - Validation, communication and capitalisation</u>	Final report	Synthesis of activities, results, recommendations, implementation roadmap, and monitoring & evaluation framework	T0+20 months
	National validation workshop	Presentation and validation of the results ; dissemination of tools and methodologies among stakeholders	
	Communication Dossier		

9 CONSULTANTS REQUIREMENTS

The Consultant shall mobilise a multidisciplinary team of senior experts with strong, demonstrable experience in statutory spatial planning, land-use management, GIS-based analysis, and participatory urban development in low- and middle-income contexts. The team must demonstrate a track record of delivering Spatial Development Frameworks (SDFs), Structure Plans, and Local Plans consistent with the Land Use and Spatial Planning Act (Act 925), LUSPA guidelines, and the Revised Manual for the Preparation of Spatial Plans.

The proposed team should have extensive experience working with Metropolitan and Municipal Assemblies (MMAs), national planning institutions, and multi-stakeholder environments, with emphasis on capacity building, peer-learning approaches, and integration of climate, gender, and revenue-mobilisation dimensions within spatial planning processes.

Core Team Profiles

I. Team Leader - Senior Urban Planner (Key Expert)

- Minimum 15 years of professional experience in statutory spatial planning, urban development frameworks, and multi-scale land-use planning.
- Advanced degree in Urban Planning, Spatial Planning, Urban Studies, Geography, or related field.
- Demonstrated experience in:
 - Leading SDF, Structure Plan, or master plan preparation in LMIC or West African urban contexts;
 - Facilitating participatory territorial visioning, scenario modelling, and spatial-policy formulation;
 - Ensuring statutory compliance with national planning acts, manuals, and zoning guidelines;
 - Coordinating multi-disciplinary teams and ensuring quality control of technical deliverables.
- Prior experience working with LUSPA or equivalent national planning authorities is an asset.
- Proven ability to deliver capacity-building and institutional strengthening programmes.

II. Senior GIS / Spatial Data Management Expert

- Minimum 15 years of professional experience in statutory spatial planning, urban development frameworks, and multi-scale land-use planning.
- At least 10 years of experience in GIS analysis, spatial datasets management, and geospatial modelling.
- Expertise in:
 - Managing LUPMIS-aligned datasets, metadata standards, and spatial data infrastructures;
 - Producing land-use, risk, environmental, and socio-economic spatial analyses using QGIS/ArcGIS;
 - Developing geodatabases and producing high-quality cartographic outputs compliant with LUSPA standards.
 - Experience training government staff in GIS tools and data governance is highly desirable

III. Land-Use Planner

- Minimum 10 years of experience in parcel-level planning, zoning, subdivision layouts, and development control.
- Strong knowledge of:
 - Zoning standards, planning regulations, and site-layout optimization;
 - Integrating climate resilience, green infrastructure, mobility networks, and public facilities into local plans.
- Demonstrated experience producing digital Structure Plans and Local Plans aligned with statutory requirements.

IV. Climate Resilience and Environmental Planning Specialist

- At least 8 years of experience in integrating climate-risk information into spatial planning.
- Demonstrated skills in:
 - Climate-hazard mapping (flood, heat, erosion, drought);
 - Nature-based solutions, environmental buffers, and ecological networks;
 - Mainstreaming climate resilience throughout SDF, Structure Plan, and Local Plan processes.

V. Social Development / Gender and Inclusion Specialist

- At least 7 years of professional experience in gender analysis, social inclusion, community engagement, or participatory urban planning.
- Experience in:
 - Analysing socio-spatial inequalities, informal settlements, and vulnerable groups;
 - Designing and facilitating inclusive stakeholder processes;

- Integrating gender and inclusion parameters into planning decisions and spatial diagnostics.

VI. Local Planning Experts (one per region, or equivalent deployment strategy)

- Registered Physical Planners or professionals recognized by LUSPA.
- Strong experience working with MMAs, SPCs, RCCs, and local planning departments.
- Ability to support fieldwork coordination, data collection, community engagement, and institutional facilitation.

Other Requirements

- Proven experience in delivering comparable assignments involving SDFs, Structure Plans, Local Plans, or spatial-policy development in sub-Saharan Africa.
- Strong familiarity with Act 925, LUSPA planning standards, zoning guidelines, planning manuals, and relevant national policies (NSDF, Medium-Term Development Plans, Regional SDFs).
- Demonstrated experience in capacity building, co-creation processes, and learning-by-doing approaches.
- Strong report-writing, analytical, and quality-assurance capacities for donor-funded projects.
- The Consultant shall ensure continuity and availability of all key Experts throughout the 20-month assignment.
- A proposed staffing schedule, including workload distribution and on-site/remote deployment plan, must be included in the technical proposal.

10 FIELD WORK PLAN

As part of the consultant's approach and methodology in the proposal, the consultant should provide a sample field work plan detailing how and when the deliverables and processes will be conducted. The Work Plan should highlight time schedules for key aspects of each deliverable and process:

- Preparatory work/mobilisation for field work
- Field Work
- Draft Reports
- Final Report

The work plan should include the resources to be deployed for the various elements of the assignment including human resource/staff allocations.

The work plan activities should include stakeholder engagement planned activities.

As part of the inception report, the Consultant will provide a Field Operations Manual summarising planned field activities (this will allow the MMA officers and staff to be trained and also allow them to be part of the subsequent activities for the year).