OPERATIONAL GUIDELINES FOR APPLICATION OF

Urban RAASTA

Resilient & Accelerated Advancement with Sustainable & Transformative Actions

Operational Guidelines for Application of Urban RAASTA

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1. Introduction

1.1 India's Urban Scenario

Cities are finally gaining recognition as *the centres of action* for achieving the global sustainable development agenda and responding to the triple planetary crisis. With an urban system of more than 4,000 city jurisdictions, and another 3,000 on the brink of being recognized as urban, India has strong impetus for planning, governance, and financing of cities. A0n urban future will pave the way for sustainable LiFE complemented with achieving the USD 5 trillion economic milestone.

The country's need of the hour as articulated by the Union Budget as well is to have well-planned cities that are "garbage-free, water-secure and climate-resilient."

Figure 1: *Post Union Budget 2023 Webinar on 'Urban Planning, Development and Sanitation' provided India's vision and goals for its cities*

1.1.1 Need for reimagining urban planning and local financing

The urgency to re-imagine the city-urban ecosystem and empower the local actors/stakeholders must be underscored with absolute certainty. Indeed, it is the local communities, and their ULBs guided by city mayors, chief town planners and municipal commissioners, anchored with private sector that are collectively responsible for translating the national vision into local realities. Transforming the urban-ecosystem requires dynamic, integrated and easily implementable urban development frameworks and instruments covering the entire gamut including policy, master planning, bye-laws and codes, projects, financing models, among others. The local stakeholders must be adept at understanding various urban development instruments and their implications to truly participate as equals and meaningfully contribute towards their city's development future.

1.2 Resilience and Accelerated Advancements with Sustainable and Transformative Actions (Urban RAASTA)

1.2.1 Intent and Scope

Urban RAASTA is developed for local stakeholders and actors, especially in India's intermediary cities, to endeavour towards a healthy, sustainable, and green development pathway which is rooted in India's traditional ways of conservation and moderation. The framework emulates a T-shaped approach, i.e. multi-sectoral horizontal integration and intra-sectoral comprehensive vertical deep dive, which is necessary to develop "fit for purpose" recommendations for urban development instruments (climate action plans, strategic plans, master plans) and financing.

The cornerstones of the framework to bring together capabilities for data and innovation, strategic foresight, and impact monitoring, with unique value addition are:

Spatial Equity – enhanced and improved access to public goods, services and infrastructure for one and all, reduced localized inequalities so no one and no place is left behind

SDG Localization – recognising subnational contexts and translation of global goals to locally driven actions including co-creation of solutions for the achievement of the Agenda 2030

Climate Resilience – ability of cities to cope and manage the impacts of climate change where nature-based solutions (NBS), blue/green and hybrid infrastructure, and other integrated approaches offer a transformative opportunity to enhance this ability

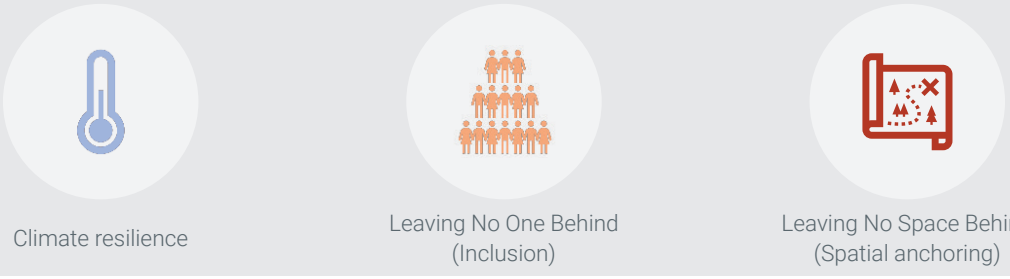
Inclusive Economy – equal and enhanced access by all stakeholders to participate in varied economic opportunities strive towards shared prosperity

1.2.2 Who is the Urban RAASTA for?

Beneficiary and Objectives

Beneficiaries/City Stakeholders	Objectives
Citizens, Grassroot Organizations, Private Sector, Potential Donors, Mayors and elected officials	Facilitating periodic review of intra-city sectoral performance and give insights on **spatial equity and inclusion**
City Managers, Commissioners, Policymakers, Town Planners State and Local Planning Departments, Municipalities	Provide a **GIS-based master plan** review, monitoring and revision
City Managers, Commissioners, Policymakers, Town Planners, Engineers Planning Departments, Municipalities	Efficient resource allocation for prioritization of development projects and tracking of **urban infrastructure** and financial decisions.

Beneficiaries/City Stakeholders	Objectives
City Managers, Commissioners, Policymakers, Town Planners, Engineers State and Local Planning Departments	On-ground convergence of National and State missions through **spatial mapping**
Private Sector, Sovereign And Non-Sovereign Investors	Pre–Feasibility Pipeline of "**Green Projects**[1]" that are climate smart and carbon neutral



1.3 Four stages of Urban RAASTA

1.3.1 Urban Sustainability Baseline

Rooted in the principles of evidence- based planning and management of urban areas, "Urban RAASTA" is intended to identify strengths and weaknesses in multiple thematic areas or sectors of sustainable urban planning for each city where the framework is applied. By gathering spatial evidence, Urban RAASTA has the potential to orient city's priorities and directing its resources to meet the desired vision and goals of the city's master plan. Urban RAASTA collects data across 131 indicators with around 235 data points. Each indicator is scored on a seven-point scoring gradient which encourages cities to undertake continuous self-evaluation and improve their scoring against the indicators. Further, there are six mandatory spatial indicators which are critical in assessing spatial equity of public goods, basic services and their catchment areas. The results from the application of the baseline assessment are captured in an Urban Sustainability Indicators (USI) report which provides output on multiple scales of implementation. It is recommended to conduct this assessment every two years to monitor impact of on-ground green project implementation through movement on the indicators.

1.3.2 City Profile & Diagnostics

With the wealth of information gathered through the USI report, a comprehensive, evidence based, sectoral profile of a city can be developed. It captures insights from all relevant documents, policies and programs governing city's planning and undertakes critical assessment of these documents. Based on the outcomes of the USIR, the process yields critical analysis of the least and best performing sectors of the city and has the potential to direct the city planners and managers to determine the city's development trajectory. As a next step- key diagnostic issues faced by a city can be identified along with the sectoral interlinkages contributing to the issues and challenges faced by the city. Overall, the steps in the process yield a multisectoral roadmap of the issues faced by the cities which pave way for a spatial strategic plan to reduce the GHG inventory of the city.

1 "A 'green project' classification is based on the following principles: • Encourages energy efficiency in resource utilization • Reduces carbon emissions and greenhouse gases • Promotes climate resilience and/or adaptation • Values and improves natural ecosystems and biodiversity especially in accordance with SDG principles." *https://dea.gov.in/sites/default/files/Framework%20for%20Sovereign%20Green%20Bonds.pdf*

1.3.3 Sustainable City Strategies

This step recognizes and addresses specific issues, opportunities and constraints as identified by the city profile and diagnostic report. A sustainable city strategy is a spatially strategic plan, which through a set of specific actions and interventions provide ways for the cities to develop with a low carbon footprint, enable managers to drive future development based on quantifiable data . By encouraging cities to devise spatial city strategies, this step facilitates cities to devise a action-oriented plan to encourage equity amongst distribution of resources and reduction of greenhouse gas emissions through strategic 'green projects'. This step also advocates stronger link with the city's capital investment plans (CIPs) employing innovative mechanisms to finance the spatial strategies.

1.3.4 Green Project Pipeline

As a result of the spatial city strategies identified in the previous step, this step equips the cities to design strategic interventions and activities based on specific planning principles. These interventions usually take the form of green projects, which are, ranked for prioritization in implementation based on their GHG emissions reduction potential, SDG alignment, among other factors. For example, if principles such as transit-oriented development are identified as an outcome of the analysis, then actionable interventions like developing 'complete street' projects, developing well designated transit system, developing multimodal hubs could be a few interventions to respond to the needs of the city. For each "green project" a pre-feasibility stage project report is available covering the following areas:

- Project Description
- Target Beneficiaries
- Budget and Block Cost Estimates
- Funding sources (broadly – central/state schemes)
- GHG Estimates
- SDG Alignment
- Social Safeguards
- Env Safeguards
- Exposure to Loss/Damage (to some extent)
- Implementing Partners

The Green Project Pipeline will open up the access to financing from national funds such as Urban Infrastructure Development Fund (UIDF), Sovereign Green Bonds of Govt of India, various national and state urban missions, as well as from capital markets.

1.4 Purpose of the guide

The purpose of this guide is to empower and capacitate the user to independently prepare sustainable city strategies and green project pipeline by clearly outlining the human resources and technical equipment needed along with an operational workplan. It provides a step-by-step procedure complemented with the specific technical staff required along with their qualifications and job descriptions documented in TORs and the system IT requirements with minimum software needs, for ease of procurement of services. The guide also includes a robust and realistic workplan with the timelines required for completing outputs and reaching milestones under Urban RAASTA, based on the experience of piloting the entire process in intermediary and large cities across India. It is envisaged to act as a comprehensive one stop solution

to all the “frequently asked questions” of the future users in their endeavour for sustainable and resilient planning and development.

The following sections elaborate the (i) Human Resources and staffing structure, (ii) IT Tools, (iii) Timelines, (iv) table of content for the section, and (v) Terms of References for the various staffing positions. The following section covers the four milestones essential for complete application of Urban RAASTA, which are:

- Urban Sustainability Baseline
- City Profile and Diagnostics
- Sustainable City Strategies
- Green Project Pipeline

2. Urban Sustainability Baseline

2.1 About Urban Sustainability Baseline (USB)

Urban Sustainability Indicators Report (USIR) encapsulates a city's baseline across 12 sectors recorded in 131 indicators and is the first milestone achieved from the application of Urban RAASTA. USIR provides a multisectoral outlook as well as granular, sector specific data to assess a city's performance against national and international benchmarks. The USIR report also identifies and catalogues the highest and lowest performing sectors and indicators for a city.

Raw data to populate 131 indicators with 235 data points across 12 sectors are collected and fed into the Urban RAASTA master spreadsheet. The potential sources of each of the data points at the local, state and national level are listed in the master spreadsheet. These data inputs are to be updated either annually, once in two years, or once in five years. However, it is advisable that the city officials update the indicators every year, in order to monitor the progress made against each indicator. There are three categories of indicators- primary, secondary and tertiary. The Urban RAASTA Technical Manual[2] identifies the sources from where these data-points may be collected. The master sheet for Urban RAASTA is available from UN Habitat, on request.

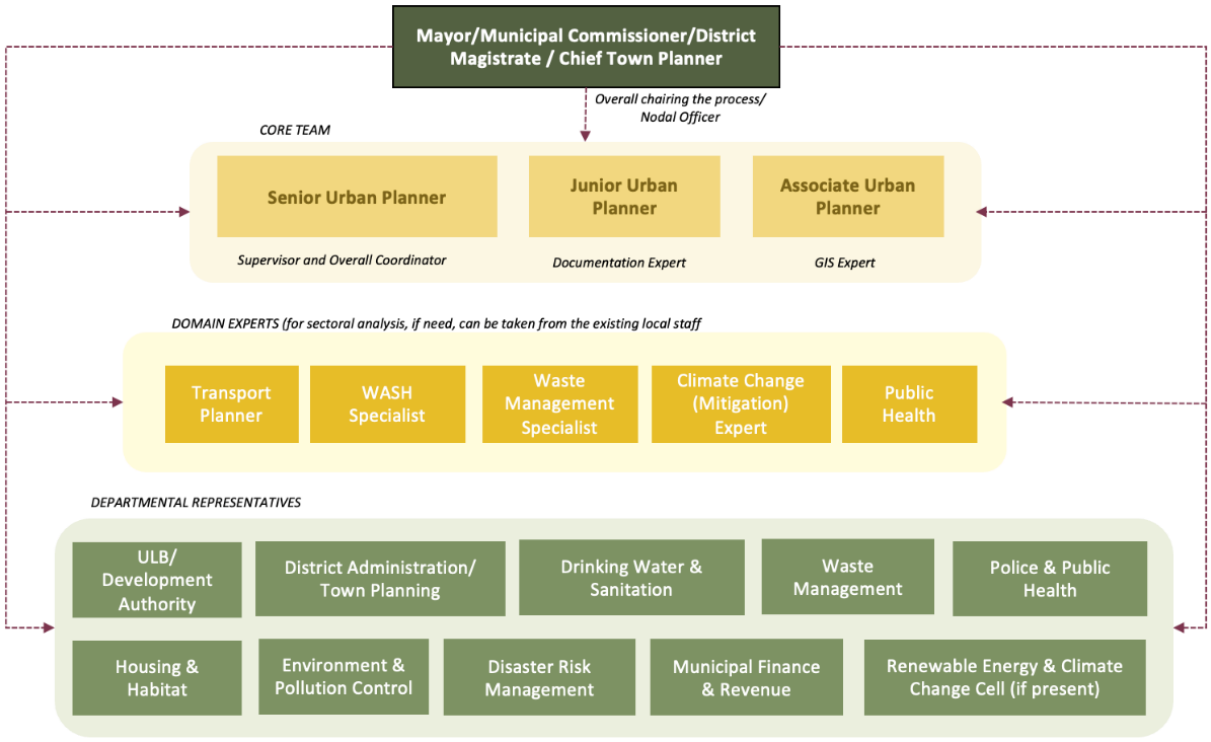
Each indicator is scored on a seven point scoring scale, against the benchmark set for it and collated for each sector. Some indicators have data from ward level to understand the spatial variation in the performance of an indicator within the city. Where available, granular data can be effectively applied to produce spatial maps. There are five essential maps that are prepared as a part of the spatial indicators, namely, access to health facilities, public transportation/transit stops, parks, schools, and fire stations.

Based on the experience from the pilot cities, 60-70% of data is easily available with the city, which results in adequate analysis.

2 Available at: https://www.unhabitat.org.in/sciap-publications/technical-manual—-urban-sustainability-assessment-framework-(usaf)

2.1.1 Staffing and human resource needs

The team structure for undertaking the assessment and preparing USB is indicated in the figure below:



Annexure A gives the detailed job description of each of the members of the team.

2.2 Timeline

The process of completing USB typically takes **4-6 weeks** for a city, a large part of which includes data collection.

2.2.1 IT Tools for USIR

Mandatory- MS Office, Q-GIS or Arc GIS

Optional- Adobe InDesign, Adobe Photoshop

2.3 Table of Content

The table of content of USB is below:

1	Introduction	Introduce the city and mention the state, district of the city, distances from the State capital/national capital, nearest cities of major significance in the region. Give a synopsis of the demographic trends (population, population density, sex ratio, etc.)
2	City Management and Planning Indicators	Provide a brief about the Urban RAASTA sectors and indicators. (available from the template)

3	Indicator Categories and Scoring	Provide a brief on the indicator hierarchy, categories and numbers. Briefly explain the scoring criteria and how to interpret the scores. (available from the template)
4	Sector-wise City Performance	Each sub-section in this chapter gives indicator-wise and overall performance of each sector for primary, secondary, and tertiary indicators, based on the data collected and scored in accordance with the scoring methodology. It also includes the status of data collection for each sector
4.1	Urban Form, Public Space and Safety	
4.2	Housing and Property	
4.3	Water	
4.4	Sanitation	
4.5	Solid Waste Management	
4.6	Transportation	
4.7	Social Facilities and Services	
4.8	Environment and Ecology .	
4.9	Clean Energy	
4.10	Disaster Risk Management	
4.11	Governance and Data Management	
4.12	Finance and Economy	
5	Highlights and Way Forward	Provide the overall performance of the city on the Urban RAASTA indicators. It also gives a synopsis of the best and least performing indicators.
	Annexures	
I	List of Consultations	Provide details of key stakeholders with whom meetings/ discussions were held during the data collection and preparation of the USIR
ii	Indicator Sheet with City Performance	Excel Urban RAASTA tool filled in for the city

3. City Profile and Diagnostics

3.1 About City Profile and Diagnostics

City Profile and Diagnostics (CPD) is divided in two parts, the first part encapsulates detailed analysis of the regional and local contexts of the city. It dwells deeper to illustrate the urban governance structure at state, regional and local level of the city. It undertakes existing urban analysis capturing the natural topography, greenhouse gas emissions profile of the city. It undertakes a critical analysis of the existing and proposed (if any) masterplan of the city[3]. It specifically analyses public space, urban form, housing & property, land use & urbanisation, growth patterns & trends of the city, environment & ecology, provisions of solid waste management. It also evaluates the existing comprehensive mobility plan (if any) to dwell deeper in the transportation sector of the city.

The second part of CPD draws from USIR and the analysis of the city profile undertaken here. Based on the scores obtained of each of the 12 sectors of USIR and the understanding developed from the city profile analysis, it outlines four key strategic issues faced by the city. Each of these four strategic areas are then analysed in depth.

The process of CPD provides the city officials with a comprehensive assessment of each sector of Urban RAASTA, its shortcomings, and planned interventions. Since all urban development issues are always multi-sectoral in nature, there are bound to be overlaps and inter-linkages among the sectors. Critical analysis of regional and master plan is undertaken based on pre-defined templates. The CPD template clearly outlines and identifies the areas from where data has to be collected and the scope and type of analysis that would be required in this stage.

3 The following frameworks may be used for assessment of masterplan:

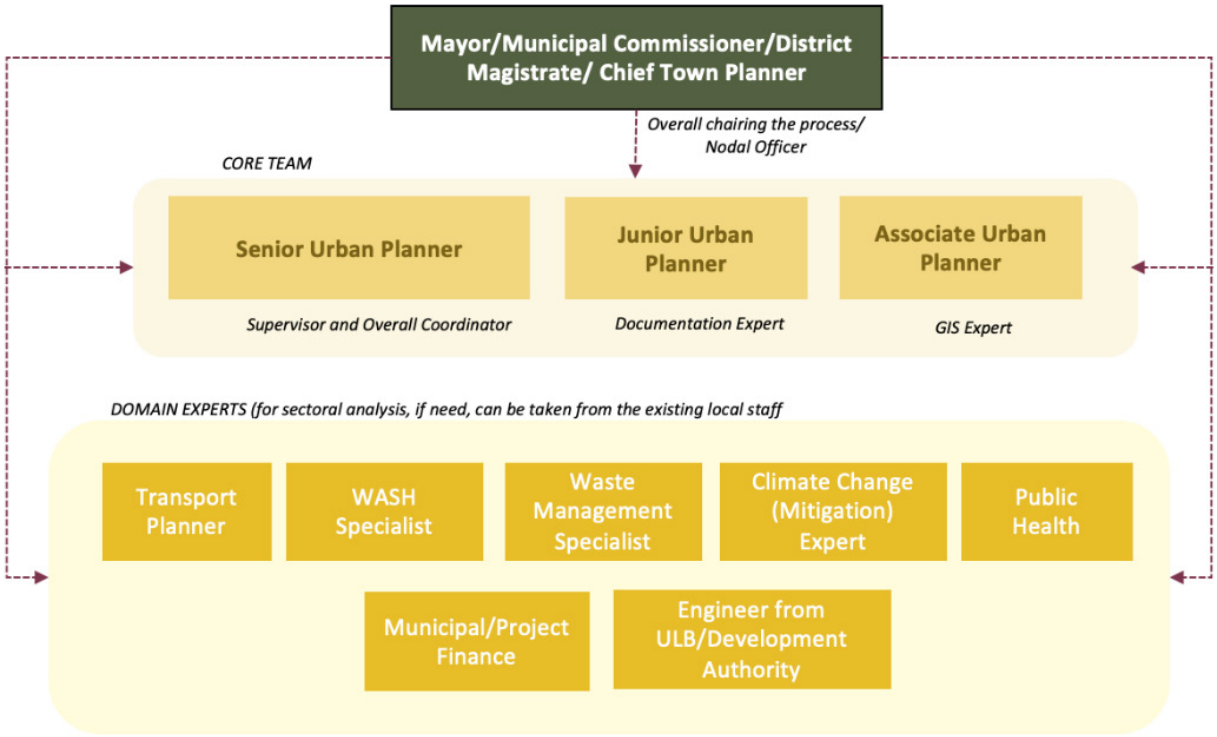
GOVERNANCE ASSESSMENT FRAMEWORK: For metropolitan, territorial and regional management. (https://unhabitat.org/sites/default/files/2020/10/gaf-mtr.pdf Metropolitan Governance:

A Framework for Capacity Assessment (*https://unhabitat.org/metropolitan-governance-a-framework-for-capacity-assessment-guidance-notes-and-toolbox*)

SDG Project Assessment Tool (https://unhabitat.org/sites/default/files/2020/07/sdg_tool_general_framework_jan_2020.pdf)

3.2 Staffing and human resource needs

The team structure for undertaking the assessment and preparing CPD is indicated in the figure below:



Annexure A gives the detailed job description of each of the members of the team.

3.3 Timeline

The process of completing USIR typically takes **8-10 weeks** for a city. It entails collecting data from various city departments, undertaking critical analysis of the masterplan and formulating in-depth strategies of the issues identified from USIR & masterplan analysis.

3.4 IT Tools for CPD

Mandatory- MS Office, Q-GIS or Arc GIS

Optional- Adobe InDesign, Adobe Photoshop

3.5 Table of Content

The table of content of CPD is below:

1	**INTRODUCTION**	
1.1	Objectives	Scope of document Aims and objectives of city profile and diagnostic
1.2	Approach and Methodology	Urban RAASTA and its Application : Spatial Analyses through Urban RAASTA
2	**REGIONAL CONTEXT**	
2.1	Geography and Location	Mention the state, district of the city, distances from the State capital/ national capital, nearest cities of major significance in the region. Please give a map and refer to it in your write up.
2.2	Regional Connectivity	With maps, explain the Road (NH, SH), rail (Which railway system) and air/ sea-port connectivity of the city. Make subsections, no need for numbering them.
2.3	Regional Urban Function	Identify the hierarchy of urban settlements in a 200 to 400km radius around the city; use the link in the adjoining text to define the centers. - Define the function the pilot city performs in this context and link that to its regional connectivity described in the previous section. For example- regional economic anchor with XYZ industries; regional healthcare, entertainment center, educational hub because of XYZ reasons, etc. Please sketch a conceptual graphic for this and the graphic consultant can make a refined version of it. Please refer to Madinah p 26 for such a graphic.
2.4	Socio-economic Context	Please discuss the following city figures in context of the district and state as much as possible. Provide with charts, graphs as much as possible to illustrate the discussion and refer to them in the text.
	1st Para	Population and it's growth, sex ratio, age cohorts, birth and death rates, migration patterns
	2nd Para	Poverty, Income Levels (per-capita income), Literacy rate (M/F), Women-headed households
	3rd Para	Worker Participation Rate/Unemployment Rate, Distribution of work-force in these sectors (Primary, secondary and tertiary sectors)
3	**URBAN GOVERNANCE**	
3.1	Legal Context	Planning Acts and Legislations, planning instruments (Hierarchy of plans, Regional Plan, City Plan, etc)
3.2	Institutional Context	Administrative Structure–devolution of powers from state to local/ parastatal
3.2.1	Administrative Boundaries	
4	**EXISTING CONTEXT/URBAN ANALYSIS**	
4.1	Significant Natural and Built Assets	Discuss the city's spatial growth trends, it's structure and morphology along the contours of its topography and manmade built heritage. Please use maps and pictures as much as possible and reference those in the text.

4.1.1	Natural Features	Identify the significant natural (topographic) features such as hills, lakes, rivers, ponds, forests that have had a key impact on the city's spatial growth pattern. Provide a discussion as to how this has come about. *If you need an infographic for this, please sketch it out and discuss with MS/AT.* Restrict to 1 or 2 paragraphs maximum (250 words)
4.1.2	Built Landmarks	Identify the manmade features/key buildings/monuments such as forts, towers, restricted zones (cantonment, etc) that have also had an influence in the spatial planning and growth of the city over the years. Provide a discussion as to how this has come about. *If you need an infographic for this, please sketch it out and discuss with MS/AT.*
4.2	Urbanisation and Land Use Patterns	As the introduction to this section, please include the following: i) Rate of Growth of Urban Population in the district in which the city lies. Please correlate to any rural-urban migration pattern that has been revealed through the data in section 2.4.1.
4.2.1	Urban Density	i) Discuss urban density decadal pattern in the last 30 to 40 years. Provide a graph or table for it. Ii) Discuss present urban density distribution through a map and draw correlations with the natural and manmade form-giving features
4.2.2	Land Use Patterns	i) Identify city features–core, slums, instituional areas, etc ii) Compare Existing Land Use to Proposed Land Use for the same geographical area. Identify and describe issues observed; any deviations from the proposed LU iii) If temporal land use is available, please compare and contrast to identify patterns, link it to any external development forces/changes in policy/ connectivity changes etc. iv) Discuss connectivity and mobility plans given in the proposed LU with existing network; identify gaps
4.3	Greenhouse Gas Emissions Profile	Give a very brief write up of the findings from the UNIDO report for the city
4.4	Sectoral Context	i) Please add the background on 141 indicators and the city's overall performance on the Urban RAASTA. Please give a brief description of low, medium and high performing indicators. (take this section from the Metrics Report) ii) Build each sector using the results from all indicators under that sector ii) Identify existing conditions, key issues/ findings from the Urban RAASTA indicator assessment, and any future/ongoing plans and proposals by the government in that sector
4.4.1	Urban Form, Public Space and Safety	**Public Space** Discuss indicator performance, give bar graph for key indicators, identify underserviced or areas with inequitable distribution of parks/open spaces; please provide a map and reference it in the discussion. **Urban Footprint Growth and Patterns** Please give 4 or 5 small maps, each showing the built footprint of the city to identify the spatial growth patterns. Please discuss the patterns identified and make correlations with policy changes, infrastructure provision, loss of agricultural land, etc. **Safety** Discuss indicator performance on pedestrian safety, citizen confidence and streetlighting as a measure to assess safety. Also mention the overall performance of this sector for the city and use the bar chart from Urban RAASTA tool to illustrate this.

4.4.2	Housing and Property	*Follow themes from the Urban RAASTA Indicators; identify major slums, their location; overcrowding and discuss PMAY last.* Discuss key findings in this sector focusing on proportion of unplanned, informal settlements. Please use maps, charts and pictures to illustrate your findings. Also mention the overall performance of this sector for the city and use the bar chart from Urban RAASTA tool to illustrate this.
4.4.3	Water	Follow themes from the Urban RAASTA Indicators- coverage, quality and resource management. i) Identify underserviced pockets with the help of Urban RAASTA Indicators ii) Highlight key issues–NRW, metering iii) Discuss any future plans spatially Please use maps, charts and pictures to illustrate your findings.Also mention the overall performance of this sector for the city and use the bar chart from Urban RAASTA tool to illustrate this.
4.4.4	Sanitation	Follow themes from the Urban RAASTA Indicators- coverage and treatment efficinecy. i) Identify underserviced pockets with the help of Urban RAASTA Indicators ii) Highlight key issues iii) Discuss any future plans spatially Please use maps, charts and pictures to illustrate your findings. Also mention the overall performance of this sector for the city and use the bar chart from Urban RAASTA tool to illustrate this.
4.4.5	Solid Waste Management	Follow themes from the Urban RAASTA Indicators- i) Identify underserviced pockets with the help of Urban RAASTA Indicators ii) Highlight key issues iii) Discuss any future plans spatially Please use maps, charts and pictures to illustrate your findings. Also mention the overall performance of this sector for the city and use the bar chart from Urban RAASTA tool to illustrate this.
4.4.6	Transporation	Follow themes from the Urban RAASTA Indicators- coverage, accessibility, congestion, NMT, public transport network, safety i) Identify underserviced pockets with the help of Urban RAASTA Indicators ii) Highlight key issues iii) Discuss any future plans spatially Please use maps, charts and pictures to illustrate your findings. Also mention the overall performance of this sector for the city and use the bar chart from Urban RAASTA tool to illustrate this.
4.4.7	Social Facilities and Services	Follow themes from the Urban RAASTA Indicators- coverage, accessibility for education, health; demographic changes i) Identify underserviced pockets with the help of Urban RAASTA Indicators ii) Highlight key issues iii) Discuss any future plans spatially Please use maps, charts and pictures to illustrate your findings. Also mention the overall performance of this sector for the city and use the bar chart from Urban RAASTA tool to illustrate this.
4.4.8	Environment and Ecology	Follow themes from the Urban RAASTA Indicators- pollution, ecosystem services, green buildings etc. i) Identify underserviced pockets with the help of Urban RAASTA Indicators ii) Highlight key issues iii) Discuss any future plans spatially Please use maps, charts and pictures to illustrate your findings. Also mention the overall performance of this sector for the city and use the bar chart from Urban RAASTA tool to illustrate this.

4.4.9	Clean Energy	Follow themes from the Urban RAASTA Indicators- energy coverage, energy efficiency, etc i) Discuss inferences from the Urban RAASTA framework ii) Highlight key issues iii) Discuss any future plans/projects Please use maps, charts and pictures to illustrate your findings. Also mention the overall performance of this sector for the city and use the bar chart from Urban RAASTA tool to illustrate this.
4.4.10	Disaster Risk Management and Climate Change	Follow themes from the Urban RAASTA Indicators- disaster preparedness i) Discuss inferences from the Urban RAASTA framework; how are emergencies handled? ii) Highlight key issues and vulnerable pockets spatially iii) Discuss any future plans/projects Please use maps, charts and pictures to illustrate your findings. Also mention the overall performance of this sector for the city and use the bar chart from Urban RAASTA tool to illustrate this.
4.4.11	Governance and Data Management	Follow themes from the Urban RAASTA Indicators i. Discuss inferences from the Urban RAASTA framework ii. Highlight key issues Please use charts , graphs to illustrate your findings. Also mention the overall performance of this sector for the city and use the bar chart from Urban RAASTA tool to illustrate this.
4.4.12	Finance and Economy	**Finance:** i. Use the Urban RAASTA indicators to build the discussion along the themes; describe the financial health, credit rating, etc of the ULB; cost recovery capacities in different sectors ii. Compare and contrast to ascertain which sectors need reforms Economy iii. Discuss economic performance and GDP of the city or GVA for each of significant emplyment sectors; contribution of informal economy; please use graphs and charts Also mention the overall performance of this sector for the city and use the bar chart from Urban RAASTA tool to illustrate this.
5	**STRATEGIC DIAGNOSIS**	
5.1	Identification of key strategic issues	List the main strategic issues with diagrams/maps out of the issues discussed per sector in 4.3
5.2	In-Depth Analysis of Strategic Issues	Provide relevant indicators, spatial analysis and insights critical to the understanding of the issue.
5.2.1	Strategic issue 1	
5.2.2	Strategic issue 2	
5.2.3	Strategic issue 3	
5.2.4	Strategic issue 4	

4. Sustainable City Strategies

4.1 About Sustainable City Strategies

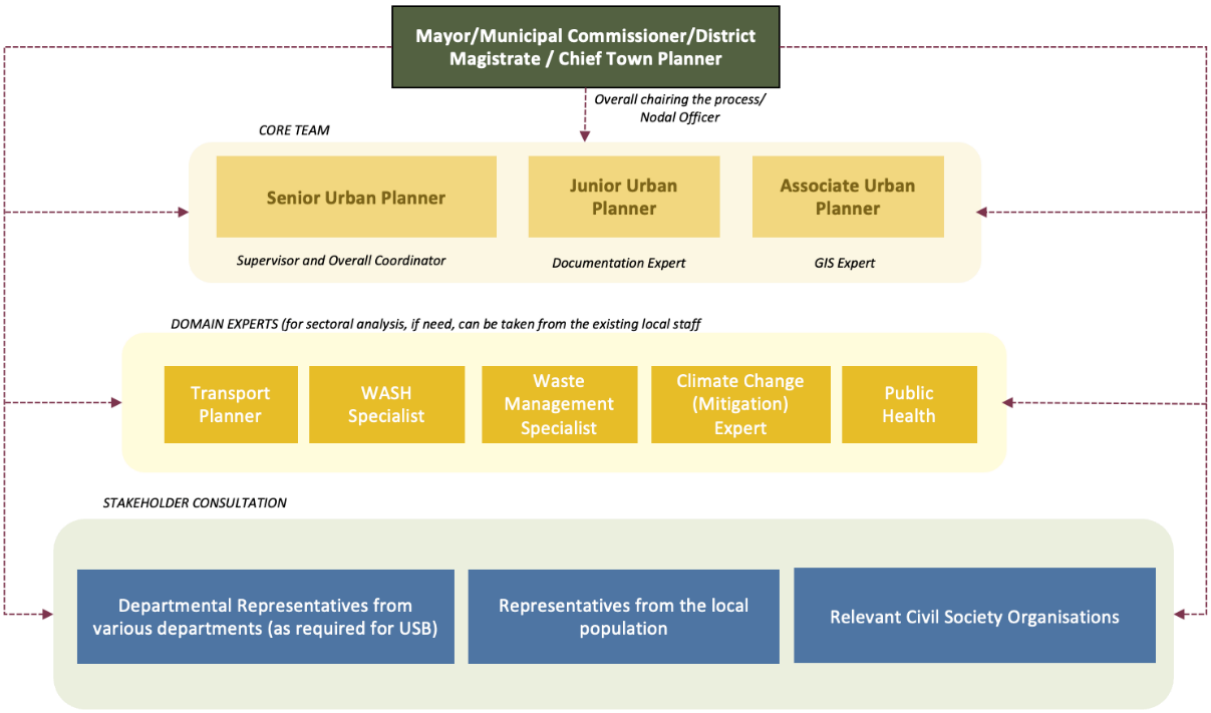
The objective of the Sustainable City Strategies (SCS) is to create actionable interventions for the four strategic issues (from four sectors) identified as the outcome of City Profile & Diagnostic stage. For formulating the SCS the sectoral relevant plans, policies, schemes at national, sub-national and local levels are revisited. The possibility of convergence among the existing plans, policies and programs is mapped out. SCS aims to identify contextual planning principles to guide the strategies. It identified an overarching umbrella spatial strategy to address each diagnostic issue and develop a set of specific interventions to achieve each strategy. Throughout the process, a thorough spatial analysis is undertaken of the interventions. The greenhouse emission impact for each of the relevant sector under SCS is evaluated. The achieved interventions could be from either of the following or a combination of two or more areas:

- Policy/legal amendments
- Area based projects
- Pan-city projects

A core group comprising of representatives from various departments of the ULB/development authority, stakeholders from local civil society organisations, representatives from local population are invited to form a core group which meets bi-weekly for discussing these strategies and developing them further. Based on the continuous input and the analysis SCS report is prepared. The report prepared as an outcome of the stage and detailed interventions are shared with larger stakeholder group for consultation and formulating an implementation pipeline.

4.2 Staffing and human resource needs

The team structure for undertaking the assessment and preparing USIR is indicated in the figure below:



Annexure A gives the detailed job description of each of the members of the team.

4.3 Timeline

The process of completing SCS typically takes **8-10 weeks** for a city. It entails a thorough spatial analysis of the identified area, formulating and designing the interventions, stakeholder consultation and drafting the report.

4.4 IT Tools for SCS

Mandatory- MS Office, Q-GIS or Arc GIS

Optional- Adobe InDesign, Adobe Photoshop

4.4.1 Table of Content

The table of content of SCS is below:

Level	Section / Sub-Section	Description
1	**INTRODUCTION**	
1.1	Report objectives	Aims and objectives of SCS
1.2	Approach and methodology	SCS Methodology through the guidance note shared earlier
1.3	Scope and limitations	Aspects covered and not covered under SCS ; Explain how SCS can inform the master plan review process and findings to be integrated with master planning processes.
2	**CITY DIAGNOSTICS**	
2.1	Climate context and GHG emission profile	Overview of climate vulnerability of the city and major GHG emission contributors
2.2	Sectoral Assessment	Overview of performance across 12 sub-sectors on the Urban RAASTA and least performing areas for SCS interventions
2.3	Key issues diagnosed	Key issues based on Urban RAASTA linkages and facts about each
3	**STRATEGIC RESPONSES**	
3.1	Core Planning Principles	Key principles of planning / basis for design for solving the issues diagnosed such as 15-minute city, transit oriented development, child-friendly etc. It can be generic in nature.
3.1.1	Principle 1 (write the name of the principle)	Key tenets of Principle and relationship to Diagnostic Issue
3.1.2	Principle 2	Key tenets of Principle and relationship to Diagnostic Issue
3.1.3	Principle 3	Key tenets of Principle and relationship to Diagnostic Issue
3.1.4	Principle 4	Key tenets of Principle and relationship to Diagnostic Issue
	Application of Core Principles (just a sub heading)	It should be linked to how each principle addresses various key issues diagnosed–in a matrix form preferably.
3.2	**Strategic Response 1 (please use the name of the strategy)**	Describe basic tenets of the strategy in a succinct manner. Add sub-headings on a case by case basis. It has to be specific in context of the city. Followed by details–spatial and non-spatial interventions proposed. Identify the Urban RAASTA indicators impacted and how many issues can be addressed by this strategy (through icons) Identification of various components of strategies that can be aligned with national and state missions like SCM, SBM-U, PMAY-U etc.
3.2.1	Alignment with National Missions and global mandates	Follow the guidance note and identify how the interventions link to the national and state level missions, existing projects and policies (this has been done for the presentations, please use the same chart)
3.2.2	Alignment with existing and planned capital projects	Explain how the strategic responses align with the UNIDO investment projects and Corporation Projects
3.2.3	Gender and Inclusion	To be guided by the Gender Expert
3.2.4	Climate Convergence	Please explain the climate capturing potential of the interventions . This can be expressed in the form of a table with extensive footnotes (with assistance from Ram K) and with an annexure on rules of thumb.

Level	Section / Sub-Section	Description
3.3	**Strategic Response 2 (please use the name of the strategy)**	Describe basic tenets of the strategy in a succinct manner. Add sub-headings on a case by case basis. It has to be specific in context of the city. Followed by details–spatial and non-spatial interventions proposed. Identify the Urban RAASTA indicators impacted and how many issues can be addressed by this strategy (through icons) Identification of various components of strategies that can be aligned with national and state missions like SCM, SBM-U, PMAY-U etc.
3.3.1	Alignment with National Missions and global mandates	Follow the guidance note and identify how the interventions link to the national and state level missions, existing projects and policies (this has been done for the presentations, please use the same chart)
3.3.2	Alignment with existing and planned capital projects	Explain how the strategic responses align with the UNIDO investment projects and Corporation Projects
3.3.3	Gender and Inclusion	To be guided by the Gender Expert
3.3.4	Climate Convergence	Please explain the climate capturing potential of the interventions . This can be expressed in the form of a table with extensive footnotes (with assistance from Ram K) and with an annexure on rules of thumb.
3.4	**Strategic Response 3 (please use the name of the strategy)**	Describe basic tenets of the strategy in a succinct manner. Add sub-headings on a case by case basis. It has to be specific in context of the city. Followed by details–spatial and non-spatial interventions proposed. Identify the Urban RAASTA indicators impacted and how many issues can be addressed by this strategy (through icons) Identification of various components of strategies that can be aligned with national and state missions like SCM, SBM-U, PMAY-U etc.
3.4.1	Alignment with National Missions and global mandates	Follow the guidance note and identify how the interventions link to the national and state level missions, existing projects and policies (this has been done for the presentations, please use the same chart)
3.4.2	Alignment with existing and planned capital projects	Explain how the strategic responses align with the UNIDO investment projects and Corporation Projects
3.4.3	Gender and Inclusion	To be guided by the Gender Expert
3.4.4	Climate Convergence	Please explain the climate capturing potential of the interventions . This can be expressed in the form of a table with extensive footnotes (with assistance from Ram K) and with an annexure on rules of thumb.
3.5	**Strategic Response 4 (please use the name of the strategy)**	Describe basic tenets of the strategy in a succinct manner. Add sub-headings on a case by case basis. It has to be specific in context of the city. Followed by details–spatial and non-spatial interventions proposed. Identify the Urban RAASTA indicators impacted and how many issues can be addressed by this strategy (through icons) Identification of various components of strategies that can be aligned with national and state missions like SCM, SBM-U, PMAY-U etc.""
3.5.1	Alignment with National Missions and global mandates	Follow the guidance note and identify how the interventions link to the national and state level missions, existing projects and policies (this has been done for the presentations, please use the same chart)
3.5.2	Alignment with existing and planned capital projects	Explain how the strategic responses align with the UNIDO investment projects and Corporation Projects
3.5.3	Gender and Inclusion	To be guided by the Gender Expert

Level	Section / Sub-Section	Description
3.5.4	Climate Convergence	Please explain the climate capturing potential of the interventions . This can be expressed in the form of a table with extensive footnotes (with assistance from Ram K) and with an annexure on rules of thumb.
3.6	Transformative Project (ABD)	Area-level strategies to showcase application of focus areas. It will include spatial interventions proposed for the ABD area.
3.6.1	TBD	
3.7	Actions and Interventions	Detailed table which idetifies all actions and interventions proposed in Chp 3. Allocation of roles and responsibilities for planning, design, implementation, financing, O&M across agencies within the city. In addition, any proposed mechanisms like task force, committee, cells etc. Potential projects that can be taken up on PPP mode. Also, listing of projects that can be solved through start-ups. Any changes proposed to be incorporated in acts, regulations and rules. Any policy level interventions proposed to ensure better implementation of proposed strategies.

5. Actions & Interventions Green Project Pipeline

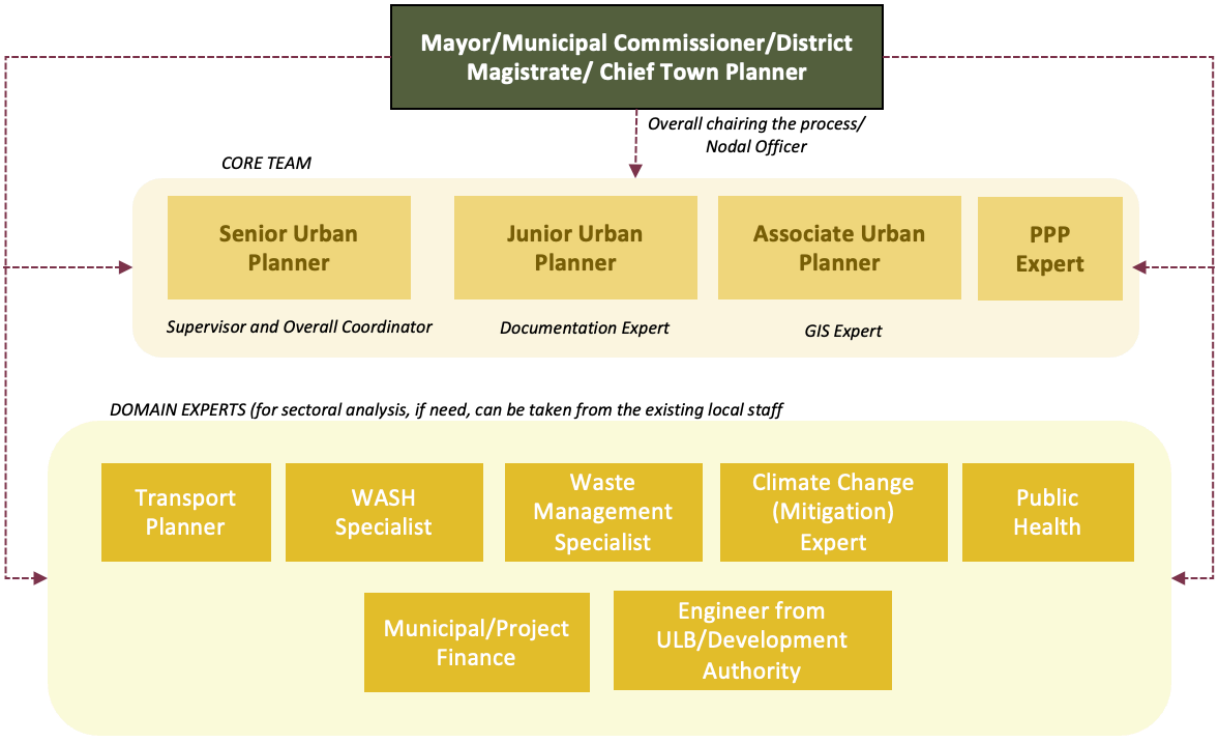
5.1 About Actions & Interventions Green Project Pipeline

As an outcome of the overall process and building on the SCS report, actions and interventions are formulated and detailed. The outcome of this step is to provide the city with a pipeline of "climate-smart and resilient projects" that can inform the decision making of the city officials. Each of the project being formulated at the pre-feasibility phase, must gather the following information:

a. Project Description
b. Target Beneficiaries
c. Block Cost Estimates
d. Funding
e. GHG Estimates
f. SDG Alignment
g. Social Safeguards
h. Environmental Safeguards
i. Exposure to Loss/Damage
j. Implementing Partners

5.2 Staffing and human resource needs

The team structure for undertaking the assessment and preparing USIR is indicated in the figure below:



Annexure A gives the detailed job description of each of the members of the team.

5.3 Timeline

The process of completing SCS typically takes **4-6 weeks** for a city. It entails a developing a implementation pipeline with project cost, GHG emissions and SDG alignment.

5.4 IT Tools

Mandatory- MS Office, Q-GIS or Arc GIS

Optional- Adobe InDesign, Adobe Photoshop

6. Annexure–A: Job Descriptions

6.1 Job Description- Senior Urban Planner

Date:

ORGANIZATION:	
PROJECT:	**Operationalizing Urban Sustainability Assessment Framework (Urban RAASTA)**
FUNCTIONAL TITLE:	Senior Urban Planner
DUTY STATION:	
DURATION:	
START DATE	
TYPE OF CONTRACT:	

Background

The overall objective of the Urban RAASTA is to integrate sustainability strategies into urban planning and management with the end view of achieving the goals of ongoing city-related government projects hoping to achieve livable, workable and sustainable cities. The components of the project include:

- Sustainable urban planning and management – this will include the introduction of tools and internationally accepted methodologies for sustainable cities planning and management, setting indicators according to internationally-accepted standards; a major aspect of this is low-carbon and low-emission planning;
- Investment cities – the cities will all benefit from the service of mobilizing funding to support technology and/or infrastructure projects necessary for achieving better city services and environmental management;
- Partnerships and capacity building – developing partnerships with private, public and civil society organizations in implementing initiatives for sustainable cities and building capacity of major players and stakeholders for better governance and project implementation in cities;
- Knowledge Management – sharing of experiences among Indian cities, and between Indian cities and those abroad which have advanced in building sustainable cities and also those which can learn from the Indian experience.

Duties and Responsibilities

Under the overall supervision of the District Collector, the Senior Urban Planner will work under overall guidance of the Nodal Officer, and will be responsible to undertake the following activities:

- Provide substantive inputs and support project teams towards sustainable urban

development assessment frameworks, policies and plans, data management and urban analytics;

- Support "Sustainable Urban Planning and Management" to mainstream SDG 11 and other related urban SDGs and contribute in development of integrated approaches and methodologies for SDG 11.
- Lead preparation of spatial and socioeconomic urban profiles and diagnostics to guide and inform policies, spatial plans and planning instruments.
- Develop climate resilient strategies for land use planning and infrastructure provision alternatives citywide and in local communities.
- Support policy recommendations and technical guidelines on climate change adaptation and mitigation in pilot cities for integration and mainstreaming into cross-cutting themes such as land use planning, housing, infrastructure, public spaces, and other integrated themes.
- Support data-driven knowledge products on risks and vulnerability assessments, GHG emissions monitoring, reporting and verification, at national, state and local levels.
- Support capacity building, training, technical and operational support documentation for the project team during inception phase, and when they undertake the workplan harmonization process, activities, and deliverables.
- Support collaboration and coordination on project related normative and technical work between multiple stakeholders and form a network of organisations;
- Any other assignments requested by the supervisors.

Qualifications

Education: An advanced university degree (Master's degree or equivalent or relevant experience of at least 5 years) in Urban Planning, Urban Design, Urban Development, Urban Policy, Urban Geography, Economics, Social Sciences, Development Studies, Urban Governance, Regional Planning, Civil Engineering, Architecture, or any other related field, is required. A first-level degree (Bachelor's or equivalent) in the specified fields of studies with two additional years of relevant work experience may be accepted in lieu of the advanced university degree.

Work Experience: At least 5 years of progressively responsible experience in spatial planning, sustainability and resilience. Demonstrated capacity to supervise graphic representation of ideas and concepts and familiarity with graphic design packages are required. Experience in working with government institutions at national and local level in India is an advantage. Proficiency in design and illustration software is necessary.

Competencies: Strong analytical, conceptualization, reporting skills required. Should have advanced writing, research and analytical skills. Expertise in development of strategic documents, policy documents, local action plans as well as preparing and planning of various trainings/ workshops for different stakeholders. Able to work both independently and as part of a team in a multicultural environment and establish harmonious and effective working relationships both within and outside the organization. Ability to use latest software such as ArcGIS, Excel, Adobe Creative Suite; illustrator, InDesign, Photoshop, AutoCAD, and similar others for design and analysis will be an added advantage.

Professionalism: Sound analytical and problem-solving skills, plus ability to handle a range of equipment used in communication. Knowledge and interest in urban planning and sustainable development debate and approaches, and keeping abreast of professional field of expertise.

Teamwork: Ability to establish and maintain effective partnerships and working relations in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity. Capacity of undertaking initiative to ensure smooth relations and open communication within the team and with partners.

Planning & Organizing: Ability to work with minimal supervision, under the pressure of frequent and tight deadlines often in difficult and demanding conditions.

Communication: Excellent communication (spoken and written) skills in English and demonstrated ability to explain concepts and approaches in the field of expertise, as well as UN policies and procedures.

Client orientation: Professional and courteous attitude and demonstrated ability to work effectively in a stressful environment. Receptive towards client needs. Understands that those provided services are clients and seek to see things from a client perspective. Maintains tact and diplomacy at all times.

Language: Fluency in English and the local language is required for this position.

6.2 Job Description- Junior Urban Planner (Documentation Expert)

Date of Publication:

ORGANIZATION:	
PROJECT:	Operationalizing Urban Sustainability Assessment Framework (Urban RAASTA)
FUNCTIONAL TITLE:	City Coordinator (Urban Planner)
DUTY STATION:	
DURATION:	
TYPE OF CONTRACT:	

Background

Urban RAASTA aims to integrate sustainability strategies into urban planning and management to create a favourable environment for environmentally and financially sound investments in low carbon infrastructure and service delivery, thus building the resilience of pilot cities. The components of the project include:

- **Component 1:** Integrated urban planning and management – this will include the introduction of tools and internationally accepted methodologies for sustainable cities planning and management, setting indicators according to internationally-accepted standards; a major aspect of this is low-carbon and low-emission planning;
- **Component 2:** Investment Projects and Technology Demonstration – the pilot cities will all benefit from the service of mobilizing funding to support technology and/or infrastructure projects necessary for achieving better city services and environmental management;
- **Component 3:** Partnerships, Capacity Building and Knowledge Management – developing partnerships with private, public and civil society organizations in implementing initiatives for sustainable cities and building capacity of major players and stakeholders for better governance and project implementation in cities; sharing of experiences among Indian cities, and between Indian cities and those abroad which have advanced in building sustainable cities and also those which can learn from the Indian experience.

Duties and Responsibilities

Under the overall supervision of the District Collector, the City Coordinator will work under overall guidance of the Nodal Officer and the Senior Urban Planner and will be responsible to undertake the following activities:

1. Review different planning instruments at city level and develop proper spatialized baseline for sustainable urban planning and decision-making process;
2. Apply Urban Sustainability Assessment Framework (Urban RAASTA) and methodology to profile baselines and final outcomes based on systematic disaggregation of information along the key planning dimensions;
3. Collate, verify, and regularly update city metrics determined under Urban RAASTA, and prepare city analytics;
4. Draft city diagnostics and sustainable city strategies based on application of Urban RAASTA and review of city and state level planning instruments;
5. Prepare urban sustainability and resilience assessment report of the city including identifying gaps and opportunities in the planning process for a multi-scale decision making;
6. Develop spatial maps based on urban sustainability and resilience report, including, risk and vulnerability maps, land use, environmental features, and so on;
7. Finalize the monitoring framework and develop data baselines to showcase main interventions to prioritize;
8. Coordinate with the respective Planning Head (designated focal point) of ULBs/ ULB Commissioners for:
    - Formation of Steering committees and stakeholder committees at city level;
    - Formation of sustainable city cell;
    - Develop stakeholder engagement strategy and procedure including timelines;
    - Develop city performance monitoring framework and the reporting mechanism based on agreed indicators;
    - Conduct capacity building workshops and training for promoting the use of indicators and planning tools and formation of action plans for developing sustainable city plans;
9. Provide day-to-day technical support and facilitate smooth project implementation as per the agreed workplan for implementation of various activities
10. Coordinate and facilitate various trainings, workshops, stakeholders' consultations and other related activities at city level on regular basis.

Qualifications

Education: Advanced university degree (Master's degree or equivalent) in engineering, architecture, urban planning/ design, urban studies, or related technical field from reputed universities; or first university degree with additional 2 years relevant experience in lieu of the advanced university degree.

Work Experience: At minimum of five (05) year's progressively responsible experience in the field of city planning and information systems. Ability to use latest software such as ArcGIS, Excel, Photoshop, AutoCAD, InDesign and similar others for design and analysis will be an added advantage.

Competencies: Strong analytical, conceptualization, reporting skills required. Should have advanced writing, research and analytical skills. Expertise in development of strategic documents, policy documents, local action plans as well as preparing and planning of various trainings/ workshops for different stakeholders. Able to work both independently and as part of a team in a multicultural environment and establish harmonious and effective working relationships both within and outside the organization. Ability to use latest software such as ArcGIS, Excel, Adobe Creative Suite; illustrator, InDesign, Photoshop, AutoCAD, and similar others for design and analysis will be an added advantage.

Professionalism: Sound analytical and problem-solving skills, plus ability to handle a range of equipment used in communication.

Teamwork: Ability to establish and maintain effective partnerships and working relations in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity.

Planning & Organizing: Ability to work with minimal supervision, under the pressure of frequent and tight deadlines often in difficult and demanding conditions.

Client orientation: Professional and courteous attitude and demonstrated ability to work effectively in a stressful environment. Receptive towards client needs. Understands that those provided services are clients and seek to see things from a client perspective. Maintains tact and diplomacy at all times.

Language: Excellent communication and fluency in English is required, fluency in local language will be an added advantage.

6.3 Job Description- Associate Urban Planner (GIS Expert)

Date of Publication:

ORGANIZATION:	
FUNCTIONAL TITLE:	GIS Analyst / Spatial Planning Specialist
DUTY STATION:	
DURATION:	
TYPE OF CONTRACT:	
CONSULTANCY FEE:	

Background

Urban RAASTA aims to integrate sustainability strategies into urban planning and management to create a favourable environment for environmentally and financially sound investments in low carbon infrastructure and service delivery, thus building the resilience of pilot cities. The components of the project include:

- **Component 1:** Integrated urban planning and management – this will include the introduction of tools and internationally accepted methodologies for sustainable cities planning and management, setting indicators according to internationally-accepted standards; a major aspect of this is low-carbon and low-emission planning;

- **Component 2:** Investment Projects and Technology Demonstration – the pilot cities will all benefit from the service of mobilizing funding to support technology and/or infrastructure projects necessary for achieving better city services and environmental management;
- **Component 3:** Partnerships, Capacity Building and Knowledge Management – developing partnerships with private, public and civil society organizations in implementing initiatives for sustainable cities and building capacity of major players and stakeholders for better governance and project implementation in cities; sharing of experiences among Indian cities, and between Indian cities and those abroad which have advanced in building sustainable cities and also those which can learn from the Indian experience.

Duties and Responsibilities

Under the overall supervision of the District Collector, the City Coordinator will work under overall guidance of the Nodal Officer and the Senior Urban Planner and will be responsible to undertake the following activities:

- Manage repository of geospatial datasets including those prepared internally and those acquired from external sources.
- Facilitate and coordinate data collection including geo-spatial datasets from secondary sources, organizing datasets into vector/ raster formats for seamless integration into geodatabases.
- Develop GIS-based spatial analyses tools and methodologies for application and analysis of spatial datasets and other data and information related to sustainable urbanization at national to local levels to prepare spatial maps, illustrations and reports.
- Review use of GIS tools in the ongoing and planned projects, and develop recommendations for ULBs to enhance GIS use for spatial planning.
- Provide technical inputs in design and application of spatial tools, models, and methods for analytical studies and research initiatives, particularly on issues related to lagging regions, local economic development, development/ growth corridors and nodes, and spatial and territorial development strategies.
- Support in formulating spatial analysis methods and modelling to aid in long-term spatial vision and strategic policies and proposals through evidence-based comprehensive assessments covering existing geographical, social, economic and cultural potential at regional and sub-regional levels.
- Provide technical expertise to develop spatial policies at a scale covering cities and city-regions through evidence-based spatial models, and visualization.

Qualifications

Education: Master's degree in Urban Development/ Geography/ Business/ Public Policy/ Geographic Information Science (or related discipline), or a first level university degree in combination with additional two (2) years of relevant qualifying experience is required.

Work Experience: At least (05) years progressively responsible experience in directly related to the development agenda, in particular on competitiveness and private sector policy/ development issues at sub-national level (regional/local/urban). Experience in working with government institutions at national and local level is an advantage. Capable of working in a team and undertaking initiative to ensure smooth relations and open communication within the team and with partners is required.

Professionalism: Sound analytical and problem-solving skills, plus ability to handle a range of equipment used in communication.

Teamwork: Ability to establish and maintain effective partnerships and working relations in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity.

Planning & Organizing: Ability to work with minimal supervision, under the pressure of frequent and tight deadlines often in difficult and demanding conditions.

Communication: Excellent communication (spoken and written) skills and demonstrated ability to explain UN security policies and procedures.

Client orientation: Professional and courteous attitude and demonstrated ability to work effectively in a stressful environment. Receptive towards client needs. Understands that those provided services are clients and seek to see things from a client perspective. Maintains tact and diplomacy at all times.

Language: Excellent communication and fluency in English is required, fluency in local language will be an added advantage.

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