Report on CITHIS MoU Signing with Government of Odisha

8th October, 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.

The program has three components, namely:

- Component I – Innovation Challenge at the City Level
- Component II – Building Capacities of ULBs through State Partnership
- Component III – Integrated Urban Management at the National Level

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.
Component II – State Partnership with Odisha

Component II under the CITIIS program intends to create a partnership with a State and leverage this partnership to drive capacity building activities for upgradation of skills of municipal functionaries in the State. Based on the deliberations of the CITIIS Apex Committee chaired by the Joint Secretary and Mission Director (SCM), MoHUA, Odisha was proposed as the State Partner for the program.

The proposed partnership shall be for two years, starting from October 2021 to October 2023. Focus will be on the training of municipal functionaries across the 114 urban local bodies (ULBs) in Odisha in the following areas:

- Municipal Administration
- Municipal Engineering
- Urban Finance
- Urban Planning
- Community Development
- Public Health
- Environment & Climate Change
- E-Governance & ICT
About The CITUSS MoU Signing With Government of Odisha

The CITUSS MoU Signing with Government of Odisha was held on 8th October, 2021 from 11:00 am to 01:30 pm at the India Habitat Centre, New Delhi.

The Memorandum of Understanding (MoU) was signed between Ministry of Housing and Urban Affairs (MoHUA), Department of Housing & Urban Development (DH UD), Government of Odisha, and National Institute of Urban Affairs (NIUA) for a period of two years (October 2021 to October 2023) to operationalise a state partnership with the Government of Odisha. This will drive capacity building activities for 114 ULBs within Odisha under Component II of the CITUSS program.

The event was attended by Mr Kunal Kumar, Joint Secretary & Mission Director (Smart Cities Mission), MoHUA, Mr G. Mathi Vathanan, Principal Secretary, DH UD, Government of Odisha, Mr Hitesh Vaidya, Director, NIUA, Ms. Clémence Vidal de la Blache, Deputy Director, AFD India, Ms Fanny Ragot, Smart Cities Sector Portfolio Manager, AFD India, Mr Laurent Le Danois, Team Leader – Cooperation Section, European Union, Ms Smita Singh, Senior Project Manager, European Union, and officials from NIUA.

Objectives of CITUSS MoU Signing with Government of Odisha

The CITUSS MoU Signing aimed to operationalise the State partnership with the Government of Odisha under CITUSS Component II. The signing of the MoU envisaged to initiate the leveraging of this partnership to drive capacity building activities for 114 ULBs within Odisha. This is envisioned through three main interventions:

- Capacity building of municipal functionaries through trainings
- Networking and peer learning
- Providing State-level advisory services
Ms Jyoti Dash, Senior Programme Manager - SCBP, NIUA gave a brief presentation on the Sanitation Capacity Building Platform (SCBP), an initiative by NIUA for addressing urban sanitation challenges in India with a focus on non-sewered sanitation (NSS). On the capacity building front, SCBP had started with developing content for faecal sludge and septage management (FSSM) and are focusing on integrated wastewater and septage management for the last two years.

SCBP has also integrated the concept of city-wide inclusive sanitation in their training modules and are currently in the process of uploading all the content on national-level e-learning platforms such as iGoT, National Urban Learning Platform (NULP), etc.

The following normative framework for NSS/FSSM was developed by SCBP, based on which stakeholders were identified as well as the type of capacity building required for each of these stakeholders. The three levels of capacity building programmes comprised basic orientation, mid-level trainings, and advanced trainings. They included eight sets of modules and eight sets of target audience which covered all the government stakeholders and stakeholders closely working with the government such as academia, consultants, etc.

*Normative Framework for NSS / FSSM developed by SCBP*
Mr Victor Shinde, Team Lead - Water and Environment, NIUA highlighted that NIUA, in association with National Mission for Clean Ganga (NMCG), has developed an Urban River Management Plan (URMP), a first-of-its-kind framework for managing urban river stretches, which was launched in November 2020. It involves a 10-point agenda for any river city in India to follow and take pertaining actions to implement the URMP. Kanpur has been selected as the first city to develop India’s first URMP.

Urban River Management Plan (URMP) for managing urban river stretches

The National Guidelines for “Making River-Sensitive Master Plans”, launched by NIUA in June 2021, was also highlighted in the presentation. A brainstorming workshop in this regard was held with Chief Town Planners across 36 States/UTs in August 2021.

A ‘River Cities Alliance’ is also being established, in partnership with NMCG, to facilitate new thinking for river cities and encourage dialogue between the member cities through a platform to discuss and exchange information for the sustainable management of urban rivers. 30 States, including Bhubaneswar, have been selected so far to be part of the River Cities Alliance.
Ms Paramita Dey, Programme Lead, Sustainable Cities Integrated Approach Pilot Project (SCIAP) for India, NIUA gave a brief presentation on the Solid Waste Management initiatives undertaken by NIUA. Since 2016, NIUA has been involved in the Swachh Bharat Mission capacity building efforts which have included exposure visit workshops and peer-to-peer learning. Till date, 6,500 ULB officials have been trained across more than 3,500 ULBs all over India.

The structure of the workshops included classroom sessions on the relevant rules and regulations related to SWM, the entire value chain of SWM viz. collection, transportation, processing and final disposal and the ‘5 Rs’ of SWM. This was followed by field visits to sites across India where good practices across the value chain were shown. A component of innovative practices was also added to the workshops to showcase these practices to the participants, such as the use of natural colour to dye cloth in Varanasi, use of flower waste for making incense in Surat and Ahmedabad, etc.

Presently, NIUA, in collaboration with the Alliance of Indian Waste-Pickers, is preparing three training modules for SWM frontline workers on leadership, social security schemes, and personal protective equipment (PPE).
Presentation on the
City Investments To Innovate,
Integrate and Sustain (CITIIS)

Mr Naim Keruwala, Program Coordinator & Team Lead - CITIIS, NIUA gave a presentation on CITIIS, which focused on overview of the program and the program-level impact and contribution to the Sustainable Development Goals (SDGs). A brief summary of the projects in the 12 cities selected under Component I of the CITIIS program, viz. Agartala, Amaravati, Amritsar, Bhubaneswar, Chennai, Dehradun, Hubbali-Dharwad, Kochi, Puducherry, Surat, Ujjain, and Visakhapatnam, was also presented.

CITIIS: Overview

The presentation also highlighted the salient features of Component II of the CITIIS program which focuses on the State partnership with the Government of Odisha for building the capacities of ULBs in Odisha.

a. Duration of the Partnership
   - The partnership would be for two years, i.e., October 2021 to October 2023.

b. Key Components of the Partnership
   - Capacity Building, which will include building a State Capacity Building Plan and providing Tailor-made Training Workshops by involving the ULBs and developing the curriculum around the issues being faced by them.
   - Dedicated Human Resource consisting of a State Coordinator hired by NIUA who will be placed within the DHUD, Government of Odisha.
   - Peer-to-Peer Learning through CITIIS Connect, National Urban Learning Platform (NULP), and sharing of best practices.
   - State-level Advisory Services to be provided by three agencies viz. Ernst & Young, AECOM and TERI.
c. Focus Areas of Trainings
These trainings will go beyond the municipal functionaries and would also focus on self-help groups, Slum Dwellers’ Association, etc. in the following focus areas:

- Municipal Administration
- Municipal Engineering
- Urban Finance
- Urban Planning
- Community Development
- Public Health
- Environment & Climate Change
- E-Governance & ICT

d. Priority ULBs
While the focus will be on 114 ULBs across Odisha, nine priority ULBs have been identified for trainings:

- Bhubaneswar
- Cuttack
- Puri
- Rourkela
- Behrampur
- Sambalpur
- Baripada
- Balasore
- Bhadrak
e. Training Process
The process proposed to be followed for each training would include:

- Ascertaining the area of support
- Conducting needs assessment
- Developing pedagogy for the training module
- Onboarding the training partner
- Conducting the physically guided training (virtual training if Covid restrictions are in force)
- Collating Feedback
- Analysis of the feedback & iterative modifications
- Final documentation of the training and its dissemination of the outcomes

f. Roles and Responsibilities
The roles and responsibilities of NIUA and the Government of Odisha, as per the signed MoU, are highlighted below:

**National Institute of Urban Affairs**
- Coordinating with the Municipal Administration and Urban Development Department of Government of Odisha for implementing the program.
- Hiring a full-time State Coordinator that will be placed within the UD department of Government of Odisha; the State Coordinator shall be paid through NIUA and shall be responsible for managing the partnership activities.
- Providing Transversal Experts to Municipal Governments in Odisha for demand-based technical assistance.
- Conducting Needs Assessment of Municipal Staff / SPVs across Odisha.
- Conducting Quarterly Capacity Building Workshops for the Municipal Officials co-funded by NIUA and the UD department, Government of Odisha.
- Facilitating the UD department in developing a State Capacity Building Policy.

**Government of Odisha**
- Designating a nodal officer (Senior / Mid-senior Government officer) for coordinating the program; the designated officer shall make themselves accessible and available to NIUA for managing the program activities.
- Providing a workstation with necessary office infrastructure and stable internet connection to the State Coordinator within the Urban Development Department.
- Providing 2-3 additional staff members to support the State Coordinator appointed by NIUA.
- Estimating the number of trainees who would undergo trainings in each batch; provide relevant information regarding the same to NIUA and issue OMs mandating the staff to attend the training programs.
- Supporting in development and adoption of the State Capacity Building Policy.
- Participating in the workshops organized for the Municipal Officials.
Keynote Addresses

“Capacity building is a co-creation process. Capacity-builders themselves have to be open and realise that ‘the problem you have cannot necessarily be addressed by the solution I have’. It includes innovative and integrated means which are developed locally.”

Mr Kunal Kumar, Joint Secretary & Mission Director (SCM), Ministry of Housing & Urban Affairs, Government of India

“Through this partnership, the efforts would be to make sure that the trainings do not end with just knowledge transfer but are actually implemented on ground. Through this MoU, the strength of technical should meet the strength of the implementers.”

Mr G. Mathi Vathanan, Principal Secretary, Department of Housing & Urban Development, Government of Odisha

“State-level component is key to the philosophy of CITIIS. This partnership will enable the spill-over of knowledge and practice to all the Urban Local Bodies in the country.”

Ms Clemence Vidal De La Blache, Deputy Country Director, The French Development Agency (AFD), India

“The European Union is committed to working together for smarter, safer and sustainable cities. The potential scale of the State intervention is very high and the SOPs of capacity building are very interesting.”

Mr Laurent Le Danois, Team Leader, Cooperation Section, Delegation of the European Union to India

Keynote Addresses being delivered by Dignitaries
CLOSING REMARKS

The event ended with Closing Remarks and a Vote of Thanks by Mr Hitesh Vaidya, Director, NIUA.

The need for strengthening of NIUA as an institution of governance was emphasised. The projects under the CITIIS program being innovative ideas and triggering soft infrastructure were also highlighted. The need for cities to be ‘forward-looking’ and requirement for capacity building and investment in human capital through partnerships with multiple stakeholders was stressed upon as well.

Mr Hitesh Vaidya, Director, NIUA delivering the Closing Remarks
List of Participants

- Mr Kunal Kumar, Joint Secretary & Mission Director (SCM), Ministry of Housing & Urban Affairs (MoHUA)
- Mr G. Mathi Vathanan, Principal Secretary, Department of Housing & Urban Development, Government of Odisha
- Mr Hitesh Vaidya, Director, National Institute of Urban Affairs (NIUA)
- Ms Clemence Vidal De La Blache, Deputy Country Director, The French Development Agency (AFD), India
- Ms Fanny Ragot, Smart Cities Sector Portfolio Manager, AFD, India
- Mr Laurent Le Danois, Team Leader, Cooperation Section, Delegation of the European Union to India
- Ms Smita Singh, Senior Program Manager, Delegation of the European Union to India
- Mr Naim Keruwala, Program Coordinator & Team Lead- CITIIS, NIUA
- Ms Paramita Dey, Programme Lead, Sustainable Cities Integrated Approach Pilot Project (SCIAP) for India, NIUA
- Mr Victor Shinde, Team Lead-Water and Environment, NIUA
- Ms Jyoti Dash, Senior Programme Manager- SCBP, NIUA
- Mr Asif Raza, Program Officer- CITIIS, NIUA
- Ms Manshi Singh, Program Officer- CITIIS, NIUA
- Ms Akanksha Laroiya, Program Officer- CITIIS, NIUA
- Mr Abdul Mabood, Admin Officer- CITIIS, NIUA