Workshop Report on CITHIS Awards and Implementation Phase Launch

03rd September, 2021
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INTRODUCTION

The CITIIS (City Investments to Innovate, Integrate and Sustain) program is conceptualised to assist Indian cities in implementing urban infrastructure projects that are integrated, innovation driven and sustainable. The selected projects will improve sustainable mobility, increase the amount of public open spaces, implement technology to improve e-governance and drive social and organizational innovation in low income settlements.

The program combines financial assistance through loans and technical assistance through grants to the selected cities. This assistance focuses on strengthening institutions by committing resources to systematic planning (maturation phase) before implementation, by developing results-based monitoring frameworks and by adopting technology for program monitoring.

CITIIS is supported by the Ministry of Housing and Urban Affairs (MoHUA), Agence Française de Développement (AFD) and the European Union (EU). The aim of the project is to provide financial assistance by way of grants and technical assistance through international and domestic experts. The project is being coordinated and managed by the Program Management Unit (PMU) at the National Institute of Urban Affairs (NIUA) in New Delhi.

The selection and subsequent roll-out of the program was marked by a rigorous design development process called the ‘Maturation Phase’ wherein the 12 selected cities systematically planned and developed human and institutional capacities for project implementation. The closing of the Maturation Phase on 31st March, 2021 steered the inception of the ‘Implementation Phase’ for the selected 12 projects.
Workshop Report on CITIIS Awards and Implementation Phase Launch

French Minister’s visit in Surat

Stakeholder Engagement in Amrisar
About the Workshop

The ‘CITIIS Awards & Implementation Phase Launch Workshop’ was held on 3rd September, 2021 from 12:00 pm to 01:30 pm at the India Habitat Centre, New Delhi. The Workshop was a hybrid event with online and offline participation.

The Workshop was attended by Mr Kunal Kumar, Joint Secretary & Mission Director (Smart Cities Mission), Ministry of Housing and Urban Affairs; Mr Hitesh Vaidya, Director, NIUA; Mr Bruno Bosle, Country Director of AFD; Mr Daniel Hachez, Minister Counsellor, Head of Cooperation for International Partnerships in India, European Union; officials from MoHUA and NIUA; CEOs and project staff of 12 SPVs under the CITIIS program; International Mentors and Domestic Experts, as well as representatives from the transversal expertise firms.

Objectives of the Workshop

- To officially launch and commemorate the Implementation Phase of the CITIIS program and initiate a dialogue around the operationalisation of this Phase.

- To felicitate Chennai, Amritsar and Surat, the first three cities to successfully complete the Maturation Phase under the CITIIS program.

- To launch the CITIIS Management Platform (CMP)

At the CITIIS Awards & Implementation Launch Workshop
SESSIONS

Introduction and Presentation

The Workshop began with a welcome address and presentation by Mr Naim Keruwala, Program Coordinator & Team Lead – CITIIS. The presentation focussed on an overview of the CITIIS program, program-level impact and contribution to the Sustainable Development Goals (SDGs) and the key highlights from the Maturation Phase.

Key Progress of the CITIIS Program:

- **Dedicated Expertise**: There are 6 International mentors, 6 Domestic experts and a 9 member Program Management Unit (PMU) team at NIUA. Over 30 Technical assistance missions were conducted over the past 2 years for the 12 SPVs.

- **Capacity Enhancement**: 26 Capacity building workshops, 10 Webinars and 4 Peer learning sessions were conducted. Over 15 Knowledge products were developed.

- **Design Innovation**: Repository of 150+ Technical project documents, 36+ Dedicated project staff onboarded across the 12 SPVs, 10+ general consulting firms have been part of the process.

- **1 Million+** Direct beneficiaries across the 12 cities.

- Projects worth €145 Million (Rs 1300 crore) sanctioned by the CITIIS Apex Committee across the 12 cities.
Program-level Impact and Contribution to SDGs

Maturation Phase in CITIIS

The CITIIS Maturation Phase aims to introduce and strengthen global best practices of project design, implementation, monitoring and evaluation, community engagement and environmental and social safeguards across all projects through, a comprehensive 24-step maturation framework. Beginning with a roadmap, the phase is divided across four sections:

- Project Structuring
- Stakeholder Engagement
- Capacity Enhancement
- Mainstreaming of CITIIS values
Maturation Phase Completion

The first three cities to successfully complete the Maturation Phase of the Citiis program are Chennai, Amritsar and Surat, respectively.

Launching the Implementation Phase

The Implementation Phase would entail operationalisation of plans and strategies developed during the Maturation Phase, extensive procurement for project grounding and construction, financial management, monitoring project progress, periodic performance evaluation, and capitalisation of lessons learnt throughout the project’s life cycle. Additionally, in the Implementation Phase, there would also be a renewed focus on capacity enhancement of the SPVs and related project stakeholders through knowledge sharing and peer-to-peer learning.

The Implementation Phase will build on the design of the Maturation Phase and would have similar four-pillar structure:

- Project Implementation
- Stakeholder Engagement
- Capacity Enhancement
- Citiis Reporting
As the 12 SPVs embark on the journey towards the Implementation Phase, CITIIS PMU at NIUA conducted a series of ‘Pre-Implementation Phase Preparatory Workshops’ through six virtual sessions between May and July 2021 to ensure an effective and smooth transition to the Implementation Phase for the SPVs. Read the blog on the workshop series [here](#).

**Technical Assistance in the Implementation Phase**

In the Implementation Phase, there will be technical assistance available from the domestic experts, international mentors and the CITIIS PMU at NIUA. An additional layer of Transversal Experts namely, Ernst & Young, AECOM and TERI will also be available to provide on-demand services to the SPVs during the Implementation Phase.

**CITIIS Management Platform (CMP)**

CITIIS Management Platform (CMP) was officially launched by Mr Kunal Kumar, Joint Secretary & Mission Director (Smart Cities Mission), Ministry of Housing and Urban Affairs.

CMP is a collaborative, data-driven and repository-oriented digital project management tool that the 12 cities will be using to facilitate resource management, communication, reporting as well as monitoring and evaluation at both project and program level. All reporting under the Implementation Phase will be done through the CMP.

**The types of modules in CMP include:**

- User Management
- Document Hub
- Task Management
- Messaging
- Project Management
- Monitoring and Evaluation (M&E)
- Environmental and Social (E&S)
- Contract Management
- Dashboard
Mr Kunal Kumar, Joint Secretary & Mission Director (Smart Cities Mission), Ministry of Housing and Urban Affairs, launching the CITIIS Management Platform.
Opening Remarks and Keynote Addresses

Opening Remarks

Mr Hitesh Vaidya, Director, NIUA congratulated all the 12 cities for successfully completing the Maturation Phase and highlighted that each project under the CITIIS program was unique in its own nature and has brought a lot of innovation, creativity and thinking onboard and also has the potential to scale up in order for the cities to move forward. The need to maintain zeal and momentum in the Implementation Phase as done by the cities during the Maturation Phase was also mentioned. The ‘Five T-approach’ of NIUA viz. tools; templates; technical assistance, training and capacity building; guiding different types of technologies, and; transfer of knowledge (peer-to-peer learning), was also highlighted.

Keynote Addresses

Mr Kunal Kumar, Joint Secretary & Mission Director (Smart Cities Mission), Ministry of Housing and Urban Affairs highlighted that ‘innovate, integrate and sustain’ is the only way possible to do justice to the field of urban development in India such that it brings ease of living and ease of doing business. The 12 cities under the CITIIS program are shining beacons and during the Implementation Phase, each of the projects would stand out as a shining light not only to India’s urban sector but to the world since these projects will be able to deliver value to the society at large.

Mr Bruno Bosle, Country Director, AFD India emphasised that the Maturation Phase is a key milestone of the CITIIS program and the idea is to go beyond funding and take care of the sustainability in terms of innovation and inclusion aspect. The importance to continue being inclusive through consultations and keep the final beneficiaries in mind; to choose the right contractors to ensure that standards of quality of the projects are met; to continue strengthen the SPVs in terms of human resources and capacities to ensure project efficiency, was also highlighted.

Mr Daniel Hachez, Minister Counsellor, Head of Cooperation for International Partnerships in India, European Union congratulated all the 12 cities for their commitment towards the communities and highlighted that the EU and India have a shared vision for more smart, inclusive and sustainable urbanisation and the CITIIS program is very active in demonstrating this. It was emphasised that promoting smart and sustainable cities, climate actions in cities, solid waste management, circular economy, etc., and innovating metropolitan planning and urban mobility are concrete areas for productive, sustainable and inclusive investment opportunities and the 12 cities under the CITIIS program are well-aligned with one or more of these priorities.

Awards Ceremony

During the Workshop, the cities of Chennai, Amritsar and Surat were felicitated. These cities were the first three cities to successfully complete the Maturation Phase through their ambitious project design and management, good project management practices promoted within the program and active participation in knowledge sharing and peer learning activities.
City Dialogues

The leadership from Chennai, Amritsar and Surat gave a brief presentation on their respective CITIIS projects and learnings from the Maturation Phase.

a. Chennai - Model and Smart Corporation Schools

**Total Project Cost: INR 95.25 crores (EUR 11.00 million)**

Through the ‘Model and Smart Corporation Schools’ project, Chennai will transform select Corporation schools with modern digital and experiential infrastructure and inter-generational human capability approach by involving students, parents, teachers, and community members to improve learning experience and outcomes.

“This is a revolutionary project in Chennai. The number of children attending the Corporation schools are steadily increasing and the CITIIS project has had an impact. It is important to figure out the need for sports by the children, need for teachers training, need for leadership, need for toilets, importance of gender and what the children actually want to do in schools. The emphasis should be on outcome so that when a child goes in, he/she should come out more enlightened.”

-Mr Raj Cherubal, CEO, Chennai Smart City Ltd

b. Amritsar - Development of Sustainable and Green Public Transportation - Rejuvenation of Auto Rickshaws in Amritsar through Holistic Interventions (RAAHI)

**Total Project Cost: INR 108.33 crores (EUR 12.51 million)**

Through Development of Sustainable and Green Public Transportation – RAAHI project, Amritsar will provide e-mobility experience to commuters and reduce air pollution by replacing old diesel auto rickshaws with E-Autos, formalization of Intermediate Public Transport (IPT) sector and improve modal share of Public Transport.

“E-autos will be made a part of public transport system at a large scale. Along with financial subsidy to drivers to purchase the e-autos, loans will also be provided to them at easy rates. The project will lead to reduction in air and noise pollution, will help in keeping the environment clean, increase the income of the auto-rickshaw drivers and their families. One of the first steps taken is to register a cooperative society of auto-rickshaw drivers.”

-Mr Malwinder Singh Jaggi, CEO, Amritsar Smart City Ltd.

c. Surat - Creating ‘Wild Valley Biodiversity Park’ as City Lungs by Rejuvenation of Existing Wastelands along the Kankara Creek

**Total Project Cost: INR 139.15 crores (EUR 16.07 million)**

Under the ‘Wild Valley Biodiversity Park’ project, Surat will develop a biodiversity park for preserving flora and fauna in the Kankara Khaadi, and the wasteland will be made accessible to the public by developing it into a usable public space.

“This project is different from other projects, it is not a simple garden or a green land but is a biodiversity park where there will be minimum intervention with the land. Minimum concrete work will be done and it would have walkways, cycle tracks and small innovation centres. Plantation of all the species would be compatible with the local climate and habitat so as to encourage flora and fauna and thriving of biodiversity.”

-Mr Rajesh Pandya, General Manager (Transit), Surat Smart City Development Ltd and Advisor (C), Surat Municipal Corporation

*Conversion Rate: 1 Euro=86.57 INR dated 28 September 2021*
Closing Remarks

The Workshop ended with the Closing Remarks and Vote of Thanks by Mr Naim Keruwala, Program Coordinator & Team Lead – CITIIS.
## List of Participation

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<td>Mr. Daniel Hachez, Minister Counsellor, Head of Cooperation for International Partnerships in India, European Union</td>
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<td>Mr Hitesh Vaidya, Director, National Institute of Urban Affairs</td>
<td>Mr Rajib Datta, CEO, Agartala Smart City Ltd</td>
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<td>Mr Bruno Bosle, Country Director, AFD India</td>
<td>Mr P Lakshmi Narasimhan, CEO, Amaravati Smart City Ltd</td>
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<td>Mr. Phillip Wyrsch, Head-Urban &amp; Mobility Team, KfW</td>
<td>Mr Sanjay Singh, CEO, Bhubaneswar Smart City Ltd</td>
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<td>Ms Smita Singh, Senior Project Manager, European Union</td>
<td>Mr Rajesh Kumar, CEO, Dehradun Smart City Ltd</td>
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<td>Mr Raj Cherubal, CEO, Chennai Smart City Ltd</td>
<td>Mr Shakeel Ahmed, CEO, Hubballi Dharwad Smart City Ltd</td>
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<td>Mr Malwinder Singh Jaggi, CEO, Amritsar Smart City Ltd</td>
<td>Ms Afsana Parveen, CEO, Cochin Smart Mission Ltd</td>
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<td>Mr. Chaitanya Y. Bhatt, CEO, Surat Smart City Development Ltd</td>
<td>Mr Kshitij Singhal, CEO, Ujjain Smart City Ltd</td>
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<td>Mr Rajesh Pandya, Dy Municipal Commissioner, Surat Municipal Corporation</td>
<td>Ms G Srijana, CEO, Greater Visakhapatnam Smart City Corporation Ltd.</td>
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<td>Ms Gurmeet Rai, Domestic Expert, Surat Smart City Development Ltd</td>
<td>Mr Alfred Peter, International Mentor, CIIIIS</td>
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<td>Ms Neha Singh, Deputy Director, AMRUT, MoHUA</td>
<td>Mr Michael King, International Mentor, CIIIIS</td>
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<td>Mr Naim Keruwala, Program Coordinator- CIIIIS, NIUA</td>
<td>Mr Amit Prothi, International Mentor, CIIIIS</td>
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<td>Ms Shilpi Roy, Communications Specialist- CIIIIS, NIUA</td>
<td>Mr Prasanna Desai, International Mentor, CIIIIS</td>
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<td>Ms Swapnil Saxena, Knowledge Officer- CIIIIS, NIUA</td>
<td>Mr Pratap Kumar, International Mentor, CIIIIS</td>
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<td>Ms Manshi Singh, Program Officer- CIIIIS, NIUA</td>
<td>Ms Chris Blache, International Mentor, CIIIIS</td>
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<td>Mr Md Asif Raza, Program Officer- CIIIIS, NIUA</td>
<td>Ms Swati Janu, Domestic Expert, CIIIIS</td>
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<td>Mr Abdul Mabood, Admin Officer- CIIIIS, NIUA</td>
<td>Ms Vidhya Mohankumar, Domestic Expert, CIIIIS</td>
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<td>Mr Vishal Kundra, AECOM</td>
<td>Ms Shahena Khan, Domestic Expert, CIIIIS</td>
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<td>Ms Pranjal Deshpande, Domestic Expert, CIIIIS</td>
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<td>Mr Ankur Garg, Ernst &amp; Young</td>
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<td>Mr Vishal Kundra, AECOM</td>
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<td>Project-in-Charge and Project Staff from the 12 SPVs.</td>
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<td>Dr Shilpy Gupta, E&amp;S Specialist- CIIIIS, NIUA</td>
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<td>Mr Rohit Saxena, Program Officer- CIIIIS, NIUA</td>
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