

Ministry of Housing and Public Works  
National Housing Authority  
Pro-poor Slum Integration Project

Terms of Reference (TOR)  
for  
Consultancy services of firm for “Community Mobilization, Design and Supervision for  
Community Housing Up-gradation”

## I. Introduction

1.1 At independence, Bangladesh was a country with a very low level of urbanization and an economy greatly dependent on agriculture. Less than eight percent of the country’s population could be identified as ‘urban’ and the urban sector contributed less than 25 percent to the national GDP. Today, the scenario is quite different; over a quarter of the country’s population is now urban and the urban sector contributes to over 70 percent of national GDP. This shift has led to rapid migration to urban areas; urban centers have sustained population growth rates of 4-5 percent over the past several decades, as compared with national averages of 2-3 percent, and Dhaka’s urban growth rate has been consistently between 5-7 percent. As an example, Dhaka has gone from a population of one million in 1971, to an estimated 15 million today, and is ranked the 9<sup>th</sup> largest city in the world.

1.2 Rapid migration to urban areas has put unprecedented pressure on urban infrastructure, most notably housing. The inadequate supply of housing in urban areas has contributed to the explosion of urban slums and informal settlements in Bangladesh; with the lack of affordable housing in the formal housing sector, many urban residents have little choice but to find accommodation in the urban slums and informal settlements. Slums and informal settlements are classified as illegal under the law, although a recent study identified around fourteen different types of tenure and ownership forms in slums. However, periodic evictions and encroaching developments fuel the perception of insecurity, and residents of informal settlements cite this fear as a serious concern. For the residents of informal settlements, the predicament inevitably leads to a ‘Catch 22’ scenario: without security of tenure or occupancy rights, informal residents see little reason to save or obtain a loan to improve housing (as their future is unknown), thus resulting in a poverty trap for residents.

1.3 Evicting households was often a method used by many governments in the 1970s and 80s to clear illegal settlements, but the experience showed that this is often incompatible with inclusive poverty strategies and comprehensive urban strategies. In almost any eviction, the poor are the greatest losers: they lose the houses and often lose their jobs, their belongings, their building materials and their social support systems and their investments in the form of life time savings and borrowings.<sup>1</sup> Plus, evicting informal settlements reduces the city’s stock of affordable housing and instead of solving the problem simply moves it elsewhere, at very high social, economic and political costs. Naturally, illegal occupations are not recommended, nor are they the best way to accommodate larger urban flows. The preferred way would be for local and central government to take pro-active measures to plan for the upcoming urban flow, increasing the supply of urbanized or serviced land with adequate access to basic services, while promoting the upgrading of existing slums in a consistent and orderly fashion. The perceived threat of eviction does little to improve living standards in informal settlements, as the fear of losing assets can result in fewer investments and often precludes the provision of basic services. And excluding a significant portion of urban households from legal shelter reduces the prospects of a city’s economic development.

1.4 There are three main alternatives to eviction, often complementary and used at the same time in most urban upgrading programs: (i) securing tenure and on-site upgrading; (ii) land-sharing; and (iii) voluntary resettlement of affected populations. All of these options can include housing as well as access

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<sup>1</sup>UN-HABITAT (2008) “Housing the Poor in Asian Cities: Quick Guide 4” United Nations Economic and Social Commission for Asia and the Pacific and the United Nations Human Settlements Programme.  
[www.unhabitat.org/pmss/getElectronicVersion.asp?nr=2531&alt=1](http://www.unhabitat.org/pmss/getElectronicVersion.asp?nr=2531&alt=1)

to services. While the best eviction alternative is generally considered to be one that allows squatters to stay on land they currently occupy and that transfers occupancy rights to them<sup>2</sup>, many of the rapidly growing urban centers in Bangladesh face severe land shortages, which make such an option infeasible. The second alternative of land-sharing – whereby slum dwellers and private developers and /or government share a given site, the developers being given some benefits from the government as an incentive to include all or part of slum dwellers in a portion of the new plots to be developed -- has garnered interest in Bangladesh as a potentially viable solution to address both affordable housing for the urban poor as well as to promote investments in critical infrastructure. Finally, where slums are located on environmentally risky land, or where there are no options to secure tenure on site, voluntary resettlement and rehabilitation of slum dwellers is an alternative to eviction.

1.5 The Government of Bangladesh wants to develop a mode of facilitating secure housing opportunities for residents of slums and informal settlements that places the communities in slums and informal settlements central to the identification and design of housing solutions, and contributing and controlling in part the financing and implementation of the program. This approach builds on the success of several Asian initiatives, including the Community Organizations Development Initiative (CODI) in Thailand, the Urban Poor Development Fund in Cambodia, engagement with urban poor communities in the Kampung Improvement Project in Indonesia, and city wide development funds in the Philippines, to name a few. It also reflects the experience in Latin America where participatory solutions have become the preferred approach in the last fifteen years.

1.6 Lessons learned from the participatory approaches highlight several important aspects to be considered. As a first step, these approaches build on significant efforts of community mobilization and organization that bring residents of slums and informal settlements together to identify common goals and solutions with community savings as a vehicle for this process. As a second step, these organizations are tasked with taking care of common infrastructure and basic upgrades, such as paved footpaths, lighting, water and sanitation, and other programs, and are introduced to savings and rotating credit schemes. Community organizations often receive funding for this common infrastructure, and are responsible for contracting works and services, and procuring goods, as well as managing funds for operation and maintenance. Global experiences have shown that the final step—transition to secure housing arrangements—is best suited to communities where local organizations exist and are active, and where experiences with local contracting and community savings and group lending are present. Thus, significant efforts of community mobilization are a prerequisite to establishing the institutions necessary for participatory approaches to succeed.

1.7 In Bangladesh, several programs over the past decade have mobilized communities into local organizations, have introduced minor infrastructure upgrades, such as footpaths, lighting and water and sanitation, and have introduced training and job skills programs, as well as financial literacy programs, and savings and credit schemes.<sup>3</sup> One significant impediment to the continued development of informal settlements and slum areas has been the insecurity of tenure; lack of security has meant that investments made in minor infrastructure, as well as housing and other assets have been destroyed when these areas have been razed or encroached. While not systematic and widespread, these infrequent evictions serve to perpetuate the fear that investments, both at the household and the community levels, risk being wiped out, leading to limits in investments for housing, services, and other community amenities. Thus, security of tenure remains an important and unaddressed issue. However, the presence of these programs has provided an important foundation upon which to build a program for secure and affordable housing for the urban poor, as they have brought communities together in organizations, mobilized and trained them in important skills, and introduced savings programs that allow for households to participate in housing upgrades and other community driven programs.

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<sup>2</sup>UN-HABITAT (2008) “Housing the Poor in Asian Cities: Quick Guide 4” United Nations Economic and Social Commission for Asia and the Pacific and the United Nations Human Settlements Programme.  
[www.unhabitat.org/pmss/getElectronicVersion.asp?nr=2531&alt=1](http://www.unhabitat.org/pmss/getElectronicVersion.asp?nr=2531&alt=1)

<sup>3</sup> UPPR (2009) “Urban Partnerships for Poverty Reduction: Annual Progress Report” (available at [www.upprbd.org](http://www.upprbd.org))

1.8 In this context, and to help the urban poor to access secure and affordable housing, the Government of Bangladesh requested World Bank financing for a project that is expected to facilitate the participation of communities living in slums and informal settlements to identify, design and finance secure and affordable housing solutions. This builds on global examples that have shown that the participation of slum dwellers, together with community architects, engineers and other technical specialists in the identification and realization of solutions to insecure tenure are critical to the sustainability and equity of slum developments. The proposed project is envisioned as a demonstration program, to test several types of community driven solutions in around fifteen (15) slums or informal settlements in three pilot cities: Comilla, Sirajganj, and Narayanganj.

1.9 **Pilot program.** The Project is considered a pilot program that will test the community driven approach to securing tenure and improving living conditions, including shelter, in the context of Bangladesh, and will chart a program for scale up of the program's interventions, if proven successful. Thus, the pilot phase will encompass significant learning and adjustment during implementation, and will require significant reporting and monitoring of the project, as well as flexibility during implementation to make adjustments as needed. The project will also finance the preparation of the next set of cities in order to facilitate scale up.

1.10 The Consultant will be selected following "Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers" dated January 2011 revised July 2014 (Consultant Guidelines).

## **II. Scope of Work.**

### **Objective of Consulting Services.**

2.1 The main objective of the consulting services is to support Government of Bangladesh's National Housing Authority (NHA) under the Ministry of Housing and Public Works (MOHPW) in the implementation of the "Project". The project provides a package of technical assistance, grants and loans to organized poor urban communities in designated municipalities in Bangladesh to secure tenure, upgrade and improve infrastructure, and improve or construct housing. This pilot program will advance a community based and city wide approach to improving low income areas and informal settlements, and assisting in their transition to secure housing. This Consultancy will focus on providing technical assistance and grants for upgrading, as well as support to access housing loans to be provided through eligible lenders. The assignment will require an interdisciplinary team of community mobilizers, community minded architects and engineers, as well as land tenure specialists, urban planners, and social and environmental specialists to work closely with communities to develop locally relevant plans and layouts for communities and individual households.

2.2 The main tasks of the consultants to be carried out under are:

- (a) Review of all related available documents and recommendations of previous socioeconomic assessments, studies and projects for slum upgrading and affordable housing in Bangladesh, and particularly the feasibility studies that have already been conducted by the Consultant recruited in the TA project. Review of the whole selection process done by the previous Consultant in terms of the readiness to transition to secure housing including validation of the readiness and affordability criteria for selection of communities. Fine tuning those criteria for selection of additional communities will be done by the Consultant so as to make a total of fifteen (15) communities in three towns, namely Comilla, Sirajganj and Narayanganj.
- (b) Having selected the communities, the Consultant will work with communities to develop detailed master plans and designs for the housing. Master plans should detail the design of the housing structures, services, open spaces, walkways, and any other structures within the available land space. These designs should balance the wants and needs of the community with an economic design. Apart from the on-site tertiary infrastructure, the Consultant will carry out city level analysis to link all the on-site facilities with existing and city-wide systems. The Consultant will be responsible to look carefully at the municipal systems, and

identify any upgrading or civil works that would need to be undertaken to ensure that settlements are integrated with municipal systems wherever possible. Special attention will be given in designing roads and drainage system so that any community level on-site construction is integrated with the existing municipal network.

- (c) An alternative minimum standard for design and layout for low cost housing has been developed by NHA. This will be followed while preparation of layouts and design of infrastructures and houses. For the purpose of the bid the consultant should assume that the 15 communities will include:
  - (i) 50 to 300 households each;
  - (ii) Land sharing project with families in Ground + 3 story walk up apartments.
  - (iii) One voluntary resettlement where ground + 1 units are built on a new site with site planning.
  - (iv) Projects where homes are upgraded in-situ
  - (v) Project where community is re-blocked in ground +1 units i.e remain on same site but require master planning & house design.
- (d) The Consultant will prepare site layout plan, topographical plan, and detail design for tertiary, primary & secondary infrastructure, procurement plan, specification and bidding document. If relevant, preparation of technical specifications and bidding documents for carrying out construction of multi-story dwellings, for one or more of the selected sites. These would be undertaken considering least cost options for construction and suitable for the local condition
- (e) The Consultant will also assist NHA throughout the tendering and contract management phases. During tendering phase the Consultant will assist NHA in preparation of the bid evaluation report and recommendation for the award of the contracts. During contract management phase the Consultant will act as 'Engineer' and all sorts of supervision, cost, quality and time control of works, issuing variation order etc. will be conducted by the Consultant. Consultant's community-minded architects and engineers will provide technical assistance to adjust designs as needed.
- (f) The Consultant will prepare environmental and social impact assessment (EIA and SIA) and Resettlement Action Plan (RAP) following the already formulated Environmental Management Framework (EMF) and Social Assessment and Social Management Framework (SMF).
- (g) For large scale multi-story dwellings, construction supervision on behalf of NHA of all works to be implemented under the Project, and review of designs and updating as needed. The consultants would be designated as the "Engineer" under civil works contracts.
- (h) The Consultant will support to the NHA in project management, including technical assistance to the NHA in the institutional setup of the project, training and capacity building in project management and community engagement, support in procurement, financial management and contract management, etc;
- (i) Being a community centric housing and infrastructure development project, this project will predominantly consist of lots of small chunks of works which will be done through Community Contracting. The Consultant will work closely with the community people in designing the infrastructure, and while the community contracting is in place the Consultant will help in maintaining quality of works as well as preparing bill for the contractors and onward forwarding to NHA for payment.
- (j) The Community Mobilization, design & supervision Consultant will open and operate the URC, and will provide training and capacity building workshops, financial management planning, construction and building techniques, and information on low cost building standards, certification of local tradesmen, etc. The Consultancy will staff the URC during implementation, and will devise a plan to ensure the sustainability of the URCs after the project closes

2.3 **Design of single story and ground + 1 dwellings.** The consultant will facilitate participatory master planning and detailed design of dwellings. The design process should involve community member and may be best undertaken in a series of interactive workshops which involve stakeholders such as local community, local builders, local govt. etc. Designs should follow guidelines for Planning, Design & Construction of PPSIP Settlements formulated by NHA in 2014.

2.4 **Design and Preparation of Bidding Documents for Multi-Story Dwelling.** As some community groups will be interested in land sharing and multi-story dwellings, the Consultant should prepare site master plan, detailed design and bidding documents for at least one multi-story dwelling. However, the designs of the buildings should be done together with community architects and engineers, so that the preferences and needs of local community groups are best reflected in the design. Works for multi-story dwellings would be procured under National Competitive Bidding where the project is fully designed by the Consultant and let in a single stage tender. The consultants would prepare bidding documents for project but should do this together with local community groups so as to ensure full participation and ownership of the communities.

2.5 In preparing detailed designs and bidding documents, for both low rise or multi-story dwellings, the consultant would carry out, but not limited to, the following activities:

- (a) Prepare detailed designs and for that purpose carry out surveys, site investigations, analysis, and prepare detailed designs reports for function and use design covering the contracting agency's requirements with respect to the procurement, in particular requirements related to the following:
  - site conditions and circumstances;
  - architectural and aesthetic,
  - community preferences and inputs
  - functionality, durability and sustainability
  - services according to the acceptable standards,
  - national building codes or alternative minimum standard, where applicable.
- (b) Carry out topographical surveys to an extent sufficient to define the design and build specifications;
- (c) Carry out geo-technical field investigations, which may be additionally required to determine the basic design parameter for the construction;
- (d) Conduct in-depth community consultations and mobilize participants to actively engage in the design;
- (e) Drawings will be prepared to the extent that adequate cost estimates will be possible in close consultation with the community;
- (f) Prepare technical specifications, engineering drawings needed for tender documents, bill of quantities (BOQs) and bidding documents. Prepare engineer's cost estimates for the works/contracts, and requirements for construction supervision, including facilities, material testing labs, on or off site as needed, equipment and staffing or any other special requirements; and
- (g) Supervise the construction of infrastructure, either through supporting the community in community contracting, or through the supervision of contractors, and acting as the *Engineer* on behalf of NHA for the quality control for the project.

2.6 Once the site layouts are completed, community-minded architects would work with eligible households on improved housing designs and assist households to develop affordable housing upgrades or constructions. The Consultant will support households in the design, as well as in the provision of construction technical assistance and support, and ensure that all construction adheres to the project's minimum guidelines for construction.

2.7 As community would continue to need technical assistance in the form of architects, engineers, community mobilizers, lawyers or other specialized knowledge, the Consultant will be responsible for continued liaising with local communities to assist them in the implementation of affordable housing plans, and to document lessons learned for future engagement.

2.8 Where the community has decided on constructing a multi-story dwelling, the Consultant would be responsible for all construction supervision and in that context, would carry out, but not limited to the following activities:

(a) Being designated as the Engineer (or Project Manager) in the civil works they would be responsible for inspection and supervision of the construction works including but not limited to the following, in order to ensure that the works implemented and goods supplied are in accordance with the designs, specifications and terms and conditions of the relevant contracts and standards.

- Contract administration and management;
- Inspection of construction activities
- Testing of materials on-site and off-site testing when needed, if necessary, in-factory testing during manufacturing and inspection of good and materials
- Review of contractor's submittals, verification of progress and interim payment requests
- Determination of final construction quantities
- Preparation of monthly progress reports
- Maintenance of records
- Contract/works or goods acceptance and close of contract, issuance of completion certificates, and preparation of documents as required for acceptance of works/goods by the investor (MoHPW);
- Carry out all obligations provided for the Engineer in the Civil Works contracts. In the event of contractual dispute which may result in legal action, adjudication or arbitration between the contractor and the employer, and on the instruction, will collate and prepare factual documentation which describes the circumstances of the dispute, and if required the Consultants would attend hearings.

(b) Ensure that procurement of goods, services, civil works contracts is in accordance with the World Bank policies and guidelines, the contract are signed, and managed properly including any changes or variation orders necessary during implementation. However, while the Consultant would be responsible for the civil works, the engagement of local community groups in the construction phase will be critical to the development, and the Consultant will continue to engage with local communities with architects and social mobilizers to ensure the full participation of community groups throughout the construction phase, eg. through weekly update meetings, weekly community site visits and monitoring activities;

2.9 The Consultant would prepare the EIA and SIA for each new site, and would provide support in implementation of all EMP/RAP activities during the project implementation, including support in purchase of properties, and for that purpose, preparation of documentation, help in negotiations with the beneficiaries, obtaining local permits, discussions with local authorities and preparation of documents for that purpose, resolution of issues, preparation of documents for making payments, relocation of beneficiaries, including any special assistance that may be required, in such relocations, etc.

2.10 The consultant will provide support in identification of alternative sites for resettling people (either permanently or temporarily) and related assets and cultural properties. They would prepare plans for development of the site(s), including planning, and development of infrastructure, utilities, and replacement houses/apartments/quarters etc, They would help in meeting architectural requirements of location and construction permits, carry out designs for settlement's infrastructure, roads, connectivity, utilities etc. and prepare bidding documents and carry out construction supervision of the development and houses as needed upon the instruction of the Chairman, NHA.

### III. Implementation Arrangements

3.1 The Consultants will report to the NHA, and coordinate their work with other relevant units of the Ministry of Housing and Public Works, local administration and relevant Ministries and agencies. The consultant will establish their office in Dhaka at a convenient location to NHA offices to whom they will be reporting on a day to day basis.

3.2 After the inception stage the Consultants shall prepare a detailed schedule and task-flow diagram, which depicts the interrelationship of various tasks in the assignment which lead to the completion of works and mechanisms of coordination with the client and other related entities. This would be kept and updated throughout the Project duration.

3.3 Chairman, National Housing Authority would be representative of the client and a Director would be designated as Head of the Project Implementation Unit (PIU) to coordinate all interfaces with the Consultants. Head of PIU with support from the Chairman would also assist the Consultants in resolving various administrative issues which may arise during the study duration. The Consultants' Project Manager will be the principal contact and will be expected to be readily available during project implementation.

3.4 The Consultants shall be responsible for all aspects of performance of services as set forth in the preceding sections of this TOR. Chairman, NHA would be responsible for providing the existing data and information including all reports prepared so far for the project.

3.5 **Selection Procedure and Form of Contract.** The consultants would be selected following Quality and Cost Based Selection (QCBS) criteria under the World Bank Guidelines for Selection of Consultants (2011) and the form of the contract would be a Complex Time Based Contract.

3.6 **Duration of the Assignment.** The duration of the contract would be four (4) years. The Consultant will remain liable to any technical fault arising out of construction design and supervision responsibilities and shall be available for any other query arising from time to time after the implementation of the project but during the first year after closure.

3.7 **Staffing Requirements.** The consultants are encouraged to use the expertise available in Bangladesh to the extent possible. However, international experience (especially the experiences in Asia, such as in Thailand, Indonesia, Cambodia, Vietnam, India and elsewhere) and experience with the World Bank financed projects are necessary to carry out the assignment. **The consultants are free to propose a staffing plan and skill mix necessary to meet the objectives and scope of the services.** If all the required skills are not available within the consulting firms, they are encouraged to make joint ventures with other firms. Following is an **indicative list of key staffs that will be** required to carrying out the assignment.

Sl. No.	Key Staffs
1.	Project Manager/Team Leader (International)
2.	Civil Engineer
3.	Urban Planner
4.	Community Mobilizer
5.	Community Architect
6.	Land tenure & Resettlement specialist
7.	Environmental Specialist/Ecologist
8.	Municipal Infrastructure Engineer/Specialist

**3.8 Role of Community Minded Staff.** The project's design calls for significant technical expertise, in the form of engineer and architecture, with a strong foundation in a community based approach. As this is a new approach for the context of Bangladesh, it is envisioned that the Team Leader and several of the key staff will have significant experience and expertise working on similar programs globally, and will have experience leading large and multidisciplinary teams. In addition, it is expected that this key staff will be supported with several Sr. and Jr. staff locally, who can work with local community groups directly to develop community based settlement and housing plans in a participatory manner.

In addition to the above key staffs, Consultant may suggest inputs of other technical and general staffs in order to enrich their skill mix and to carry out the service in an efficient and effective way. The list of key staffs and other important staffs along with their responsibilities and qualifications are outlined in the following table:

Sl.	Position	Responsibilities	Qualification/Experience
1.	Team Leader/Project Manager	<ul style="list-style-type: none"> <li>▪ Represent and act as authorized representative on behalf of the Consultants' team with respect to all technical, administrative and financial matters.</li> <li>▪ Manage and coordinate among all actors of the project dealing with problems, troubled situations and conflicts.</li> <li>▪ Provide managerial and technical inputs and guidance required for the implementation of project activities, and to ensure that team members coordinate with each other as required to deliver the project outputs.</li> <li>▪ Liaise with the NHA and PMU, reporting on progress and dealing with queries, comments and complaints.</li> <li>▪ Visit project field offices, communities and construction sites for monitoring. Participate/organize joint monitoring missions with on-going monitoring and evaluation by the World Bank.</li> <li>▪ Lead the process in each of the project towns to identify eligible communities for upgrading, relocation, or development, and ensure the smooth implementation across different disciplines in securing tenure, improving infrastructure and developing housing.</li> <li>▪ Oversee the preparation of additional project towns, and, based on performance, the project expansion to additional towns</li> </ul>	<p>MSc in Sociology, Statistics, Urban Development, Engg., Architecture or other relevant field, At least 15 years of experience in leading a team implementing large donor financed projects. Must have international experience and relevant experience leading interdisciplinary teams in project management.</p>
2.	Civil Engineer	<ul style="list-style-type: none"> <li>▪ Guide the engineering team from a technical perspective to integrate community based planning of settlements with the technical requirements to identify solutions to infrastructure upgrades or developments;</li> <li>▪ Lead the construction supervision of all infrastructure works, including settlement level, as well as any required links to primary and secondary services, as well as the construction technical assistance for housing development;</li> <li>▪ Oversee the development of detailed area plans for selected settlements, development of bidding documents, procurement, etc.</li> <li>▪ Provide guidance and training to Civil/Municipal Engineers in the team.</li> </ul>	<p>BSc. Engg. Civil At least 10 years of experience in construction management, out of which must have design experience of buildings for at least 5 years, with a strong preference for community-based planning</p>

Sl.	Position	Responsibilities	Qualification/Experience
		<ul style="list-style-type: none"> <li>▪ Ensure linkages between settlements and city level infrastructure services (e.g. roads, drains, water supply, etc.) and that planning is done in an integrated fashion</li> </ul>	
3.	Urban Planner	<ul style="list-style-type: none"> <li>▪ Review urban master plans, and slum and vacant land mapping for each of the project towns</li> <li>▪ Develop relationships with local government administration and all relevant stakeholders to ensure the full integration of the project in town level planning</li> <li>▪ Work closely with existing programs and projects on urban poverty and housing to ensure integration;</li> <li>▪ Advise the project team on city level planning issues to ensure that city wide approach is fully accommodated</li> <li>▪ Lead the city-wide engagement process, bringing together all relevant stakeholders within the relevant project towns to discuss and identify solutions</li> </ul>	<p>Masters in urban planning, law, urban development or other relevant degree  At least 10 years of experience working on urban development programs or slum upgrading programs, with a strong preference for experience in city wide approaches</p>
4.	Community Mobilizer	<ul style="list-style-type: none"> <li>▪ Lead the community engagement process, with a development of planning for community engagement and mobilization</li> <li>▪ Identify and assess eligible communities based on social cohesion criteria to recommend community groups</li> <li>▪ Lead information campaigns and awareness raising efforts to make the project interventions, efforts and other stakeholder engagement widely known</li> <li>▪ Facilitate community engagement in eligible communities to ensure full participation in the identification of tenure solutions, settlement planning and housing upgrades</li> <li>▪ Training and quality control of Jr. Community Mobilizers to ensure equitable and full participation of all community members and the inclusion in particular of disadvantaged groups, where possible.</li> </ul>	<p>Masters in arts/law/social science or any equivalent degree.  At least 10 years of experience in leading, supervision and management of the programmes that aims to enhance human and social capital of the poor and disadvantaged, particularly women for their empowerment. At least 5 years of experience leading, supervising or managing community participation in the context of civil engineering or infrastructure works projects, working in a multidisciplinary team</p>
5.	Community Architect	<ul style="list-style-type: none"> <li>▪ Support and train the team of Community Architects to community-based housing designs.</li> <li>▪ Work as a team member to identify and prioritize the needs and problems to develop options and alternatives for housing interventions, working closely with the team to develop and integrated package of services for community groups.</li> <li>▪ Oversee community based or participatory housing designs in line with minimum guidelines, and with a view towards affordability</li> <li>▪ Train Jr. Community Architects in the development of participatory designs</li> </ul>	<p>Bachelor of Architecture  At least 10 years of experience of working as Community Architect in several community-based projects.</p>

Sl.	Position	Responsibilities	Qualification/Experience
6.	Land Tenure & Resettlement Specialist	<ul style="list-style-type: none"> <li>▪ Oversee the analysis of slum and vacant land maps in project towns to guide the process of securing tenure;</li> <li>▪ Review NHA land bank in each town to identify possible site development;</li> <li>▪ Oversee and guide land transfer processes, including the preparation of any relevant letters or requests to assist in the securing of relevant sites for the project purposes</li> <li>▪ Supervise and monitor the preparation of Social Assessments, Social Impact Assessments, and any Resettlement Action Plans;</li> <li>▪ Guide and train the team members about the issues of land acquisition, land rights, implementation of resettlement plan, etc.</li> </ul>	<p>Masters in arts/law/social science or any equivalent degree.</p> <p>At least 10 years of experience in land, land management, land law, or related and relevant field, experience working in slum upgrading or slum development projects, and experience managing resettlement or land acquisition in GoB &amp; IDA financed projects.</p>
7.	Environment Specialist	<ul style="list-style-type: none"> <li>▪ Oversee the assessments of communities from environmental consideration and provide inputs in selection of additional communities in terms of screening out from environmental consideration</li> <li>▪ Following the Environmental Management Framework (EMF) do the environmental assessment of each selected communities and prepared Environmental Impact Mitigation Measures and Environmental Impact Assessment (EIA).</li> <li>▪ Finalize the EIA report, based on the feedback from client and EMP.</li> </ul>	<p>Masters in Environmental science/Engg./Geography/ Anthropology or any equivalent degree.</p> <p>At least 10 years of research/ consultancy projects regarding development of sustainable environmental management plan for existing and new projects.</p>
8.	Municipal Infrastructure Specialist	<ul style="list-style-type: none"> <li>▪ Lead role in preparing area based plans to ensure the integration of all settlements in municipal infrastructure options and developing designs, details and contract documents</li> <li>▪ Assessment of water and wastewater treatment strategies and options, and guide design of preferred facilities;</li> <li>▪ Guide team and lead discussions with community groups on different options for infrastructure development, with a view to providing cost effective solutions based on community preferences</li> <li>▪ Prepare detailed designs, contract documents, and cost estimates for water supply, sewerage, drainage, land filling, or other details of the sub projects in settlements;</li> <li>▪ Prepare detailed designs, contract documents and cost estimates for water supply, sewerage, drainage, land filling or other details of sub-projects to connect settlements with any relevant town level infrastructure;</li> </ul>	<p>Engineering degree with at least 12 year' relevant experience, at least 6 of which in a 'developing' country</p>

3.9 **Reporting.** The schedule for various reports to be issued by the consultants is given below. The consultant would prepare reports in English and provide five copies of the key reports to the Government and the World Bank including electronic copy on CD-ROM. The EA/RAP summaries would also be prepared in Bengali for dissemination and disclosure in the project area according to the World Bank guidelines.

	<b>Months from Start of assignment</b>
1. Inception Report	1 <sup>st</sup> Month
2. Report on selection process for shortlist of priority communities (15-20) with detailed description	3 <sup>rd</sup> month
3. Report on final selection of 10 communities	6 <sup>th</sup> month
4. Report on preparation plan for first five (5) sites, including community mobilization plan, facilitation of participatory process to select design.	8 <sup>th</sup> month
6. Full Project Implementation plan providing all aspects of project scope, assessments, implementation, detailed design and procurement strategy etc. according to the standard format and bidding document for the first five (5) sites/communities.	9 <sup>th</sup> Month
7. Bid evaluation reports with contract award	10 <sup>th</sup> month
8. Construction reports, quarterly reports, annual work plans,	Regular Basis
9. Support in project management, and preparation of EIA, RAP	Regular basis
10. Works/ Project completion report	3 months before end of assignment

#### 4.0. **Logistical Support by the Employer**

The NHA will provide logistical support where possible from its Project Implementation Unit in Dhaka and through its regional offices. The Consultant will be housed, if possible, in the NHA head office in order to facilitate better co-ordination with the Project Implementation Unit (PIU). If space in the NHA office is not available, the Consultant will be responsible for renting a suitable office location in close proximity to the NHA head office.

Professional and support counterpart personnel to be assigned by the Client to the Consultant's team:

- Project Director
- Engineer
- Architect
- Social Specialist
- Urban Environmental Specialist
- Financial Management Specialist
- Procurement Specialist