



**Ministry of Housing and Urban Poverty  
Alleviation  
Government of India**

# **Pradhan Mantri Awas Yojana Housing for All (Urban)**

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**Terms of Reference for State Level Technical  
Cell (SLTC)/City Level Technical Cell (CLTC)**

**September, 2015**

## **Terms of Reference for the proposed State Level Technical Cell (SLTC)/City Level Technical Cell (CLTC) positions under Housing for All (HFA)**

As per HFA guidelines for implementing “Housing for All” states and cities will require different competencies like planning, engineering, social mobilization, financial planning etc. Ministry will provide assistance to the states/UTs for enhancing capacity of their employees/officers in these operational areas. Ministry will also assist states/UTs in constitution of Technical and Project Management Cell at state and city level.

2. A State Level Technical Cell (SLTC) with 5-10 professionals will be supported with the approval of CSMC. CSMC can increase the size of such cell on the requirement of State/UT.

3. City Level Technical Cell (CLTC) with 2-4 professionals depending on the size of the city and quantum of work will also be supported by the mission with the approval of CSMC. In case of big cities like metropolitan cities the number in CLTC can be more than 4 with the approval of CSMC.

4. The Ministry support for CLTC and SLTC will be in the ratio of 75:25 and in case of North Eastern and special categories States it will be in the ratio of 90:10.

5. The SLTC and CLTC shall work as a close team, in coordination with the SLNA/ULBs, and share work progress, implementation, monitoring and outcomes.

6. ***For all the positions in SLTC and CLTC postgraduate degree would be desirable, if a post graduate person with relevant skills is not available, a graduate/diploma can be recruited.***

7. In order to have an integrated approach in implementing the Mission activities, States/UTs and ULBs have to take efforts to converge with similar kind of institutional support available with the SLNA and ULBs from other projects/programmes so as to avoid duplication of recruiting similar kind of specialist in the SLTC and CLTC.

## 8. Terms of Reference (ToR) for State Level Technical Cell (SLTC)

The positions mentioned below are only suggestive; the States/UTs and ULBs shall assess their requirement for composition of SLTC/CLTC based on their existing staffing pattern, requirements and the workload. A State Level Technical Cell (SLTC) with 5-10 professionals will be supported with the approval of CSMC. CSMC can increase the size of such cell on the requirement of State/UT.

1.	Urban Planner/Town Planning Specialist	2.	Housing Finance and Policy Specialist
3.	Municipal Finance Specialist	4.	Municipal/Civil Engineer
5.	PPP Specialist	6.	Urban Infrastructure Specialist
7.	Social Development Specialist	8.	Capacity building/Institutional Strengthening Specialist
9.	MIS Specialist	10.	Urban Economic Specialist
11.	Environmental Specialist	12.	IEC/Knowledge Management Specialist
13.	Procurement Specialist		

### I. Urban Planner

#### Qualifications and Experience

- i. Master's degree in Urban Planning or Regional Planning or Architecture Management with at least 5-7 years' experience in a managerial position.
- ii. Having experience in project management with 3-5 years in a managerial position.
- iii. Experience in working with large scale urban development/affordable housing/slum development projects /programmes.
- iv. Experience in implementing urban reforms for States and ULBs.

#### Roles and responsibilities

- i. Handholding support to the ULBs for the preparation of HFAPoA, DPR and AIP.
- ii. Handholding support to the ULBs in identifying slum pockets and other lands for housing development.
- iii. As part of the slum mapping exercise, assist the ULB in identifying ownership of the land occupied by slums and mapping of the same.
- iv. Handholding support to the ULBs in tenability analysis and choosing options for untenable slums.

- v. Assist the ULBs in selection of appropriate model for the in-situ slum redevelopment.
- vi. Review the city Master Plan and provide inputs to revise it in accordance with the mandatory conditions under the Mission.
- vii. Provide support in developing (approved) building layout plans for EWS/LIG housing.
- viii. Provide advice to MoHUPA on increasing financial inclusion for the urban poor.
- ix. Develop AIP on the basis of HFAPoAs of the ULBs in consultations with State.
- x. Handholding support to States /UTs for the implementation of the slum redevelopment and Affordable Housing programmes.
- xi. Develop MIS formats and compilation of data from the ULBs.
- xii. Develop periodic monitoring system for achievements under each scheme components.

## **II. Housing Finance and Policy Specialist**

### **Qualifications and Experience**

- i. Post graduate or graduate in finance from recognized university with 5-7 years of experience in housing finance sector.
- ii. Having 3-5 yrs. experience in housing finance & banking and housing policy.
- iii. Experience in working with state government to examine and develop a range of options for financing housing projects.
- iv. Experience in training ULB staff on municipal finance, project finance and resource mobilization.
- v. Experience in promoting dialogue between all stakeholders involved in the housing finance sector at state level.
- vi. Experience in identifying and quantifying potential capital financing sources for housing finance in the country.

### **Roles and responsibilities**

- i. Undertake data and financial analysis on Housing Finance for the urban poor.
- ii. Prepare housing finance strategy for the State/UTs.
- iii. Co-ordinate with various HFIs and Banks at state level for ensuring support for the implementation of the programme.

- iv. Analyse the possible financing provisions for the State/UT.
- v. Undertake data analysis and fixing targets under CLSS component.
- vi. Monitor the utilization of funds and the achievement of targets of CLSS component periodically.
- vii. Provide inputs into MIS and reporting formats for CLSS component.
- viii. Organise meetings with Central Nodal Agencies (CNAs), i.e., National Housing Bank (NHB) and HUDCO and eliciting their feedback in coordination with the Mission Directorate.

### **III. Municipal Finance Specialist**

#### **Qualifications and Experience**

- i. Post graduate or graduate in finance from recognized university with 5-7 years of experience in municipal finance.
- ii. Experience in evaluating urban infrastructure investments, and helping city governments to use a range of options for financing projects.
- iii. Experience to advice and train staff in municipal finance, project finance and resource mobilization, public private partnerships etc.

#### **Roles and Responsibilities**

- i. Conduct an affordability analysis and gather information to prepare a sample financial model for the project for ULBs.
- ii. Support ULBs to identify finance options available for financing urban infrastructure and leveraging funds from various sources.
- iii. Provide technical guidance to State to prepare policy guidance and notes on municipal finance.

### **IV. Municipal/Civil Engineer**

#### **Qualifications & Experience**

- i. Post graduate degree in Engineering with specialization in public health or civil engineering.
- ii. Having 5-7 years of experience in procurement, design, and supervision of housing and infrastructure works.
- iii. Experience in implementing new technologies in the housing sector.

- iv. Ability to assist ULBs to set standards and procedures for ensuring quality and monitoring compliance.
- v. Prior experience as municipal engineer will be an added advantage.

### **Roles and responsibilities**

- i. Technical support in the design and implementation of housing and infrastructure works.
- ii. Provide support to the ULBs to identify, evaluate and adapt green technologies, good construction practices and disaster resistant construction, area specific design and innovative technologies suiting to different geo-climatic zones.
- iii. Provide support to the states to select and tie up with Engineering institutes (such as IIT) and planning institution to develop implementation methodology for Technical Submission.
- iv. Support States to select a central technical institute, an Engineering college or a Planning college for institutional support.
- v. Facilitate enabling policy framework for use of emerging and green technologies in the states.
- vi. Provide technical support in tendering process and facilitate recruitment of quality consultants for preparation of Detailed Projects Report (DPRs), HFAPoA etc.
- vii. Review and appraise the Detailed Projects Report (DPR) and provide feedback as and when necessary.
- viii. Develop and disseminate guidelines on project preparation, procurement and other related activities.
- ix. Assess the training needs in the implementation of technology submission and assist ULBs to access quality training on site or at recognized centers of excellence.
- x. Preparation of designing a scrutinizing/appraisal mechanism and a protocol for random check of projects and overall monitoring and evaluation of design and supervision of infrastructure works.
- xi. Support ULBs to prepare project monitoring formats and report on progress of construction and utilization of funds under HFA.
- xii. Any other related tasks that may be entrusted upon by the State/SLNA.

## **V. PPP Specialist**

### **Qualifications & Experience**

- i. 5-7 years of professional experience in developing and managing projects on PPP mode.
- ii. Experience in formulation of PPP projects (including relevant concession agreements, due diligence processes, value for money audits, public sector comparator, etc.)
- iii. Experience in preparing project agreements, tender process, detailed legal and contractual agreements, risk management and contingent liability issues, and financial analysis of complex project proposals with respect to PPP projects.

### **Role and Responsibilities**

- i. Handholding support to the ULBs to develop city/ULB level PPP plan of action.
- ii. Appraise project activities for carrying out of PPP Projects.
- iii. Review and analyses the projects designed for the various components of the Mission from PPP perspective.
- iv. Provide technical support to ULBs in preparing the pre-feasibility reports.
- v. Support the ULBs to develop mechanism to implement PPP projects.
- vi. Overall monitoring of the PPP project under the Mission.
- vii. Awareness building & training for relevant State Government Officials on PPP projects.
- viii. Any other related activities as decided by State/ SLNA.

## **VI. Urban Infrastructure Specialist**

### **Qualifications & Experience**

- i. Post graduate /graduate degree in engineering from recognized university.
- ii. Broad range of experience in urban infrastructure and a strong background in public housing sector and public health engineering especially in water supply and sanitation.
- iii. At least 5-7 years of experience in designing and managing municipal infrastructure projects.
- iv. Familiar with the rules and procedures of the Urban Local Government.

### **Role and Responsibilities**

- i. Support ULBs in the preparation of City Action Plan.
- ii. Provide handholding support to the cities in assessing the gaps of infrastructure development in the city.
- iii. Support ULBs to ensure provision for operation and maintenance, value for money in urban infrastructure creation, and overall sustainability.
- iv. Provide support to the ULBs on regional best practices relating to project management, monitoring quality of construction, good procurement practices, PPPs etc.
- v. Any other related tasks that may be entrusted upon by State/SLNA.

## **VII. Social Development Specialist**

### **Qualifications & Experience**

- i. Master's degree in Social Science/Sociology/Development Studies.
- ii. 5 -7years of work experience in social and community development.
- iii. Experience of working in the development areas, preferably with urban community and slums.
- iv. Knowledge and experience in participatory planning and community mobilization.
- v. Fluency in local language is essential.

### **Role and responsibilities**

- i. Support the ULBs to develop a pre-project consultation mechanism with the stakeholders and ensure its incorporation in the HFAPoA.
- ii. Support in conducting social analysis, social audit and community participation.
- iii. Support the ULBs in the urban poor governance, empowering the local communities, CBOs, NGOs etc. in implementing housing projects.
- iv. Devise strategies to develop platforms for interface between the service providers, ULB officials and the community in the backdrop of the housing projects.
- v. Overall assessment and reporting of the social development impact of the project.
- vi. Support in analyzing the affordability of housing loans to the poor, along with willingness to pay.

- vii. Support conducting surveys in the low-income and resettlement projects and provide technical inputs in analyzing the data.
- viii. Coordinate the social audit process at city level through Independent Facilitating Agency.
- ix. Ensure preparation of database of various stakeholder organizations (e.g. community organizations, nongovernment organizations, women's groups, and microfinance institutions involved in housing finance etc.) and participation of these organizations in the programme.
- x. Any other related tasks, including advocacy at state level, that may be entrusted upon by State/SLNA.

## **VIII. Capacity building/Institutional Strengthening Specialist**

### **Qualifications & Experience**

- i. Master's degree in Urban Planning or management or Social Sciences.
- ii. 5-7 years of working experience in the urban development sector.
- iii. Wide knowledge and experience in implementing capacity building programme for states and ULBs.
- iv. Experience in designing, implementing and evaluating capacity building activities, preferably in the municipal environment.

### **Roles and responsibilities**

- i. Overall responsibility for the management of Capacity Building programme in the state.
- ii. Support the State in preparing annual capacity-building plan.
- iii. Coordinate and monitor the organization of State and City level training programmes in coordination with Network of Resource Centres empaneled by MoHUPA/State.
- iv. Develop capacity building modules appropriate to the city/ULBs on HFA components and organise training programmes on these modules.
- v. Develop the database of trainers and resource persons on urban poverty alleviation, planning, community participation, social development, engineering etc.
- vi. Support city level capacity building/training coordinator in organizing training programmes and bringing in resource persons for taking sessions during training programmes.

- vii. Collate and disseminate reports of the trainings and capacity building programmes.
- viii. Develop monitoring mechanism for the training and capacity building programmes.
- ix. Support ULBs in cross learning through organising study tours and exposure visits.
- x. Develop mechanism and monitor the impacts of training programmes and document learning's from the field.
- xi. Any other related tasks that may be entrusted upon by State/SLNA.

## **IX. Urban Economic Specialist**

### **Qualifications & Experience**

- i. Master's degree in Economics with experience in urban development and urban poverty reduction sector.
- ii. 5-7 years' experience in urban infrastructure development/affordable housing sector.

### **Roles and Responsibilities**

- Cost Benefit analysis of the project and analysis of viability of the projects.
- Analysis worldwide best practices of credit linked housing schemes.
- Undertake project impact analysis on the social and economic benefits to the beneficiaries through the Mission activities.
- Apart from the above , the Urban Economic Specialist will also undertake the following activities:
  - Assist SLTC team in matters related to economic and financial analysis of all the verticals.
  - Coordinate with Central Nodal Agencies to facilitate adequate and timely release of funds to the city/ULB.
  - Provide e inputs to MIS specialist to generate MIS.
  - Undertaking data analysis on the subsidy for urban poor.
  - Maintain financial formats for various activities of HFA Mission analyse it and provide inputs to Mission Directorate.
  - Co-ordinate with various HFIs, Banks, private bodies for ensuring possible support to the implementation of all the four verticals of the Mission.

## **X. MIS Specialist**

### **Qualifications & Experience**

- i. Post Graduate degree in Computer Science or Electronics or MCA/PGDCA.
- ii. 5-7 years of experience in government/semi govt. / autonomous organizations/private company of repute.
- iii. Exposure to software development & project management, database management, MIS etc.
- iv. Ability to work in a team and train staff to use the systems.

### **Roles and Responsibilities**

- i. Coordination of data entry of the activities of Mission and file uploads into systems to be used by SLNA.
- ii. Support Local Bodies in coordinating/monitoring the housing demand surveys.
- iii. Work closely with the Urban Planning expert and support ULBs for the development of a MIS of land related data at state/city level that will include geo tagging references of the proposed housings.
- iv. Coordinate management of electronic data pertaining to the SLNA, including soft copies of letters, reports and numerical data. This may involve conversion of data and reports in hard copy to electronic form, as well as their storage in an organized filing system.
- v. Furnish reports/quarterly progress report to MoHUPA through SLSMC/SLNA.
- vi. Provide assistance to the City level MIS specialists as and when required.
- vii. Any other related tasks that may be entrusted upon by State/SLNA.

## **XI. Environmental specialist**

### **Qualifications & Experience:**

- i. Post graduate degree in environmental engineering or similar field.
- ii. 5-7 years of experience in assessing, monitoring, and mitigating environmental impacts of urban infrastructure projects.
- iii. Experience and knowledge of environmental laws and regulations of the state.
- iv. Experience in government sector will have added advantage.

**Role and Responsibilities:**

- i. Develop Environmental Management Framework for conducting environmental assessment of projects under the Mission.
- ii. Support ULBs to assess the environmental impacts of proposed and ongoing projects, and monitor their impacts over time.
- iii. Ensure that all project interventions are in full compliance with the Government laws and regulations and other acceptable guidelines.
- iv. Provide other necessary support as identified by State/SLNA.

**XII. IEC/ Knowledge Management Specialist****Qualifications & Experience**

- i. Post graduate degree or equivalent in Mass Communication/ Public relations/ Journalism/Social Work/Development.
- ii. Experience in advocacy management preferably in urban sector.
- iii. 5-7 years of experience in conducting knowledge management activities and development of IEC strategy.
- iv. Knowledge and experience of government systems and procedures would be desirable.

**Roles and Responsibilities**

- i. Develop IEC/knowledge management strategy.
- ii. Develop reports and publications for the implementation of the Mission activities.
- iii. Provide inputs in documentation and dissemination of best practices in the sector and its dissemination to various stakeholders involved in the HFA Mission.
- iv. Support State to prepare media plan and it's analysis.
- v. Assist in advertisements and outreach campaigns of the ULBs.

### **XIII. Procurement Specialist**

#### **Qualifications & Experience**

- i. Post graduate or graduate degree in Accounting, Finance, Business Administration, Economics, Project Management, Law, or other relevant degree.
- ii. 5-7 years of experience in managing procurement programmes/activities in the public/private sector.
- iii. Knowledge in state government's rules and procedures on procurement practices.
- iv. Experience in working in local government would be an added advantage.
- v. Fluency in local language essential.

#### **Roles and Responsibilities**

The procurement specialist will be involved in all the 4 verticals wherever procurement would be required.

The roles & responsibilities are as follows:

- i. Analyse and select the procurement requirements for the implementation of Mission activities at State Level.
- ii. Prepare bidding documents and corresponding documents for procuring goods and services (e.g. contractors for construction work, resources agencies for technology submission etc).
- iii. Support SLNA in conducting bidders meeting and provide clarification wherever required.
- iv. Manage the procurement process and prepare final evaluation report for review and approval by the Procurement Selection Committee.

## 2. Terms of Reference (ToR) for City Level Technical Cell (CLTC)

The below mentioned positions are only suggestive; the Cities and ULBs shall assess their requirement for composition of CLTC based on their existing staffing pattern, requirements and the workload. MoHUPA under this programme will support 2-4 positions for CLTC. However, big cities, e.g. metropolitan cities have the flexibility to recruit more than 4 specialists with approval of CSMC. 12 suggestive positions are recommended for CLTC:

1.	Urban Planner/Town Planning Specialist	2.	Housing Finance and Policy Specialist
3.	Municipal Finance Specialist	4.	Municipal/Civil Engineer
5.	PPP Specialist	6.	Urban Infrastructure Specialist
7.	Social Development Specialist	8.	Capacity building/Institutional Strengthening Specialist
9.	MIS Specialist	10.	Environmental Specialist
11.	IEC/Knowledge Management Specialist	12.	Procurement Specialist

### 1. Town Planning Specialist/Urban Planner

#### Qualifications & Experience

- i. Post Graduate or graduate Degree in Urban Planning or Regional Planning or Geography.
- ii. Minimum of 3-5 years of work experience in urban planning with experience of urban infrastructure projects/ affordable housing/slum development projects.
- iii. Experience of reform oriented projects is desirable.
- iv. Fluency in local language desirable.

#### Roles and responsibilities

- i. Programme design and implementation of the HFAPoA according to HFA Mission.
- ii. Identify in consultation with the local body the geographic area to be covered under HFA city plan.
- iii. Assist in identifying the slum pockets and other areas to be covered under the HFA within the city.

- iv. Assist in amending/preparing city Master Plan for earmarking land slum redevelopment and affordable housing.
- v. As part of the slum mapping exercise, identify ownership of the land occupied by slums and map various categories of land e.g. public land, private land, disputed land etc.
- vi. Assist in categorization of each slum in terms of its tenability.
- vii. Assist in selection of best model for in-situ development and deciding options for relocation of untenable slums.
- viii. Assist in developing building plans and lay-outs for EWS/LIG houses that will be considered as pre-approved plans for the purpose of single-window clearance for layout approvals and building permissions at ULB Level.
- ix. Assist in integration of the data, and housing demand survey information at city level to create MIS.
- x. Develop and update databases on planning related activities.
- xi. Any other related tasks that may be entrusted upon by the head of CLTC.

## **2. Housing Finance Specialist**

### **Qualifications and Experience**

- i. Post graduate or graduate degree in finance or equivalent qualification from recognized university.
- ii. 3 -5 years of experience in housing finance or banking or housing policy.
- iii. Experience in helping State/UT governments and ULBs to examine and use a range of options for financing housing projects.
- iv. Experience in training ULB staff on municipal finance, project finance and resource mobilization.

### **Roles and Responsibilities**

- i. Provide support to the ULBs on methods of increasing financial inclusion for the urban poor.
- ii. Undertaking financial analysis on housing finance for the implementation of the programme.
- iii. Provide the inputs to MIS specialist to generate MIS.
- iv. Maintain financial formats and provide inputs to it.
- v. Co-ordinate with various HFIs, Banks, private bodies for ensuring possible support.
- vi. Carry out overall monitoring and supervision of the finance part.

### **3. Municipal Finance Specialist**

#### **Qualifications & Experience**

- i. Graduate degree in finance or equivalent qualification from recognized university with 3-5 yrs. experience.
- ii. Skills to evaluate urban infrastructure investments, and helping city governments to examine and use a range of options for financing projects.

#### **Role and Responsibilities:**

- i. Prepare Financial Operating Plans for the city in line with Mission guidelines.
- ii. Provide technical support to the ULBs/city level bodies to implement the financial plan.
- iii. Prepare specialized training materials/modules, process manuals, procedures, toolkits, guidelines and other related activities for undertaking capacity building programmes on financial management.
- iv. Provide training and capacity building programmes on finance and related matter to elected representatives and officials of ULBs on resource mobilization in partnership with national level financial institutions.
- v. Assess city counterpart funding of the projects and explore alternative financing options.
- vi. Conduct economic and financial viability assessments of the projects.
- vii. Conduct an analysis of affordability and gather information to prepare a sample financial model for the ULB.
- viii. Conduct financial sustainability analyses for revenue-generating subprojects.
- ix. Any other related activities as decided by the administrative head of the ULB.

### **4. Municipal/Civil Engineer**

#### **Qualifications & Experience**

- i. Post graduate or graduate degree in Engineering with specialization in public health engineering or diploma in Engineering.
- ii. At least 3 years of experience in procurement, design, and supervision of infrastructure works.
- iii. Ability to assist ULBs to set standards and procedures for ensuring quality and monitoring compliances.
- iv. Prior experience as municipal engineer will be an added advantage.
- v. Fluency in local language essential.

## **Roles and Responsibilities**

- i. Identify and adapt green innovative technologies, good construction practices, disaster resistant construction, area specific design etc. to suit the local requirements.
- ii. Recruitment of quality consultants for preparation of city plan of action, DPR and ensure timely submission of the documents in coordination with the Municipal Engineer in State Level Technical Cell.
- iii. Provide technical support in associating with technical institutes on design and supervision of infrastructure works and ensure good quality assurance.
- iv. Assess the training needs in engineering and assist ULBs to access quality training on site or at recognized centers of excellence.
- v. Review the City Plan of Actions and DPRs for precision and detail and provide feedback as necessary.
- vi. Support ULB to report with precision on progress of construction and utilization of funds under HFA.
- vii. Any other related tasks that may be entrusted upon by the head of ULB.

## **5. PPP Specialist**

### **Qualifications & Experience**

- i. 3-5 yrs. professional experience in developing and managing projects on PPP mode.
- ii. Experience in formulation of PPP projects (including relevant concession agreements, due diligence processes, value for money audits, public sector comparator, etc.)
- iii. Experience in preparing project agreements, tender process, detailed legal and contractual agreements, risk management and contingent liability issues, and financial analysis of complex project proposals with respect to PPP projects.

### **Role and responsibilities**

- i. Support to ULB to develop city/ULB level PPP plan of action.
- ii. Appraise project activities for carrying out of PPP Projects.
- iii. Review and analyse the projects from PPP perspective.
- iv. Assist in preparing the pre-feasibility reports for the ULBs.

- v. Inspect, visit and review any PPP project under implementation in the cities.
- vi. Awareness Building & Training for relevant State Government Officials on PPP projects.
- vii. Any other related activities as decided by head of city level technical cell.

## **6. Urban Infrastructure Specialist**

### **Qualifications & Experience**

- i. Post graduate/graduate degree or diploma in engineering from recognized university.
- ii. Experience in urban infrastructure and public housing sector, public health engineering.
- iii. 3-5 years of experience in designing and managing municipal infrastructure projects.
- iv. Knowledge of laws and procedures of urban Local Bodies in India.
- v. Fluency in local language essential.

### **Role and Responsibilities**

- i. Provide technical guidance for the preparation of HFAPoA.
- ii. Provide handholding support to the cities in assessing the gaps of infrastructure development in the city.
- iii. Any other related tasks that may be entrusted upon by the head of city cell.

## **7. Social Development Specialist**

### **Qualifications & Experience**

- i. Post graduate/graduate or diploma in Social Sciences, with practical experience of working with community/slums in the urban area.
- ii. 3-5 years' experience in undertaking social and community development initiatives and appraisals in the municipal environment.
- iii. Experience in participatory methods, social mobilization, social analysis, resettlement and rehabilitation.
- iv. Knowledge and experience in participatory planning and community mobilization.

## **Roles and Responsibilities**

The social development specialist will work closely with the housing finance and policy specialist and work towards implementation of social reforms, strengthening and empowerment of communities, internalizing stakeholder consultations into operating procedures and practices and optimizing the community participation. In addition, the specialist will be responsible for the following:

- i. Support the ULBs in the urban poor governance, empowering the local communities, ensuring social development, community participation.
- ii. Developing a consultation mechanism with the stakeholders (before project implementation) and ensure its incorporation in the HFAPoA.
- iii. Provide support to ULBs in building partnerships with the local communities and mobilizing people in pursuit of Scheme's objective.
- iv. Organize workshops to raise awareness about the specific roles and functions of community.
- v. Assess the social development impact of the project in terms of the proportion of beneficiaries in slum/non slum and EWS/LIG, proportion of total project funds allocated to the poor, and level of impact on the lives of the poor; Conduct a gender analysis and develop a Gender Checklist.
- vi. Analyze the affordability of housing loans to the poor, along with willingness to pay.
- vii. Collect and analyze relevant existing survey data on low-income housing, particularly surveys in resettlement projects.
- viii. Prepare and coordinate additional surveys required for the purpose of the study.
- ix. Design and conduct training on community development and empowerment to the key Stakeholders on the scheme.
- x. Undertake social audit of the projects under HFA Mission.
- xi. Work closely with the IEC expert for knowledge dissemination.
- xii. Prepare a database of community organizations, nongovernment organizations, women's groups, and microfinance institutions involved in housing finance for the poor or interested in future involvement in the project.
- xiii. Monitor expenditure on improvement of urban services to the poor and overall social impact of projects.
- xiv. Any other related tasks that may be entrusted upon by the head of ULB.

## **8. Capacity building/Institutional Strengthening Specialist**

### **Qualifications & Experience**

- i. Post graduate/graduate or diploma in the development sector (urban development or social development).
- ii. 3-5 years of experience in training and capacity building programmes.
- iii. Knowledge of adult learning methodology and capacity building experience in the urban sector.
- iv. Experience in capacity assessment, curricula development, course organization, training, and training impact evaluations.
- v. Knowledge and experience of government systems and procedures.
- vi. Knowledge of local language is essential.

### **Roles and Responsibilities**

- i. Prepare a capacity-building plan for the city/ULB based training need assessment.
- ii. Develop a road map and capacity building modules in local language for conducting training programmes on HFA components.
- iii. Coordinate the implementation of capacity building programmes.
- iv. Develop the database of trainers and resource persons on urban poverty alleviation, planning, community participation, social development, engineering etc.
- v. Prepare reports of the trainings and capacity building programme.
- vi. Undertake the follow up of the training and capacity building programme.
- vii. Organize study tours, exposure visits etc. to facilitate ULBs in cross learning.
- viii. Monitor the impacts of training programmes and document learning's from the field.
- ix. Any other related tasks that may be entrusted upon by the head of ULB.

## **9. MIS Specialist**

### **Qualifications & Experience**

- i. Post graduate/graduate/diploma in Computer Science/Electronics or MCA/PGDCA.
- ii. 3-5 years of work experience in government/semi govt. / autonomous organizations/private company of repute.
- iii. Experience in software development and database management.
- iv. Fluency in local language essential.

### **Roles and Responsibilities**

- i. Coordinate the data entry and file uploads into systems to be used by Urban Local Body (ULBs) on a regular basis.
- ii. Prepare detailed formats and ensuring the data entry in the desired MIS application.
- iii. Set up systems for measuring and monitoring and reporting progress of the projects.
- iv. Prepare quarterly progress report and submit the same to SLNA through ULB.
- v. Any other related tasks that may be entrusted upon by the head of CLTC.

### **10. Environmental Specialist**

#### **Qualifications & Experience:**

- i. University degree/diploma in environmental studies or similar field.
- ii. 3-5 years of experience in assessing, monitoring, and mitigating environmental impacts of urban infrastructure investments.
- iii. Knowledge of local environmental laws and regulations.
- iv. Working experience in ULBs/City level will have added advantage.
- v. Fluency in local language essential.

#### **Role and Responsibilities:**

- i. Assess the environmental impacts of proposed and ongoing projects, and monitor their impacts over time.
- ii. Ensure that all interventions are in full compliance with the Government laws and regulations and other acceptable guidelines.
- iii. Provide other necessary support as identified by the head of city level cell.

### **11. IEC/Knowledge Management Specialist**

#### **Qualifications & Experience**

- i. Graduate/diploma in Mass Communication/ Public relations/ Journalism/Social Work/Development.
- ii. Experience in advocacy management preferably in urban sector.
- iii. 3-5 years of experience in conducting knowledge management activities and preparation of IEC strategy.
- iv. Knowledge and experience of government systems and procedures.
- v. Fluency in local language essential.

## **Roles and Responsibilities**

- i. Provide support to the ULBs in preparation and execution of IEC /knowledge management strategy.
- ii. Ensure generation of reports and publications as required for the programme based on appropriate research and data analysis.
- iii. Provide inputs in documentation and dissemination of best practices in the sector and its dissemination to various stakeholders involved in the HFA Mission.
- iv. Support State to prepare media plan and it's analysis.
- v. Assist in advertisements and outreach campaigns of the ULBs.

## **12. Procurement Specialist**

### **Qualifications & Experience**

- i. Graduate degree in Accounting, Finance, Business Administration, Economics, Project Management, Law, or other relevant degree.
- ii. 3-5 years of experience in managing procurement programmes/activities in the public/private sector.
- iii. Knowledge of state government's government rules and regulations on procurement would be desirable.
- iv. Experience in working in local government would be an added advantage.
- v. Fluency in local language essential.

## **Roles and Responsibilities**

The procurement specialist will be involved in all the 4 verticals wherever procurement would be required.

The roles & responsibilities are as follows:

- i. Analyse and select the procurement requirements for the implementation of Mission activities at city Level.
- ii. Prepare bidding documents and corresponding documents for procuring goods and services (e.g. contractors for construction work, resources agencies for technology submission etc).
- iii. Support ULB in conducting bidders meeting and provide clarification wherever required.
- iv. Manage the procurement process and prepare final evaluation report for review and signature by the Procurement Selection Committee.

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