SYSTEM REBOOT
Creating dialogues through People, Processes and Technology
First Inception Report 2018-2019
Foreword

Smart Cities Mission is a path breaking program of the Government of India that aims to foster a paradigm shift in the country’s approach to urban development. The mission has pioneered many firsts including inclusion of comprehensive citizen consultation during formulation of smart city plans, challenge-based selection process, extensive implementation of Public Private Partnership (PPP) based projects and so on. The principles of public participation, innovation and sustainability which form the cornerstones of the Smart Cities Mission have now also been adopted by the CITIIS program.

The CITIIS program was conceptualised to assist Indian cities in implementing urban infrastructure projects that are integrated, innovation driven and sustainable. The selected projects are broadly focussed on four areas, viz sustainable mobility, development of public open spaces, implementation of technology to improve e-governance and socio-organizational innovation in low income settlements.

The program is unique since it takes a fresh and new approach towards solving challenges faced by Indian cities. Over the last year the program has built many a bridge between technical experts, partner organizations, city SPVs and the Ministry. The network has enabled a more holistic understanding of the needs of stakeholders and tools required to address those needs. I would like to point out specifically about the inclusion of the maturation framework due to which the program was able to commit time and resources to thorough detailing before diving into implementation. The framework aims to minimize risks, increase participation and buy-in from all stakeholders and ensure that projects are sustainable as seen from not only financial but also social and environmental lenses.

A key aspect of the program has been the inclusion of technical assistance. The PMU has brought together a pool of mentors and experts from around the world to work with selected cities over a period of three years in all aspects of sustainable urban project delivery. We are beginning to seeing the value that these interactions are adding to project preparation, implementation and probable outcomes.

The work done by the PMU at the National Institute of Urban Affairs along with their partners at AIF and EU has been truly commendable. I would like to congratulate them on achieving several milestones and eagerly look forward as we head into the next year of the program.

(Kunal Kumar)
The European Union and India are strategic partners since 2004 and have developed trust and cooperation over decades. The relationship between the two has evolved in line with the growth trajectory of India. The EU strategy adopted in 2018 set the scene for increased and broad cooperation between the EU and India on common responses to global challenges and regional issues, in fighting climate change, working towards sustainable modernization and supporting innovation, including through increased people-to-people exchanges.

The EU is partnering with India in its flagship programmes such as Swachh Bharat, the 100 Smart Cities Mission and the Atal Mission for Rejuvenation and Urban Transformation. The India-EU Urban Forum, held with the Ministry of Housing and Urban Affairs in September 2019 was another example of successful collaboration. Together we can tackle urban challenges more effectively.

We have engaged to upgrade urban infrastructure for transport and sanitation, develop smart cities in India, as well as promote the 2016 United Nations urban agenda. Guided by our SDG commitments, the EU has contributed with grants to the investment efforts of national development agencies in order to make green projects in India financially sustainable. Together with the Agence Française de Développement (AFD), the EU supports the CITIIS programme, ‘City Investments to Innovate, Integrate and Sustain’, through technical assistance provided to the Ministry of Housing and Urban Affairs. The programme has already identified 12 target cities in India (Amritsar, Dehradun, Hubballi-Dharwad, Agartala, Bhubaneshwar, Ujjain, Surat, Amaravati, Visakhapatnam, Chennai, Puducherry and Kochi) to work on critical topics such as sustainable mobility, social and organisational innovation in low-income settlements, public open spaces and urban e-governance. The EU action under this programme will complement the Government of India’s agenda for sustainable economic growth and modernization, through the sharing of best practices and experiences to ensure robust and climate friendly urban solutions.

I wish to congratulate the National Institute of Urban Affairs (NIUA) for successfully delivering on targets for the first year. I look forward to further positive results in the years to come!

**Ugo Astuto**
Ambassador, European Union Delegation to India and Bhutan
Urban development is at the core of France’s partnership with India. Over the past twelve years, we have been working side-by-side with Indian authorities supporting projects to improve urban mobility, optimize the management of water resources, and build sustainable cities. India is expected to be home to over 400 million new urban dwellers by 2050. It is therefore essential that India’s cities develop and scale in order to sustainably accommodate its future residents.

AFD has been working with the Government of India Smart City Mission since 2015 with the aim of driving economic growth, promoting an integrated urban approach and improving the quality of life for the residents of 100 Indian cities.

Today, CITIIS is a leading, Indian urban development program and one of the most innovative in the world. The program elements include sourcing projects directly from Smart City SPVs through a competitive approach, mobilizing technical assistance from all around the world, and integrating a maturation phase to allow for stronger, more inclusive project propositions enabled us to work with some of the most promising projects under the Smart City Mission.

Implemented by the National Institute of Urban Affairs and MoHUA, the interactions between cities, international mentors and domestic experts have led to the development of projects that are innovative, participatory as well as ecologically and climate-friendly.

On behalf of AFD, I extend a heartfelt thank you to the CITIIS PMU coordinating this ambitious project, the smart city SPVs working tirelessly to realize their vision, the international mentors and domestic experts for sharing their valuable expertise and inputs as well as to the European Union for its key financial support. We look forward to seeing what new achievements the coming year will bring, and to keep learning collectively from this program.

Bruno Bosle
AFD

Building More Resilient and Smarter Cities Together
This past year has been very significant for the CITIIS program, which reached a number of milestones since its launch in July 2018. The program, has been designed to drive urban innovation through a tailor-made approach of technical and financial assistance to 12 projects. Each project has a nine-month maturation phase to develop integrated, innovative and participatory projects, based on the values of CITIIS. This approach will also assist SPVs of cities to develop their institutional capacities, thereby allowing them to deliver other projects proposed under the Smart Cities Mission.

Amongst the highlights of the year was, the first preparatory workshop, in September 2018 which hosted 52 SPVs, national and international experts to help them understand the application process and program contours. Following this, in October, the City Innovation Challenge was rolled out. By November the Program Management Unit (PMU) at NIUA had received 67 applications for projects across 36 cities and four themes. Evaluating each project was no easy task, through a rigorous jury-based assessment process 27 projects were shortlisted. Each project made presentations to the jury and in January 2019, we arrived at our final 12 projects in 12 cities. These projects span across four themes of sustainable mobility, public open spaces, social and organizational innovation in low income settlements and urban e-governance and ICTs. By July 2019, the PMU had brought on board the technical assistance pool. These experts represent years of experience and a robust understanding of the four themes of the CITIIS program.

We are very pleased that global experts have joined us from the United States, France, Singapore, Kenya and India to technically support each project. Similarly, domestic experts from Pune, Bangalore, Chennai, Dehradun, Agra and Delhi have joined the team.

As of July 2019, the PMU had visited all the project sites to interact with the state partners, access the risks in implementation of projects and to prepare technical assistance for the mentors. Following this the CITIIS Initiation Workshop was held which triggered the beginning of the maturation phase.

While, the CITIIS program has been challenging it has brought important reforms. Firstly, the SPVs have the tools and the institutional mechanisms, through the maturation phase, to deliver world class projects, as was envisioned by the Smart Cities Mission. Secondly, the program mainstreams public participation. And lastly, technology is being used to manage complex programs like applications, evaluation and program management.

In this year, the SPVs have hired full time staff for their projects. They will help the SPVs deliver other projects as well. For the first time SPVs have been staffed with Environment and Social Engagement Officers and Public Engagement Officers. These outcomes show the willingness of the SPVs to engage proactively in this program despite the seemingly difficult requirements. It also points to the fact that, the program has been well thought out and articulated between the Ministry of Housing and Urban Affairs (MoHUA) the Agence Française de Développement (AFD) the European Union (EU) and the National Institute of Urban Affairs (NIUA).

We at NIUA will ensure that the initiatives undertaken in the CITIIS program become the lighthouse and inspire other cities to take up similar initiatives.

Hitesh Vaidya
Director, NIUA
SPVs, Technical Experts and Partners participate in the "Know Your CITIIS" session during the Initiation Workshop.
In 2018, the United Nations released its World Urbanisation Prospects Report which found that India is projected to add 416 million urban residents by 2050 and, India’s urban population, currently, is 461 million, second only to China. This rapid urbanisation while significantly benefiting urban populations by way of economic, social and physical infrastructure has occurred in an unplanned sprawl like manner. According to the World Bank Report, ‘Leveraging Urbanisation in South Asia: Managing Spatial Transformation for Prosperity and Livability’, in the 12 largest Indian cities, the proportion of built-up area outside a city’s official boundaries exceeds that within its boundaries. The spillover poses challenges for municipal and other governing authorities in the delivery of basic services. And in providing infrastructure. Indian cities are therefore, facing a severe shortage of water supply, sewerage network, affordable housing, affordable transportation and other facilities.

To meet this need for infrastructure improvement the government in its Economic Survey of 2018-19, projects an annual investment of 7-8% of the country’s Gross Domestic Products (GDP), approximately $200 million. However, in the past year India has ranked only 63rd in basic infrastructure, on the Global Competitiveness Index. Therefore, as these projects are becoming larger in size and complexity, they require not only financial support but also technical expertise.

In his paper, ‘Infrastructure in India: Challenges and the Way Ahead’ Dr. Pradeep Agarwal from the Institute of Economic Growth, outlines this need when stating that sponsoring agencies need to make a concerted effort to develop strong performance management systems to drive timely execution of projects. This includes defining performance standards for nodal agencies and creating a transparent and accurate tracking mechanism as well as performance-linked incentives and penalties.

Recognising this need for transformation in urban development the National Smart Cities Mission was launched by the Government of India in 2015. The mission provides core infrastructure that gives citizens a decent quality of life by way of clean and sustainable infrastructure and adopts smart solutions. The CITIIS program is one such initiative under the ‘Supporting Smart Cities Mission for a more Inclusive and Sustainable Urban Development in India’ and was conceptualised as part of this changing urban narrative.

The program reimagines the way we design urban infrastructure projects and assists Indian cities in implementing projects that are integrated, innovation driven and sustainable.

This assistance focuses on strengthening institutions by committing resources to systematic planning before implementation, by developing results-based monitoring frameworks and by adopting technology for program monitoring.

The 12 selected projects will improve sustainable mobility, increase the amount of public open spaces, implement technological solutions for better service delivery and drive social and organisational innovation in low income settlements.
Over the last year the CITIIS program has fostered a shift from traditional ways of urban infrastructure planning to critical thinking, user-centric design, co-creation, and innovation. Establishing a new paradigm of urban project planning through a thematic approach which is outcome oriented. Through a dedicated maturation phase with a 24-step maturation framework, the program ensures that the projects are ready for implementation. This plan includes guidelines for environmental and social safeguards and enables knowledge exchange and peer learning through workshops and technical assistance. With a focus on innovation the program is developing
a CITIIS Management Platform (CMP) which will allow for real time communication, accountability and sharing of best practices. As the CITIIS program aims to reimagine the approach to urban infrastructure projects in India, we envision knowledge capitalisation through a repository of learnings and best practices. This is an essential means to facilitate the mainstreaming of these practices in India.

▸ 12 projects worth Rs.1400 crore.
▸ 14 mentors and experts from six countries; France, Singapore, Kenya, USA, India and Kenya and 11 cities.
▸ Preparatory workshop to assist all prospective projects through the application process and understanding the program.

▸ Initiation workshop that brought together the 12 project teams, 6 international mentors, 8 domestic experts, Program Management Unit and program partners. The workshop provoked reflection and critical evaluation in designing and implementing urban renewal projects.
▸ The workshop was followed by city visits with the technical experts.
▸ Development of an Environmental and Social (E&S) Safeguard Framework which can be used as a guide for all similar projects.
▸ Development of a nine month 24-step maturation framework to assist the projects through the maturation phase.
First Inception Report

Project Visit by the PMU to Puducherry in June 2019
OUR VISION
Our vision is to support projects of excellence, that implement integrated urban infrastructure while developing peer-learning activities, co-operation between smart cities and enhancing the capitalisation of best practices at state and national levels.

OUR MISSION
To put in place complementary instruments for Smart Cities Mission to provide financial incentives and technical support to demonstrative projects selected through a challenge process.

OUR VALUES
Excellence in sustainable urban development
The program includes actions contributing to the three dimensions of sustainable urban development: social inclusion, environmental resilience and project sustainability.

Innovation and Integration
The program promotes innovative solutions across processes, reforms, program design, resource management, and technology. Recognising the interdependency of city functions, CITIIS advocates for integrated urban development, which is unlike traditional approaches that view urban infrastructure projects as capital dependent solutions.

Participatory approaches
The program has a diverse group of stakeholders who are involved at various levels through the life cycle of the project. This includes mapping of stakeholders, co-creation and design of scenarios and a stakeholder engagement plan.

Relevance and feasibility
CITIIS proposes appropriate, viable and achievable interventions in line with the local constraints and opportunities. It develops scenarios for project design and implementation during the maturation phase and select the most relevant solution.
TIMELINE

**JUL 2018**
Launch of the CITIIS Program

**OCT 2018**
City Innovation Challenge City Innovation Challenge

**SEPT 2018**
Preparatory Workshop 52
Participant SPVs
National and International experts

**NOV 2018**
Application Submission
67 projects 36 cities 4 themes
FEB 2019
Selection of the final 12 projects

MAR 2019
Tripartite Agreement
MoHUA-SPV-State Government/UT Administration

APR 2019
Field visits by the CITIIS PMU to each project site to assess the readiness of the projects, brief SPVs about the maturation phase and conduct demonstrative stakeholder discussions.

JUN 2019
Fourteen technical experts were brought on board following a procurement process designed by the PMU.

JUL 2019
Initiation workshop for all the stakeholders
SELECTION

PHASE

GOAL

To help interested SPVs navigate the application process and creating an equal opportunity for them by way of a preparatory workshop. Developing the SmartNet platform for application submission, evaluation and selection.

↑ Organised a preparatory workshop for 52 interested SPVs, international mentors and domestic experts.

↑ Developed the SmartNet platform for online proposal submissions.

↑ Conducted evaluations and interviews with a jury to select 12 projects.

↑ Developed a set of 13 compliances to drive institutional development.
The call for projects and selection process adopted by the CITIIS program has created a paradigm shift in the way urban infrastructure projects are selected in India. The Smart Cities Mission and CITIIS both followed a ‘comprehensively designed call for projects,’ through a competitive process that set multiple criteria for selection. The SmartNet platform was designed to run the entire process of selection online. The competition was not between cities but projects, that are designed to draw comparisons between different approaches to solving a specific urban problem or challenge. Continuous handholding of the SPVs has been envisaged under the program which started even before proposals were submitted, to bring all SPVs at a common level of understanding about the values of the program.

The Preparatory Workshop in September, 2018 brought together 52 SPVs, experts and mentors to guide them through the program and the application process. The workshop was hosted by MoHUA and organised by the PMU. Here, the SPVs were invited to discuss their pre-identified projects with PMU representatives assisted by technical experts. The PMU representatives and the technical experts challenged the projects and guided them towards more suitable solutions and helped improve their proposals based on the Program’s principles and objectives. The experts were brought on board to facilitate different sessions and to be part of the jury during the evaluation process. After the submission of proposals, the jury evaluated the projects online and then invited the shortlisted projects for an interview before finalising the 12 projects.

The final step of the phase was the signing of the tripartite agreement between MoHUA, the SPVs and the State Governments. However, prior to this, the SPVs had to fulfil 13 mandatory compliances that were set as an eligibility criterion for them. This included a certificate of the SPVs incorporation, constitution of the city level advisory forum (CLAF) and an environmental and social screening checklist. The objective was to drive institutional capacities and development before the projects move to the next phase of the program.
The 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 maturation framework.

- A maturation phase of 9-12 months before implementation.
- A 24-step maturation framework that minimises risks and increases participation.
- Ensure a buy-in from all stakeholders to develop projects that are sustainable financially, socially and environmentally institutional development.
The initiation workshop in August, 2019 marked the beginning of the maturation phase. During the workshop there were sessions to collectively identify the roles of each stakeholder through the phase. Beginning with a roadmap the phase is divided across four sections; project structuring, stakeholder engagement, capacity enhancement and mainstreaming of CITIIS values.

The maturation phase is crucial since it introduces a 24-step maturation framework in the project delivery. A necessary deliverable within this matrix is the Project Logical Framework (PLF) through the Logical Framework Approach (LFA). LFA is used as a tool for monitoring and evaluating that asks the projects; where they are right now, where do they want to go, how do they get there and how do they know they’re moving in the right direction. The goal of the PLF is to use the principles of LFA and build a shared understanding of the approach within each project and to develop both indicators for project progress and means of verifying them for monitoring. Each project framework will finally include its long-term goal and the outcomes, outputs and activities required to reach the goal.

The maturation framework was developed by the PMU in consultation with Espelia, a Paris based consultancy for management of public services and AFD. The team together created a template for the maturation roadmap and report. At the project and program level a project reporting tool and monitoring guide were created.

Over the course of nine months the many steps of the framework work in tandem with each other leading ultimately to implementation of projects after assessing and mitigating the risks. The final deliverable of the framework is the maturation report. To arrive at this report, the projects use tools like results-based monitoring and promotes the development of ‘pilot projects,’ that may fail. This process aims at creating a culture of sustained transformation by allowing trial and error to gauge what works in the project context. Each project also develops a communication and outreach plan after mapping their stakeholders, staff the SPVs with environment and social and public engagement officers who, assess the E&S impacts and mitigation measures that need to be adopted. To facilitate this process, the pool of technical experts will work with their cities to help them arrive at the most conducive plan while, also getting assistance from the CITIIS Program Management Unit (PMU) across all stages.
TECHNICAL ASSISTANCE

GOAL

To provide specific expertise on several cross-cutting topics in the planning and implementation of urban development projects, such as environmental and social (E&S) safeguards framework, E&S risk management, gender analysis, social engineering, technical specification, within the Indian context. A pool of experts has been brought on board with on ground experience in the delivery of challenging urban projects. These experts will handhold the projects through the maturation and implementation phase.

- 6 international mentors and 8 domestic experts from 11 cities and 5 countries with a cumulative experience of 273 years in urban infrastructure project planning and delivery.

- Experts have been mapped to specific projects based on their experience and work.

- Experts will work in conjunction with their projects to lead the design and implementation on the ground.
The CITIIS program has been designed to incorporate critical thinking, planning and results-based monitoring to ensure that the projects are well structured at the time of implementation. Therefore, the tailor-made mentorship program is unique and is being undertaken in India for the first time. Through this technical assistance we see a shift from capacity substitution to capacity building. This process, creates an environment that encourages different choices and opportunities and, ultimately enables the SPVs to arrive at a more rounded approach to their project.

With these objectives the experts will guide and handhold their project SPVs through the three years of the project’s lifecycle while engaging in the creation of a roadmap for the project, finalising the project logical framework (PLF) with the team, mapping stakeholders, suggesting global best practices that have the potential to be contextualised, and guiding the strategy of the projects through their lifecycle.

This process of technical assistance and handholding emphasises on new strategies for partnerships and collaboration, gauging institutional capacity to be restructured while developing a framework for the SPVs. For the first time SPVs are being staffed for Environmental and Social Safeguards officers as well as Public and Community Engagement Officers who ensure that the voices of the involved communities are heard and their concerns are addressed during project planning.

In December 2018, the CITIIS Program Management Unit (PMU) received applications for international mentors and domestic experts, the applications were shortlisted and then evaluated including an interview which mapped them to their projects. The six-month long process resulted in mobilisation of a pool of mentors and experts who have a keen understanding of creating infrastructure that is socially, economically and culturally inclusive while being sustainable and resilient.

In July 2019, the experts and their SPVs were part of a five-day initiation workshop where they exchanged experiences, and ideas. It was also an opportunity for all the stakeholders to interact with each other, understand their role in the program and begin the development of a roadmap for implementing the objectives of the maturation phase.

Since the workshop, the mentors and experts visited their project cities with the objective of getting an overall understanding of the project site, its concerns and constraints and, the most essential social and physical infrastructure interventions.
TECHNOLOGY ADAPTATION

GOAL

To build technology that can be used to manage complex programs like project monitoring, evaluation and management.

- Use of SmartNet for project application and evaluation
- Building a CITIIS Management Platform to monitor and review project performance beyond financial and physical progress
- Collaboration with other projects within NIUA for scaling up technology adoption for program management
The CITIIS program followed a comprehensive call for proposals which was managed through the SmartNet platform. To make this process of selection efficient, the program adopted technology-based interventions like, the use of the SmartNet website to receive and review project applications. The entire process from application, to shortlisting, evaluation and finally selection was done through the website.

The program is also developing the CITIIS Management Platform (CMP) which facilitates program monitoring, contributes to the promotion of an integrated urban management platform. The platform will be a repository of knowledge products, key documentation and will allow the stakeholders to share best practices that can be replicated within the urban ecosystem. The tool facilitates communication and coordination between all the stakeholders and ensures real time monitoring of project progress. It will also promote collaborations between projects where, smaller, lesser equipped SPVs can learn from better prepared ones on various aspects, including organisational management, human resources, financial management and project planning.
To adapt all the learnings from the CITIIS program into knowledge products that can be used for knowledge creation and dissemination globally. Our approach to knowledge capitalisation has been two-fold:

- Synthesising what is happening in Indian cities as a best practice for replication.
- Contextualising practical tools and best practices not just for the CITIIS projects, but for the urban development ecosystem in India.
The CITIIS program adopts an approach which considers cities to be a complex ecosystem with diverse social groups engaged in economic and cultural activities enabled by physical and digital infrastructure. In navigating the interconnected and interdependent dimensions, the SPVs develop a deeper and clearer understanding of what their projects and its people need. These needs are further incorporated in design and implementation. The maturation phase aligns with global standards of project planning and has a number of deliverables prior to project implementation. As knowledge products, these deliverables will equip ULBs, cities and states with common solutions that can be explored on diverse aspects of urban projects planning and management - ranging from climate change mitigation, to procurement, to concerns around existing legislation.

These emerging frameworks, approaches and best practices are being documented for wider dissemination and adoption in the urban ecosystem.

Selection Phase
- After the submission of proposals for the CITIIS challenge, the PMU put together a summary document of the 27 projects shortlisted during the CITIIS Challenge process. These proposals were compiled and published as the CITIIS Project Compendium.

Maturation Phase
- The PMU produced project preparedness frameworks for the projects based on the initial visits to the cities. The objective of the initial visits was to do a thorough inspection of the sites, do a rapid assessment of proposed project components, assess the level of readiness of the SPV, conduct briefing sessions for the SPV staff about the CITIIS maturation phase, hold demonstrative stakeholder discussions for the SPV and, brief the SPV staff about reporting functions during the maturation phase including reporting for program compliances, E&S Safeguards, and M&E.
- An Environmental and Social Safeguards Framework has been developed for all the projects after visiting each project and understanding its parameters.
- Multimedia content was created specifically for the maturation phase
- Studies have been budgeted through the project period until 2020.
- projects, but for the urban development ecosystem in India.
Sustainable Mobility

In the cities of Dehradun and Amritsar, the existing public transport system is unable to meet the needs of the city residents. In Dehradun, students do not have pavements or reliable and safe buses to get to school. In Amritsar, buses are not available in remote parts of the city. Consequently, residents opt out of the public transport system, this has significantly increased private vehicles and pollution in the cities. The CITIIS projects aim at changing this narrative by upgrading the public transport and street infrastructure to bring it at par with the needs of the city.

Public Open Spaces

Residents of Bhubaneshwar, Agartala, Hubballi-Dharwad, Ujjain and Surat lack open spaces that can be used for recreation, cultural activities and non-motorised transport. The projects are reclaiming such spaces through bio diversity conservation, dedicated cycle tracks and crowd management to build breathing spaces in otherwise congested cities.
Social & Organizational Innovation in Low-income Settlements

- The CITIIS projects in Amaravati, Visakhapatnam, Puducherry and Chennai are working with students and residents of low income settlements to provide quality education and access to necessary infrastructure. Most low income settlements lack water, sanitation and waste management services and schools need technology based learning. These projects ensure that citizen’s voices are heard through institutional and technology frameworks that make these projects truly inclusive in design and implementation.

Urban E-Governance & ICT

- The lack of integrated health records is a pressing issue across India. To solve this issue the city of Kochi is implementing a project that will combine all medical records to a common cloud based server. Thanks to the planned intervention, every patient who relies on public healthcare will be able to access their medical records from any city hospital. This project will significantly improve the lives of residents who depend on public healthcare systems.
For the year ahead the CITIIS program will focus on handholding the projects through the maturation phase, build capacities through workshops and trainings that are crucial to the program’s success.

At the end of the maturation phase the projects will be refined and restructured to align with the program values and be prepared for implementation.

As projects move from maturation to implementation the SPVs will ensure that, they track their indicators and monitor their progress.

For cross cutting topics like gender, climate change and Public Private Participation an additional layer of support will be brought on so that the SPVs have a holistic support system. This support will ensure capacity building within SPVs through engagement with mentors and experts.

The program will also build a state level partnership with Andhra Pradesh for capacity development. This component will focus on strengthening the capacity of Urban Local Bodies and State Authorities to develop and implement integrated projects. This capacity building plan includes organisational learning, smart cities networking and peer learning and, state level advisory services. Other aspects of this partnership are developing open data collection tools and educational curriculums for Urban Local Body (ULB) officers. Through these interventions the program will create scalable, replicable, and long term impact strategies.

GOING AHEAD

The Puducherry project site. The project aims to amplify community voices, catalyse community resources and leverage community environments by improving shared infrastructure and public open spaces.
Sustainable Mobility

Amritsar: Development of Sustainable & Green Public Transportation in the Amritsar City
The city of Amritsar has an existing bus network (BRTS and city bus network), but the current system is insufficient to cater to the public transportation requirements of all citizens. Proposed solution targets creation of last mile connectivity for all citizens through feeder service. The present modal share for public transport is 1.5%. The proposal aims at increasing it to 20%, and simultaneous reduction of private vehicles. Project also aims at an overall improvement of air quality and reduction in carbon footprint.

Dehradun: Child-friendly & Commuter Centric Dehradun Smart City Sustainable Mobility Plan
The project envisages to encourage a modal shift to public transportation systems with feeder services and Non-Motorised Transport (NMT) across the city to reduce air pollution, road accidents, congestion and wastage of time and money for residents, students and tourists.

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<tr>
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<th>Michael King</th>
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The project in Dehradun aims to make the city safer and more walkable for students.
Public Open Space

Hubballi-Dharwad: Green Mobility Corridor
The proposed green mobility corridor aims to connect the major roads with cycle tracks for encouraging cycle and pedestrian movement across the city. The surrounding land use includes residential buildings, commercial and semi-public land use. The stretch is mainly along the Unkal Nala which is a major storm water drainage channel for the city. The major components of the project includes: Bicycle Track, Walking Track, Drain Lining, Sewerage Diversion, Controlled flow of water in channel, CCTV, Public activities, Landscape Design, Place Making, Link with ICCC, Transportation and Open Spaces, Revenue Generation Opportunities, Citizen Engagement, Horticulture Knowledge and Safe and Common platform for exercise.

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Agartala: Howrah River Front Development (Phase-II)
The project proposal is about providing Agartala with a sustainable waterfront environment along the banks of the Howrah River. It includes Embankment strengthening to control soil erosion and flooding, arrest solid and liquid waste disposal; creation of open spaces of touristic and recreational value; urban forestry and horticulture as livelihood option.

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Bhubaneswar: B-Active
The B-Active project concept emerged as a result of on-ground observations and challenges faced during implementation of key projects under the Smart City Proposal. The project aims to improve the quality of public open spaces in Bhubaneswar.

Core objectives of the project are:

- Empower citizens to co-create & manage their neighbourhoods & open spaces
- Revitalize its waterways, tanks and streets and act as sponges for capturing, storing and cleaning its water systems.
- Reuse its landscapes as productive spaces offering opportunities/ urban agriculture, interacting with nature.
- Reclaim public spaces to engage for cultural, arts and social activities.
Raise the profile of organized sport & active recreation

<table>
<thead>
<tr>
<th>Mentor</th>
<th>Alfred Peter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expert</td>
<td>Seetha Raghupathy</td>
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<tr>
<td>Project Cost</td>
<td>Rs. 283.2 crore</td>
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<tr>
<td>SPV</td>
<td>Bhubaneswar Smart City Ltd (BSCL)</td>
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<tr>
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<tr>
<td>Category</td>
<td>Public Spaces, Landscape Design, Health</td>
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Mentor
Alfred Peter

Expert
Seetha Raghupathy

Project Cost
Rs. 283.2 crore

SPV
Bhubaneswar Smart City Ltd (BSCL)

Location
Bhubaneswar, Odisha

Category
Public Spaces, Landscape Design, Health

Surat: Creating “Wild Valley Bio-Diversity Park” as City Lungs by Rejuvenation of Existing Wasteland along the Creek

Most of the areas along the Creek in Surat were misused for dumping waste and illegal activities like slaughtering, etc. were prevalent. Most of the stretch also became the hubs of unwanted mosquito breeding. Also crime, nuisance and illegal activities started developing because of lack of easy accessibility. The project aims to address the above mentioned issues and rejuvenate the existing wasteland along the creek by proposing varied range of activities.

It consists of the following components:

- Parks for children, senior citizens, disabled and for all.
- Plantation of natural species of flora to maintain good air quality.
- Bio-diversity Parks.
- Walking trails, and cycle tracks.

Maintain natural storm water course, Interconnection of water retention ponds.

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<th>Alfred Peter</th>
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Ujjain: Mahakal Rudra Sagar Integrated Development Approach (Phase-II)

The project envisages integrated development of the Rudrasagar lake along with the Mahakaal Temple. Several components proposed include: improving access to the mahakaal temple, lake rejuvenation and development, street development, and widening of the bridge. The project includes both components for environment as well as social aspects of recreation.

The project in Ujjain envisages integrated development of the Rudrasagar lake along with the Mahakaal Temple.
Social and Organisational Innovation in Low-Income Settlements

Amaravati: Basic Infrastructure Development at Low Income Settlements
As per the 2015 Household Survey conducted in Amaravati, a large proportion of low income families (about 90 per cent of the households) hold BPL ration cards in 4 identified habitations. The villages lack basic physical and social infrastructure facilities.

Hence, the objectives of this project are:

- To provide regular access to safe drinking water through installation of water treatment plant and pipelines connecting households.
- To provide regular supply of treated water to all households through taps and water pipeline connections.
- To ensure efficient collection and management of solid waste.
- To create separate networks of sewage and storm water drains.
- To meet the power requirements of every household through a smart metering system.
- To ensure a safe and secure learning environment for students through construction of school building, approach road, compound wall.
- To provide access to basic healthcare through construction of smart healthcare centres and anganwadi centre.
- To adopt a pro-people approach through all stages of the project.

<table>
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<tr>
<th>Mentor</th>
<th>Prasanna Desai</th>
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Chennai: Model & SMART Corporation Schools
The project aims to revamp 10-15 corporation schools in the low-income settlements of the city to enhance the learning experiences of children in schools, especially public schools.

The project objectives include:

- Enhance the overall learning experience and learning levels
- Provide experiential learning zones such as science innovation labs, experience labs and other such practical training zones.
- Promote digital learning by providing modern Smart Classrooms in Chennai are connecting students to better learning techniques through technology.
learning infrastructure such as tablets, wi-fi enables classrooms etc.

- Create an analytics-based student monitoring tool, to track and judge student performance real time.
- Create a robust stakeholder (teachers, students, community) capacity building framework keeping in mind all their interests.

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<tr>
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### Puducherry: Our Neighbourhood is Your Neighbourhood Too – A participatory Planning Approach for Low-income Settlements

The project aims to amplify community voices, catalysing community resources, leveraging community environments by improving shared community infrastructure and public open spaces as needed assets and capacity building and inter-departmental coordination to achieve the goal of a slum free Pondicherry. Main objective of the project is to address the challenges related to:

- Absence of direct, effective communication between communities and government

- Unequal representation in course of neighbourhood level development
- Inadequate access to professional expertise, especially housing, infrastructure, and finance
- Exclusion from economic opportunities
- The limited ability of slum improvement lead agencies. It does so by solutions oriented towards citizen participation, ICT-enable provision of government services, promotion of economic activity and employment, upgradation of public spaces in low-income settlements and a dedicated knowledge and design Centre.

<table>
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<tr>
<th>Mentor</th>
<th>Chris Blache</th>
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### Vishakhapatnam: Social Inclusion Through Modernizing Public Schools as Smart Campus

The project proposes modernizing public schools as smart campus, upgradation of basic infrastructure facilities, outdoor physical activities, and equip schools to provide technology-based learning. Main objectives are:

- Rebranding GVMC schools through uniform identity
of all GVMC schools in terms of facade improvements and signage.

Health and Well Being: Provide clean and green education campus to enhance learning and teaching environments. Universal accessible design through the creation of ramps for access to schools and classrooms.

E-Learning through Smart Class Rooms and Labs: Equip schools with technology-based digital learning zones to improve the quality of education. Provide the opportunity of Digital Literacy amongst students, preparing them at an early age for the next generation of professionals in a competitive global environment.

### Mentor
Prasanna Desai

### Expert
Swati Janu

### Project Cost
Rs. 65 crores

### SPV
Greater Visakhapatnam Smart City Corporation Limited (GVSCCL)

### Location
Visakhapatnam

### Category
Education, Community Development

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**Urban E-Governance and ICT**

**Kochi: E-Health Solution**

E-Health solution is being developed and implemented by State Health Department which integrates all departments and government hospitals into an efficient Hospital Information and Management system. E-Health is planned to be implemented in all the hospitals across the state. The Cloud based e- Health solution relies on high speed MPLS connectivity as every transaction is stored in cloud-based State Data Centre. Ensuring quick and timely access to quality health care to the citizens is the main goal of the project.

E-Health is an ambitious initiative conceived with the objective of modernizing the Public Healthcare domain in the city to ensure optimum use of resources. The E- Health Project envisage an IT enabled integrated framework to ensure efficient service delivery to the common citizen and provide a centralized database of healthcare information allowing close monitoring and control measures. This will be a robust and sustainable IT solution supporting healthcare service personnel consisting of Doctors, Paramedical and other non-clinical staff at General Hospital.

### Mentor
Pratap Kumar

### Expert
Tarun Sharma

### Project Cost
Rs. 18.87 crore

### SPV
Kerala State Health Department (KSHD)

### Location
Kochi, Kerala

### Category
Health, E-Governance
ITIIS is the main component of the program that supports the Smart Cities Mission for a more inclusive and sustainable urban development in India which, intends to bring financial and technical support to 12 selected Smart City projects across India. The project has been supported by Shri. Kunal Kumar, Archana Mittal and Neha Singh from the Ministry of Housing and Urban Affairs (MoHUA), Clémence Vidal de la Blache, Gautier Kohler and Valentine Lenfant from Agence Française de Développement (AFD) and Raimund Magis and Smita Singh from the European Union (EU). The aim of the project is to provide financial assistance by way for loans and technical assistance through grants and mentorship programs. The project is being coordinated and managed by the Program Management Unit (PMU) at the National Institute of Urban Affairs (NIUA).

Through these partnerships the program aims to implement innovative and sustainable integrated urban projects while developing a Peer Learning Mechanism facilitated by a state partner and the Government of India. Implementation of a Results Based Management System for monitoring and optimisation of the smart cities mission is a key objective of the program.
The Program Management Unit is based out of the National Institute of Urban affairs in New Delhi. The team, with its diverse skills, backgrounds and interests, works together to manage the entire program which includes following up on project progress with the SPVs, liaising with the mentors and experts and working closely with the program partners to ensure the program meets its goals.

- Siddharth Pandit Program Co-ordinator
- Naim Keruwala Program Manager
- Nidhi Misra Communications Specialist
- Anjum Dhamija Program Officer
- Swapnil Saxsena Program Officer
- Anuradha Yagya E&S Specialist
- Mukut Sharma Procurement Specialist
- Pranay Bhardwaj Technology Lead
MENTORS & EXPERTS

Our international mentors and domestic experts were brought on board after a rigorous screening process, based on their experience they were mapped to projects. The mentors and experts will handhold these projects through the project’s lifecycle by way of city visits, technical inputs and sharing best practices.

Chris Blache, an urban anthropologist, co-founded Genre et Ville in 2012 with urban designer and planner, Pascale Lapalud. She studied Psychology at Paris’ University, graduated from the Conservatory of Music in Brooklyn New York. Back in France, she obtained an MBA degree at ESCP/EAP, Paris. She created and managed 9A+ Consulting from 1997 to 2012. An accomplished business and socio-ethno consultant with proven success and expertise in international market research and business innovation she is actively involved in women and LGBTI rights since 2008. She is a founding member of CBLP CestBeauLePouvoir and as such has initiated a number of artistic projects, among them “L’Eternel Masculin” and the “Petite Ceinture” series.

Alfred Peter, is the founder of The Atelier, a leading design studio in the field of landscape architecture and urbanism. Since its founding in 1985, the firm has successfully carried out about 100 large-scale development, infrastructure and public space projects. The landscape integration of the tramway in Strasbourg, France established us as experts in public space projects that combine mobility and urban quality. For each project, we advocate an economy of means and seek to create meaningful synergies. Each project is regarded as a new challenge requiring extensive research and experimentation. Therefore, our studio could also be described as a ‘Laboratory of Festive Ecology’. Atelier Alfred Peter also collaborates extensively with many internationally renowned experts, expanding our horizons and enabling effective response to any scale of planning or design issues.

Project teams and Experts brainstorm during a session at the Initiation Workshop.
Amit Prothi is a trained in urban planner, landscape architect and architect from premier universities in both India and the US. He has practiced in North America, Asia and Africa on projects and studies funded by the World Bank, Asian Development Bank, Rockefeller Foundation as well as numerous municipalities and private sector clients. For over 20 years, Mr. Prothi has worked with multidisciplinary teams on thematic areas that relate directly to urban resilience; these include environmental planning, urban policy, land use planning, natural resource management, flood management, disaster risk reduction, housing, and community development. Mr. Prothi is currently the Head of India National Strategy at 100 Resilient Cities (100RC), a program of the Rockefeller Foundation.

Michael King works with progressive cities, campuses, and NGOs to invert the dominant auto-centric paradigm and advance a green mobility ethos. Trained in architecture and urban design, Michael taught himself transportation planning and traffic engineering because streets make up such a large percentage of the urban footprint and mobility is key to how we grow our economies, increase safety and combat climate change. Michael’s work has taken him to 20 states, 22 countries and 5 continents.

Dr. Pratap Kumar is the founder of healthE-net. He studied medicine at the Goa Medical College in India and has a PhD in Neuroinformatics from the University/ETH of Zurich. After a post-doctoral stint in Berlin, he decided to shift his attention to policies for health and science and received a MSc in International Health Policy and Economics from the London School of Economics. Aside from practicing medicine as a resident doctor in neurology, he has published peer reviewed articles in neuroscience and has worked as a health economics consultant for the United Healthcare Group. His broad
experience as a clinician and collaborative scientist provides the foundations for health-E-net.

Prasanna Desai obtained a Bachelor’s in Architecture in 1980 and Master’s in Architecture (Urban Design) in 1983, both from the School of Planning and Architecture (SPA), New Delhi. He currently runs an architectural practice in Pune which is involved in urban design, emphasising the role of an architect in the public domain namely JNNURM BSUP Slum Rehabilitation work at Yerwada and Designing of safe and socially shared streets leading to the creation of healthy hygienic and humane neighbourhoods. He has been associated with academics for the past three decades and is currently a professor and director at P.V.P. College of Architecture, Pune. He has been the guiding force in the establishment of the forum for exchange and excellence in design FEED, a unique academic platform for students and architects in the city of Pune.

Gurmeet S Rai is a conservation architect based in New Delhi. She established CRCI India Pvt Ltd, a leading firm in heritage practice in India in 1996. CRCI has been involved in the preparation of conservation and management plans for a number of world heritage sites across the country. CRCI has also provided expertise in Nepal, Myanmar and in several states of India. Gurmeet is recognized for the high quality of conservation works she has undertaken on numerous protected and unprotected monuments across India. She was awarded ‘Award of Distinction’ for two projects by UNESCO under Asia Pacific Architectural Heritage Awards in the year 2002 and 2004 for demonstrating community inclusive conservation programs.

Vidhya Mohankumar is an architect and urban designer with fifteen years of work experience in India, Ireland and the United States. Vidhya’s work is focused on creating urban spaces that are people-oriented and centred around transit as part of a sustainable development agenda that she is passionate about. In 2011, Vidhya founded Urban Design Collective (UDC), a collaborative platform for architects, urban designers and planners to create liveable and sustainable cities through community engagement. In 2015, she took on the role of Governing Board member with the US-based Center for the Living City. The Center was established in 2005 in collaboration with Jane Jacobs and with the purpose of enhancing the understanding of the complexity of contemporary urban life.

Seetha Raghupathy is an Urban Designer from the Graduate School of Design, Harvard University. She has over 9 years of extensive design and project delivery experience in the fields of master planning, urban design and architecture across Singapore, Thailand, Malaysia, Indonesia, Myanmar, India, USA. Her expertise is in townships, mixed use, airports, infill and urban revitalization, TOD, urban waterfronts, public housing and detailed urban design guidelines. She is also a visiting lecturer at the National University of Singapore and a Certified LEED professional. She is currently the project coordinator for World Bank’s City Planning Lab in Indonesia.

Swati Janu is an architect and urbanist whose work combines community engagement, policy advocacy and design pedagogy. Over the last decade, her research and practice has focused on themes of social justice, migration and
urban informality. A graduate from School of Planning and Architecture, New Delhi, Swati also holds an MSc in Sustainable Urban Development from the University of Oxford, UK. She is the founder of Social Design Collaborative as well as visiting faculty at School of Planning and Architecture, Delhi, and Ambedkar University, Delhi. She was recently nominated as one of the 13 India-France Young Leaders 2018 by the Franco-Indian Trust for her efforts in inclusive urban development and participatory architecture.

Taran Sharma is an urban policy practitioner and researcher based in Dehradun, India. He is the co-founder of Nagrika, a social enterprise focused on small cities and providing solutions in the form of knowledge, decision-making tools and capacity. He has been working in the realm of sustainable urban local development, culture led development, place making, place management and urban heritage. He is interested in creating partnerships with people and institutions working in this realm. He has over 11 years of experience within the applied policy and planning domain of urban development. He holds a Master’s in Public Policy from National University of Singapore, Masters in Place Management from Manchester Metropolitan University and Bachelor in Economics from Delhi University.

Pranjali Deshpande Agashe is an architect and urban planner with work experience in architecture and transportation planning for over a decade. She works on sustainable transportation with many city governments. She manages the Maharashtra Programme, for the Institute of Transportation and Development Policy. Pranjali has worked on various sustainable transport initiatives in Pune, Pimpri Chinchwad, Nashik, Chennai as well as with the Urban Development department of Maharashtra. She has worked extensively in the field of bus rapid transit systems in India - ‘Rainbow’ BRT (Pune- Pimpri-Chinchwad), a publication of Indian Road Congress on BRT guidelines and proposed Chennai BRT.

Shahena Khan is a Heritage Management and Urban Development Practitioner with more than a decade of professional experience on diverse projects in social architecture, urban development, policy and planning, pro-poor heritage and tourism development. As a consultant, she has worked with multilateral and bilateral organization, national and state governments, urban local bodies, not-for-profit organisation on multi-sectoral crosscutting urban issues in India. More recently, as a Chevening Scholar, she did MSc in City Design and Social Science from London School of Economics and Political Science. Her inclination towards academics and research has also led to her association with different academic institutions as a visiting faculty, mentor and coordinating collaborative international studio programmes and workshops.

Sharath Holla is a graduate from BITS-Pilani. Sharath has worked as a software developer for Amazon before starting an education technology startup - Igus in 2014. Igus works on making quality education accessible at cheaper prices. They have centres in two district capitals in Karnataka and are expanding further. Working on heading the technology, Sharath built a platform where one can create lessons containing videos and questions which can be used further in classrooms for teaching.
KNOWLEDGE PRODUCTS

Over the course of the last year the CITIIS program has developed in depth knowledge products that can be adapted to other urban infrastructure projects as well. These knowledge products follow the global benchmarks in creating frameworks and guidelines, which is unique to any such program in India.

Environmental and Social Safeguards Process Framework
- Environmental and Social (E&S) Safeguards are designed to avoid, minimize, reduce, or mitigate the adverse environmental and social risks and impacts of projects. Therefore, this safeguards process framework is an essential tool to prevent and mitigate undue harm to people and their environment in the development process.

Project Preparedness Reports
- The Project Preparedness Reports were prepared after the initial city visits by the CITIIS PMU. This framework was created for each project based on the project objectives, its proposed components, a SWOT analysis and a preliminary assessment of the project proposal.

Project Compendium
- The compendium is a summary of the 27 projects shortlisted during the CITIIS Challenge process. These proposals have been compiled and published as the CITIIS Project Compendium.
The project in Visakhapatnam is working to create social inclusion by modernising public schools as smart campuses.
COMMUNICATION PRODUCTS

CITIIS Brochure
➤ The Brochure is a representation of the themes, values and milestones of the program. It provides an overview of the program and its key features of financial and technical assistance.

Initiation Workshop Report
➤ The Initiation workshop in July 2019, brought all the stakeholders together: SPVs, technical experts, program management unit, external speakers and donors. The workshop was designed to enable interaction, knowledge exchange and a better understanding of the program. The report summarises the workshop and its achievements.

Maturation Phase Video
➤ The CITIIS program is unique because of the maturation framework it has introduced in the project delivery. To better explain the requirements and process of this phase the CITIIS PMU created a video for the participating projects.

CITIIS Challenge Video
➤ The CITIIS challenge video was produced as a stepping stone to the launch of the program. The video expressed the need for a program like CITIIS and how it intends to change the landscape of urban project planning and delivery.

The preparatory workshop was organised to assist interested SPVs in the CITIIS challenge process before they began their applications.
CITIIS Preparatory Workshop
Prior to launching the CITIIS application process, a preparatory workshop was held in Delhi for interested SPVs on September 25th and 26th, 2018. Participants from 52 SPVs, including 40 CEOs and other representatives participated in the workshop. The objective of the workshop was to create a common level of understanding among all the SPVs before they submit their proposals. The workshop had external speakers and experts who clarified doubts, explained processes and provided a broader understanding of the program and its individual aspects.

CITIIS Initiation Workshop
In July 2019, once all 12 projects and 14 technical experts were on board, they were brought together at the Initiation workshop. The primary aim of the workshop was to bring together SPVs, domestic experts and international mentors to share good practices and develop knowledge and understanding of the CITIIS program, its values and objectives. The different sessions helped the participants to identify the key deliverables that are mandatory to the maturation phase of the project. Guest speaks were invited to showcase models and approaches that encourage a participatory approach in building capacity for successfully running and maintaining the projects.
## FINANCIALS

All the costs are given in Euro (Million)

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