

ToR for the Consultancy Work

Tamil Nadu Housing and Habitat Development Project

Development of Guidelines for implementation of the Social Sustainability and Grievance Management Framework

A. Context

1. Tamil Nadu is the leading urbanizing state among the large states in India, and an economic powerhouse supporting economic and spatial transformation. Nearly half (48.4 percent) of Tamil Nadu's population of 72.1 million is urban. Rapid urbanization in the state is expected to raise the urban population to 67 percent by 2030.
2. The Government of Tamil Nadu (GoTN) has identified access to housing as a key priority within the state's Strategic Plan for Infrastructure Development, Vision Tamil Nadu 2023. The Strategic Plan was launched in 2012 with 10 vision themes, including universal access to housing and the provision of good quality infrastructure in the state. In 2014, this plan was translated into projects and budgets. For housing, around USD 9 billion was allocated for "slum-free city programs", which include support to Chennai agglomeration, and other priority nine urban areas.
3. To increase effectiveness and sustainability of its support to the housing sector, the State has issued a Tamil Nadu Affordable Urban Housing and Habitat Policy. Through this Policy, the GoTN envisions a robust market architecture where scarce fiscal resources are prioritized for the most vulnerable and the private sector bring expertise and capital to the sector to increase the housing options to all. Three key principles – inclusion, sustainability and transparency and participation serve as a guide for policies, institutions, programs and decision-making process of the GoTN.
4. Guided by the sustainability principle, TNSCB's Board has adopted a Sustainability Framework comprising of (i) Environment Management, (ii) Resilient Urban Design, and (iii) Social Sustainability grievance management sub-frameworks, whose application is mandatory for all new TNSCB EWS/LIG housing units. The Social Sustainability and Grievance Management Framework (SSGMF), which aims to promote social inclusion, safety and security for men and women, and livelihood opportunities in all TNSCB EWS/LIG housing units.
5. Concretely, the vision and objectives of the SSGMF are:

Vision: To implement the housing programs that provide economically weaker sections access to affordable housing and livelihood security, enables mobility by reducing social and economic exclusion, and promotes self-sufficiency and sustainability for communities to manage their habitat conditions.

Objectives:

- To provide places that meet the diverse needs of existing and future residents and contribute to a high quality of life and they are planned to be safe and inclusive and offers equality of opportunity and good services for all.
- To promote equitable access to opportunity and resources, security of tenure of fixed assets amongst the weaker sections.
- To Reduce dependency of the beneficiaries on the state by equipping them with opportunities for improved livelihood and income, and skills for managing community resources.

B. Objective and Scope of work:

6. **The objective of this consultancy assignment is to develop tools and guidelines/action plan to operationalize the SSGMF, i.e., to systematically integrate social considerations in all programme and project cycles, including as part of planning, implementation, and monitoring and evaluation.**
7. As part of the SSGMF, 'Strategies for Development of Guidelines and Action Plan for Social Sustainability' has been formulated with the following nine key dimensions: need assessment, stakeholder and community engagement, communication, transitory phase, social cohesion, social inclusion and gender, livelihood, grievance management framework, institutional strengthening, and monitoring and evaluation.
8. In essence, social sustainability can be included through conducting social/needs/demand assessment surveys to better understand the diverse needs of the community; engaging with stakeholders and community systematically throughout the project cycle, periodic communication with stakeholders and community; taking measures to reduce the impact of resettlement and to promote social cohesion; addressing gender specific issues; and timely redressal of grievances.

9. Scope of Work.

- a. Identify targeted due diligence needed for operationalization of SSGMF. As part of the SSGMF development stage, substantial due diligence was undertaken, including review of existing policies, programs, and institutional, legal and policy frameworks, as well as roles and responsibilities of relevant institutions. The consultant shall start with reviewing what's been done and identify remaining gaps in due diligence, if any.
- b. Carry out due diligence to fill the gap. Once the gap is identified and agreed upon with TNSCB, the consultant will conduct the necessary due diligence. One important gap is the review of different entitlement packages provided in the form of grant/subsidy by different state departments/agencies/authorities.
- c. Develop the tools needed to translate the principles adopted in each of the 9 dimensions into concrete information and analysis needed to inform operations. The consultant should build upon what has been already formulated as part of the SSGMF preparation and focus on enhancing them and focus on those that are still missing. For instance,

	What's been done	To do
Need Assessment	Questionnaire was developed for the socio-economic/needs/demand assessment	FDG guide and semi-structured interview guide with key informants
Stakeholder and Community Engagement	<ul style="list-style-type: none"> • A brief stakeholder mapping (including an assessment of their interests and capacities) and stakeholder engagement plan was prepared • TOR for Stakeholder Consultative Platform was drafted • The Stakeholder and Community Engagement Matrix was prepared 	This tool should be further strengthened for operations, especially towards stakeholders at the community level.
Communication	Terms of Reference for Communication Strategy Consultancy under preparation	Provide substantive input to communication strategy and guidelines (which need to be done via a different consultancy, given the different set of skills required)
Transitory Phase	Guiding principles covers to minimize the transition period and minimize the costs with appropriate planning at the early stages which includes physical transfer, identified target group for economic support and skill development and restoration of welfare entitlements and basic services.	Provide a detailed action plan with specific timeline to be implemented during the phase that starts prior to shifting to stage of completing resettlement and preparing for rehabilitation.
Social Cohesion	N/A	develop a framework to assess and analyze the entitlement package; and prepare the comparative analysis and recommend a uniform entitlement package as the minimum standards.
	An illustrative Gender Action Plan Template was developed	<ul style="list-style-type: none"> • Develop Gender Audit tool (questions and interviews) to capture factors / characteristics for economic, social, cultural, political and educational empowerment of women. • Develop a guiding user-friendly manual that lays down steps and includes tools on how to enhance women's voice during planning of

	What's been done	To do
		sub-projects and operation and maintenance.
Livelihood	Guiding Principles on Social Inclusion and Livelihood were prepared; Possible interventions to restore the livelihood were proposed.	Develop a user-friendly manual that lays down steps required for implementing livelihood activities for the identified target beneficiary that could be for individuals and/or groups. It will also include list of service providers for skill development and a road map to prepare proposal for business development.
Grievance Management Framework	Review of existing Grievance Redressal Mechanism of TNSCB was undertaken; Principles and main elements of the GRM are described in SSGMF	develop the manual on GRM
Institutional Strengthening		Recommend an action plan to strengthen the capacity, including a training plan to improve the capacity of the Community Development wing of TNSCB to implement the Social Sustainability and Grievance Management Framework.
Monitoring and Evaluation	N/A	Propose protocol for data collection and tracking through the TNSCB Management Information System (the MIS itself is done via a separate contract)

- d. Map out action points during the entire project cycle to integrate findings from needs assessment, stakeholder mapping, gender audit, etc. to program design and implementation (including O&M). TNSCB will provide the complete project cycle in practice currently.
- e. Develop guidelines for operationalization of SSGMF accordingly.

C. Methodology.

In addition to desk review, Focus Group Discussion and Key Informant Interviews will be conducted with stakeholders representing (i) geographical variations; (ii) slums to be relocated and re-development programs; (iii) social, economic profile of the target population with special focus on women, minorities and vulnerable; (iv) institutions providing services (infrastructure and social, including livelihoods); and (v) elected representative of the residence welfare association.

The tools and guidelines should be developed with extensive consultation within GoTN as well as with other key stakeholders.

5. Deliverables

No.	Deliverable
1.	Inception Report with work plans
2.	Various tools
3.	Draft Guidelines for Implementation of the Social Sustainability and Grievance Management Framework
4.	Final Guidelines for Implementation of the Social Sustainability and Grievance Management Framework

6. Qualification.

1. Team Leader – Senior Social Development Specialist with MA in social sciences or allied subject with more than 10 years of experience on qualitative research and fluent in Tamil and English language.
2. Gender Specialist – Senior Social Development Specialist with specialization on Gender. MA in social sciences or allied subject with more than 10 years of experience and fluent in Tamil and English language.
3. Livelihood Expert – Senior Urban Livelihood expert with specialization in Urban poverty. MA in social science with work experience of more than 8 years of experience of working with urban poor on skill development and business development and fluent in Tamil and English language.
4. Institutional Expert – MA in Social Sciences or allied subject with work experience on organizational support, training assessment and capacity development for more than 8 years and fluent in Tamil and English language.
5. Stakeholder Engagement Expert – MA in Social Work and allied subject with work experience of working on community engagement for more than 7 years and fluent in Tamil and English language.
6. M&E expert – MA in Social development and allied services with work experience of more than 8 years on monitoring and reporting of social development outcomes.