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भारत सरकार  
आवास और शहरी गरीबी  
उपशमन मंत्रालय,  
निर्माण भवन, नई दिल्ली-110108  
GOVERNMENT OF INDIA  
MINISTRY OF HOUSING &  
URBAN POVERTY ALLEVIATION  
NIRMAN BHAWAN, NEW DELHI-110108

D.O. No.: J-11027/1/2011-RAY  
Dated: February 8, 2011

Dear *Shri*

As you are aware in pursuance of the Government's announcement of a vision of Slum free India and provision of central support to States that are willing to assign property rights to slum-dwellers under a new scheme called Rajiv Awas Yojana (RAY), the Ministry has launched the preparatory phase of RAY i.e. Slum free City Planning (SFCP) Scheme.

2. Under this scheme your State/UTs has been released funds for undertaking preparatory activities of slum survey, mapping of slums, developing slum information system, undertaking community mobilization, preparation of Slum-free City/State Slum-free Plans before seeking support under Rajiv Awas Yojana. In order to undertake such activities we had advised earlier that the State should first establish a Slum-free City Technical Cell at the State Nodal Agency level and in each city identified for the preparation of Slum-free City Plans. These cells may have the following experts on contract basis selected through a transparent process:

- i. MIS Specialist - 01
- ii. GIS Specialist- 01
- iii. Town Planning Specialist- 01
- iv. Social Development Specialist- 01
- v. Project Engineering Specialist- 01
- vi. Capacity Building/Training Coordinator- 01

3. During the review of the SFCP scheme at the Ministry level it was brought to our notice that many States/UTs are facing difficulty in formalising the Terms of References (ToRs) of the experts. To assist the States/UTs in procurement of experts/personnel (as mentioned above), both at the State and City level, model ToRs are enclosed herewith for further necessary action.

4. It is suggested, where Project Monitoring/Implementation Unit (PMU/PIU) already exists under JNNURM (BSUP & IHSDP), this unit may be assigned the tasks under SFCP scheme and only the experts who are not a part of the existing unit e.g. Town planner/Engineer, GIS specialist etc. may be engaged as per the guidelines of SFCP scheme with the approval of competent authority.

5. It is requested that action taken to staff the States and City level technical cell may kindly be communicated to us.

With regards,

Yours sincerely,



(Aruna Sundararajan)

Encl: As above.

Pr.Secretaries / Secretaries (UD/Housing/LSG) of  
All States/UTs - (As per list enclosed)

## Introduction & Background

Slum free city planning guidelines under Rajiv Awas Yojana<sup>1</sup> provides that “ the State needs to first establish a Slum-free City/Technical Cell at the State Nodal Agency level and in each city identified for the preparation of Slum-free City Plan”

The Guidelines further provide that the technical cell at the State Nodal Agency for RAY/Urban Local Body (identified for preparation of Slum-free city Plan) may have the following experts on contract basis selected on a transparent process (monthly remuneration will be commensurate with the qualification and experience- not exceeding Rs 75,000 per month)

- MIS Specialist –I
- GIS Specialist-I
- Town Planning Specialist-I
- Social Development Specialist-I
- Project Engineering Specialist-I
- Capacity Building/Training Coordinator-I

Annexure-A to this document provides the Terms of reference, qualification and experience required for State level cell and Annexure-B to this document provides the Terms of reference, qualification and experience required for City level cells.

The Minimum experience required at City level cell has been kept as three years, whereas minimum experience required at State level cell is five years. The main role of the experts at the city level will be to coordinate the various activities at city level and carrying out the various tasks at city level under RAY, whereas the experts at the State level will provide the guidance, overall advisory support and coordinate the activities at State level.

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<sup>1</sup> Para 4.3 of the Guidelines for Slum-free city planning

## **Annexure A:**

### **Terms of Reference for Six Technical Positions under RAY Slum Free Planning Guidelines at State Level**

#### **1 MIS Specialist**

The primary responsibility of the MIS expert will be to support speedy internalization of the MIS and accurate reporting through the same and strive to improve the IT systems of RAY/JNNURM and proactively recommend ways to make it more user-friendly and efficient

#### **Scope of Work**

- Coordination of data entry and file uploads into systems to be used by the State Level Nodal Agency (SLNA) on a regular basis.
- Work closely with the GIS expert in providing advice to the Local Bodies for the development of a GIS-based Slum MIS
- Provide advice to the Local Bodies in coordinating/monitoring Slum Surveys
- 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.
- Furnishing of reports/Quarterly Progress report to the Ministry
- Encourage use of IT to produce training materials and manuals; increasingly impart an understanding and use of e-learning among staff ; stay abreast of latest developments in the IT sector and transfer emerging technology as relevant to both to the SLNA and the ULBs
- Provide assistance to the City level MIS specialists as and when required
- Any other related tasks that may be entrusted upon by the head of technical cell at State level

#### **Qualification and Experience**

- BE/BTech Computer Science/Electronics, MCA/PGDCA in IT; MSc Computer Science,
- Minimum of five year experience in government/semi govt/ autonomous organizations/private company of repute. Should have exposure to software development & project management, database management, MIS etc,
- Ability to work in a team and train staff on the job to use the systems and assist in day to day issues related to IT.
- Fluency in English and local language essential.

#### **2 GIS Specialist**

The primary responsibility of the GIS expert will be to provide advisory support to the local Bodies to support speedy deployment of GIS and its continuous use by the local Body and proactively recommend ways to make it more user-friendly and efficient

#### **Scope of Work**

- Advice to the local Bodies in acquiring satellite images for the preparation of the base maps for the city and work closely with the GIS consultants/ concerned ULB officials in cities in regard to digitisation, geo-referencing, ground verification and preparation of base maps etc.
- Work closely with the MIS Specialist/expert in providing advisory support to local bodies for collating spatial and non-spatial information and in GIS-MIS integration.
- Advice to the local Bodies in integration of total station survey in to GIS domain.
- Work closely with the Urban planners on the team and provide guidance to the local bodies in the development of “Slum Development Plans” and a “Slum-free City Plan”;
- Provide advice to the local body for capacity building of ULB for their GIS needs and the means and manner of providing support
- Encourage use of GIS in the various planning functions of the local Bodies
- Any other related tasks that may be entrusted upon by the head of technical cell at State level

### ***Qualification and Experience***

- Masters degree in Planning, Engineering, Geography, Computer Sciences or Other relevant discipline with 5 years of work experience.
- Demonstrated proficiency and creative application of GIS in the urban context
- Knowledge of urban planning & housing.
- Ability to work with, motivate/ train Govt staff.

### **3. *Town Planning Specialist***

The Town Planning Specialist will ensure adherence and provide support to local bodies with regard to the planning guidelines of RAY/JNNURM and ensure that the proper templates are provided to local bodies for planning

### **Scope of Work**

- Provide advice for improvement of activities related to urban planning
- Assist in programme design and implementation of the slum free city plan and to clearly identify the role of stakeholders at State level,
- Assist in selection of best model for in-situ development and deciding options for relocation of untenable slums.
- Assist in integration of spatial data, and slum survey information at slum and city level to create GIS enabled slum MIS
- Provide technical support in implementing following: 74th CAA provisions related to urban planning and slum improvement, land use and land tenure especially for urban poor, environmental planning etc,
- Any other related tasks that may be entrusted upon by the head of technical cell at State level

### **Qualifications and Experience**

- Masters Degree in Planning with specialisation in Urban Planning
- Minimum of five years work experience in urban planning with experience of urban infrastructure projects.
- Experience of reform oriented projects is desirable.
- Fluency in English and local language essential.

#### **4. Social Development Specialist**

The Social Development Expert shall play a key role in taking forward the core principles of community participation, community development with regard to, internalizing stakeholder consultations into the planning as well as operating procedures for RAY. He/She will provide advisory support to ensure community participation in other planning and practices of infrastructure development and optimizing the community participation in urban governance.

##### **Scope of work**

- Provide advice on all matters relating to pro poor governance, strengthening and empowerment of local communities, social development, community participation, urban poverty alleviation,
- Assist in developing partnership with civil society, CBOs, NGOs in implementing housing projects,
- Guide and support implementation of mechanisms for pre-project community consultations and streamlining inputs into Slum Free City Plan
- Support effective and transparent use of the Community Participation Fund (CPF) by cities,
- Devise communication strategies to make the communities aware of their responsibilities in keeping cities clean, preserving and helping in making the investments secure and complying with requirement of the reforms,
- Devise strategies to develop platforms for interface between the service provider and the client in the backdrop of the housing projects under RAY,
- Assist in establishing Networks with civil society and private sector, and other line departments such as health, education and social welfare in order to bring convergence of their schemes/ leverage their schemes with projects under UIG.
- Support social aspects of policy and legal reforms such as: Enactment of Community Participation Law; Provision of basic services to urban poor,
- Design client satisfaction surveys periodically,
- Any other related tasks, including advocacy at state level, that may be entrusted upon by the head of technical cell at State level

##### **Qualifications and Experience**

- Masters degree in Social Science
- Minimum of five year of work experience in social and community development
- Practical experience of working in the development areas, preferably in urban development
- Wide knowledge and experience in implementing social sector reforms
- Working experience in urban sector social development will be preferred
- Training and capacity building in social development and community participation processes
- Fluency in English and local language essential.

#### **5. Project Engineering Specialist**

Project Engineering Specialist will be responsible for providing overall guidance and support to ULBs on all aspects of planning, design, implementation, monitoring and quality assurance of slum infrastructure projects undertaken under Slum Free City Plan

## **Scope of Work**

- Provide technical support as necessary in design and implementation of slum infrastructure works - Water supply, drainage, roads, Solid waste etc,
- Facilitate recruitment of quality consultants for preparation of DPRs
- Provide technical advice in tendering process, design and supervision of infrastructure works,
- Review the Detailed Projects Report (DPR) for precision and detail and provide feedback as necessary,
- Support ULB to prepare project monitoring formats and report with precision on progress of construction and utilization of funds under RAY,
- Develop and disseminate guidelines on project preparation, procurement and other related activities,
- Assess the training needs in engineering and assist ULBs to access quality training on site or at recognized centres of excellence,
- Provide advice for the improvement of the day to day activities of the ULBs' public health and sanitation services.
- Any other related tasks that may be entrusted upon by the head of technical cell at State level

## **Qualifications and Experience**

- Post graduate degree in Engineering with specialization in public health engineering,
- Minimum of five years experience in procurement, design, and supervision of infrastructure works,
- Ability to assist ULBs to set standards and procedures for ensuring quality and monitoring compliance,
- Prior experience as municipal engineer will be an added advantage,
- Fluency in English and local language essential.

## **6 Capacity Building/Training Coordinator**

The Capacity Building/Training Coordinator will play a key role in taking forward the core principles of RAY with regard to appreciation and implementation of the reforms, internalizing stakeholder consultations into the operating procedures and practices of infrastructure development and optimizing the community participation in urban governance. Capacity building and training will be critical for the preparation and implementation of slum-free city action plan.

- Assess barriers and constraints, training requirements, institutional weaknesses, absorptive capacity constraints to implement slum infrastructure projects and urban reforms, issues of sustainability of created assets, and other social and institutional risks at state and ULB level.
- Advise in developing capacity building modules in local language for conduct of training programmes on RAY
- Support in building the database of trainers and resource persons on urban poverty alleviation, planning, community participation, social development, engineering etc.
- Support city level capacity building/training coordinator in organising training programmes and bringing in resource persons for taking sessions during training programmes
- Advise, collate and disseminate reports of the trainings and capacity building programme

- Develop mechanism to undertake the follow up of the training and capacity building programmes
- Support ULBs in cross learning through organising study tours, exposure visits.
- Ensure that women elected representatives and other marginalised groups attend the training programmes and contribute in implementing RAY in cities.
- Develop mechanism and monitor the impacts of training programmes and document learnings from the field.
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- Organise training to State level officials and non-officials in various guidelines, manuals, tools and techniques for Slum-free City Planning, and oversee the support from the select nodal institutions on capacity building/training programmes and handholding support on GIS Mapping, Slum Survey & MIS, Slum-free City Planning and Legislative Framework for Inclusive City Planning.
- Organize studies, surveys etc. to document lessons and disseminate good practices across the state, through state initiatives.
- Any other related tasks that may be entrusted upon by the head of technical cell at State level

### **Qualifications and Experience**

- Masters or doctoral degree in Urban Planning and management, Social Sciences, with practical experience of working in the development areas, preferably in urban development
- Minimum of five years experience in urban sector
- Wide knowledge and experience in implementing governance reforms
- Training in organizational behaviour and management of institutional change processes
- Experience in designing capacity building activities, preferably in the municipal environment

**Terms of Reference for Six Technical Positions under RAY Slum Free Planning Guidelines at City Level**

**1 MIS Specialist**

MIS Specialist will be responsible for managing city level database, preparation of monitoring statements, online monitoring and data analysis

**Scope of Work**

- Coordination of data entry and file uploads into systems to be used by Urban Local Body (ULB) on a regular basis.
- Work closely with the GIS expert in the development of a GIS-based Slum MIS collating both spatial and non-spatial, at the slum, zone and city level;
- Assist ULB in conducting Slum Surveys based on detailed formats, and ensure the data entry in the desired MIS application
- Management of electronic data pertaining to the ULB, 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.
- Operating IT systems on a daily basis; provide handholding support to the ULB officials when required.
- Any other related tasks that may be entrusted upon by the head of slum free city cell

**Qualification and Experience**

- BE/BTech Computer Science/Electronics, MCA/PGDCA in IT; MSc Computer Science,
- Minimum of three years in government/semi govt/ autonomous organizations/private company of repute. Should have exposure to software development & project management, database management, MIS etc,
- Ability to work in a team and train staff on the job to use the systems and assist in day to day issues related to IT.
- Fluency in English and local language essential.

**2 GIS Specialist**

GIS Specialist will be responsible for managing and updating of GIS level database at the city level and ensure coordination with MIS

**Scope of Work**

- Assisting in acquiring satellite images for the preparation of the base maps for the city and work closely with the GIS consultant in regard to digitisation, geo-referencing, ground verification and preparation of base maps etc.
- Work closely with the MIS Specialist/expert in collating spatial and non-spatial information with respect to plot boundaries, network of basic infrastructure such as roads, sewerage, storm drainage and water lines, etc.
- Integration of total station survey in to GIS domain.

- Work closely with the Urban planners on the team in the development of “Slum Development Plans” and a “Slum-free City Plan”;
- Act as a resource for capacity building of ULB for their GIS needs
- Any other related tasks that may be entrusted upon by the head of slum free city cell

### ***Qualification and Experience***

- Masters degree in Planning, Engineering/ Geography/ Computer Sciences or Other relevant discipline with 3 years of work experience.
- Demonstrated proficiency and creative application of GIS in the urban context
- Knowledge of urban planning & housing.
- Ability to work with, motivate/ train Govt staff.

### **3. *Town Planning Specialist***

The Town Planning Specialist will be responsible for supporting improved coordination between various planning agencies and organizations responsible for urban development at City level. The planner will also be responsible for guiding town planning activities at the city level.

### **Scope of Work**

- Programme design and implementation of the slum free city plan and to clearly identify the role of stakeholders at City level, Zone/Ward Level, Neighbourhood level etc, and Slum (Settlement) Level,
- Identifying in consultation with the local body the geographic area to be covered under slum free city plan,
- Using appropriate GIS mapping techniques and GIS base maps assist in identifying the slum pockets within the city.
- Based on the proposed land use and land reserved for city infrastructure, do plotting on the GIS maps information available from City Master Plan, City Development Plan and city Departmental sources.
- As part of the slum mapping exercise, assist the local Body in identifying ownership of the land occupied by slums and mapping under various category of land e.g. public land, private land, disputed land etc.,
- Assist categorization of each slum in terms of its tenability,
- Assist in selection of best model for in-situ development and deciding options for relocation of untenable slums.
- Assist in integration of spatial data, and slum survey information at slum and city level to create GIS enabled slum MIS
- Ensure formulation, implementation and revision of CDPs and linkage with Master Plans,
- Develop and update databases on planning.
- Any other related tasks that may be entrusted upon by the head of slum free city cell

### **Qualifications and Experience**

- Masters Degree in Planning with specialisation in Urban Planning
- Minimum of three years work experience in urban planning with experience of urban infrastructure projects.
- Experience of reform oriented projects is desirable.
- Fluency in English and local language essential.

#### **4. Social Development Specialist**

The Social Development Expert will be responsible for conceiving and implementation of social reforms, strengthening and empowerment of communities, internalizing stakeholder consultations into operating procedures and practices and optimizing the community participation in urban governance.

##### **Scope of work**

- Support ULB with regard to pro poor governance, strengthening and empowerment of local communities, social development, community participation, urban poverty alleviation at City level.
- Developing partnership with civil society, CBOs, NGOs in implementing housing projects,
- implementation of mechanisms for pre-project community consultations and streamlining its inputs into the Slum free city plan,
- Incorporation of social issues into DPR preparation,
- Effective and transparent use of the Community Participation Fund (CPF) by user groups in the select cities,
- Assistance in implementing communication strategies to make the communities aware of their responsibilities in keeping cities clean, preserving and helping in making the investments secure and complying with requirement of the reforms,
- Assist in identifying pro poor relocation strategies which manifest the concerns for the poor, vulnerable, disabled and aged population within the broad livelihood framework,
- Devise strategies to develop platforms for interface between the service provider and the client in the backdrop of the housing projects under RAY
- Identify and address gender gaps in coverage of services, access to training and opportunities for economic activities and enable ULB to undertake Gender Need Assessment and Gender Mainstreaming,
- Establish mechanisms for dialogue between elected representatives, staff and clients,
- Preparation and periodic updating of city's poverty profile, in tandem with the RAY/BSUP/IHSDP and other poverty focused programs of the City,
- Establish Networks with civil society and private sector, and other line departments such as health, education and social welfare in order to bring convergence of their schemes/ leverage their schemes with projects under UIG.
- Ensure that information related to social development indicators/ elements are adequately captured in data bases, analyzed and the emerging findings applied in practice,
- Design and Implement client satisfaction surveys periodically,
- Monitor expenditure on improvement of urban services to the poor and overall social impact of projects implemented under JNNURM/RAY.
- Any other related tasks that may be entrusted upon by the head of slum free city cell

##### **Qualifications and Experience**

- Masters degree in Social Sciences
- Minimum of three years work experience in social and community development
- Practical experience of working in the development areas, preferably in urban development
- Wide knowledge and experience in implementing social sector reforms
- Working experience in urban sector social development will be preferred

- Training and capacity building in social development and community participation processes
- Fluency in English local language essential.

## **5. Project Engineering Specialist**

Project Engineering Specialist will be responsible for providing overall guidance and support to ULBs on all aspects of planning, design, implementation, monitoring and quality assurance of slum infrastructure projects.

### **Scope of Work**

- Provide technical support as necessary in design and implementation of slum infrastructure works - Water supply, drainage, roads, Solid waste etc,
- Facilitate recruitment of quality consultants for preparation of DPRs,
- Provide technical advice in tendering process, design and supervision of infrastructure works,
- Review the Detailed Projects Report (DPR) for precision and detail and provide feedback as necessary,
- Support ULB to report with precision on progress of construction and utilization of funds under RAY,
- Develop and disseminate guidelines on project preparation, procurement and other related activities,
- Assess the training needs in engineering and assist ULBs to access quality training on site or at recognized centres of excellence,
- Provide advice for the improvement of the day to day activities of the ULBs' public health and sanitation services.
- Any other related tasks that may be entrusted upon by the head of slum free city cell

### **Qualifications and Experience**

- Post graduate degree in Engineering with specialization in public health engineering
- Minimum of three years experience in procurement, design, and supervision of infrastructure works,
- Ability to assist ULBs to set standards and procedures for ensuring quality and monitoring compliance,
- Prior experience as municipal engineer will be an added advantage,
- Fluency in English and local language essential.

## **6 Capacity Building/Training Coordinator**

The Capacity Building/Training Coordinator will play a key role in taking forward the core principles of RAY with regard to appreciation and implementation of the reforms, internalizing stakeholder consultations into the operating procedures and practices of infrastructure development and optimizing community participation in urban governance. Capacity building and training will also be critical for the preparation and implementation of slum-free city action plan.

- Assess barriers and constraints, training requirements, institutional weaknesses, absorptive capacity constraints to implement slum infrastructure projects and urban

reforms, issues of sustainability of created assets, and other social and institutional risks at ULB level.

- Develop capacity building modules in local language for conduct of training programmes on RAY
- Build the database of trainers and resource persons on urban poverty alleviation, planning, community participation, social development, engineering etc.
- Support ULBs in organising training programmes and bringing in resource persons for taking sessions during training programmes
- Prepare reports of the trainings and capacity building programme
- Undertake the follow up of the training and capacity building programmes
- Support ULBs in cross learning through organising study tours, exposure visits.
- Ensure that women elected representatives and other marginalised groups attend the training programmes and contribute in implementing RAY in cities.
- Monitor the impacts of training programmes and document learnings from the field.
- Identify and address gender gaps in coverage of services, access to training and opportunities for economic activities,
- Any other related tasks that may be entrusted upon by the head of slum free city cell

### **Qualifications and Experience**

- Masters or doctoral degree in Urban Planning and management, Social Sciences, with practical experience of working in the development areas, preferably in urban development
- Minimum of three years experience in urban sector
- Wide knowledge and experience in implementing governance reforms
- Training in organizational behaviour and management of institutional change processes
- Experience in designing capacity building activities, preferably in the municipal environment

