

WORKSHOP REPORT

CITIIS INITIATION WORKSHOP

29th July- 2nd August, 2019
New Delhi, India

citiis.niua.org

INTRODUCTION

CITIIS (City Investments to Innovate, Integrate and Sustain) is the main component of the 'Supporting Smart Cities Mission for a more Inclusive and Sustainable Urban Development in India' launched by the Ministry of Housing and Urban Affairs (MoHUA) in July, 2018. The program combines financial assistance through loans and, technical assistance through grants to the 12 selected projects. This assistance by the French Development Agency (AFD) and the European Union (EU) 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 Management Unit (PMU) at NIUA is responsible for the coordination and management of the project.

The CITIIS program is unique because of the maturation framework it has introduced in the project delivery. Fourteen mentors and experts from six countries and 11 cities bring with them a cumulative global experience of 273 years in urban infrastructure development. This pool will work with the selected cities over a period of three years in all aspects of sustainable urban project delivery.

Spread across five stages of program ideation and conceptualisation, dissemination, rollout, maturation and implementation, the initiation workshop marked the beginning of the maturation phase of the program. The maturation phase is planned to strengthen and refine the selected projects through CITIIS expertise of technical assistance. The phase shall last approximately 6-9 months for each project.





The objectives of the Maturation phase have been organised over 4 pillars:

- Project Structuring
- Capacity Enhancement
- Stakeholder Engagement
- Mainstreaming of CITIIS Values

The workshop was envisioned as a forum for the project Special Purpose Vehicles (SPVs), international mentors, domestic experts, partners and the PMU to exchange experiences, ideas and best

practices. 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 road map for implementing the objectives of this phase.

This report provides an overview of the workshop, background information, objectives and summary of the presentations and discussions.

OBJECTIVES

The primary aim of the workshop was to bring together SPVs, domestic experts and international mentors in order to:

- Share good practices and develop knowledge and understanding of the CITIIS program, its values and objectives.
- To identify the key deliverables that are mandatory to the maturation phase of the project.
- To jointly identify with the SPVs, mentors, domestic experts and the PMU the primary ownership of each task and deliverable.
- Showcase models and approaches that encourage a participatory approach in building capacity for successfully running and maintaining the projects.
- Provoke reflection and critical evaluation of the key strengths and challenges in designing and implementing urban renewal projects under the CITIIS program, through interactive sessions and follow-up discussions.
- Inspire and motivate participants to share knowledge, collaborate and develop networks with the various stakeholders.



DESIGN AND FORMAT



Workshop Design

The workshop was designed to encourage exchange of knowledge and ideas through:

- Sessions that gave an overview of the project logical framework, the maturation toolkit and the role of mentors in the program.
- Interactive sessions on user centric design approaches
- Talks by external speakers on best practices used in France and the need for public engagement in project design and implementation
- Dedicated sessions where mentors and SPVs were assigned user roles that helped them answer key questions regarding the role vis-à-vis their project.
- Sessions on environmental and social safeguards.

Workshop Format

Preliminary work to design the workshop was undertaken in collaboration with the French public service management consulting firm- Espelia to ensure that the program meets the expectations of the participants. An outline program was prepared focusing on the structure of the maturation phase that included consultation with all the stakeholders. Key speakers were identified and approached to deliver presentations and case study materials that would illustrate the best approach, both in theory and practice. Time was built into the program for mentors and SPVs to review and reflect on different themes and issues, ask questions and clarify points of detail, as well as to exchange ideas and other information about good practice, encourage networking and collaboration.



SESSIONS

UNDERSTANDING THE MATURATION PHASE

Since the workshop was an initiation to the maturation phase, a number of sessions were designed to work with the stakeholders on their roles, maturation outcomes and understanding the needs of the end users. The mentors and SPVs worked with the CITIIS PMU to identify ownership of tasks and deliverables. This was done using the maturation matrix. Based on global best practices, the matrix outlines the 24 deliverables in the phase. The presentations included detailed discussions on the Maturation Tool Kit where experts were briefed on the requirement of preparing a Maturation Framework, which includes a Maturation Road Map at the beginning and a Maturation Report at the end of the phase. The road map is a reference document for the SPVs to self-assess the progress of their projects. To simplify and standardise the process of reporting, a project monitoring tool has been

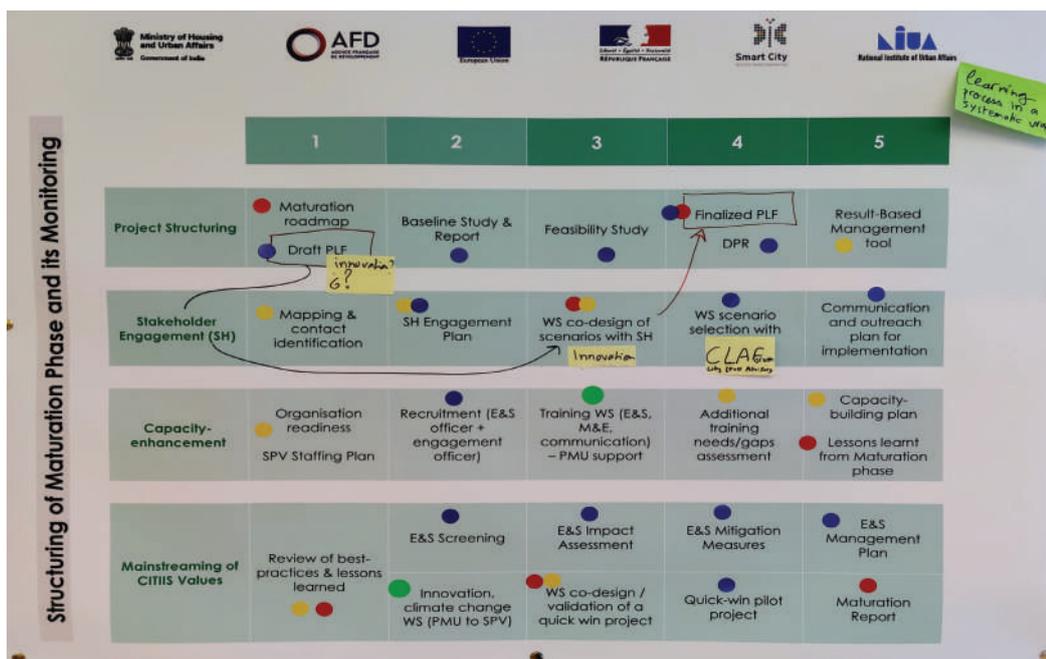
developed which was discussed during the session.

The Maturation Report, the third component of the toolkit, documents the activities and initiatives carried out during the maturation phase and concerns to be addressed during implementation. It also follows the overall structure of the road map and consists of feedback from the experts in the context of best practice sharing, and lessons learnt.

Once the roles were defined and captured in the matrix it was also suggested that a change-oriented approach be adopted to reach the maturation stage.

This approach is structured over the following questions:

Where do we stand? – Context, problem analysis and stakeholders (mapping and how to engage with them);





Where do we want to go? – Vision and objectives (long term and concrete changes for stakeholders);

How do we get there? What might help us to reach the expected changes? – Strategy design (with an emphasis on end-users design, gender, urban resilience) and assumptions and risks (with an emphasis on E&S);

How can we know we're heading in the right direction? – Monitoring and evaluation (indicators, baseline/ targets and monitoring tools).

An essential element of the projects is identifying and understanding the needs of the end users. To facilitate this a session was designed where the participants were divided across six tables, anchored around each mentor as per their city's allocation

and were handed personas of their end users. Each table explored two questions from their persona's point of view; 2019 - Where do we stand? 2025 - Where do we want to go?

For example, for Ujjain, the group explored the current state of the issues and expectations from the point of view of a Mahakal Temple Trust member, school children, street vendors and visiting devotee.

For the first question the SPVs shared the current state of the project and key challenges based on their engagement and deliberations on the project so far. For the second question the group developed a common vision and mutually identified impacts that the group wanted to create.

Learnings

- Deliberation and discussions are necessary to create a comprehensive maturation plan where all the stakeholders know their roles. This 20-step maturation matrix is structured to facilitate effective steering and monitoring of projects in the initial 6-9 months of conception and planning.
- Standardisation of documents across projects through templatisation ensures clarity in processes and roles. It also builds an institutional framework that can be adopted by future projects.
- A change oriented approach which asks critical questions puts checks and balances in place that, allow for critical thinking, evaluation and peer learning.
- To create a successful project it is important for the SPVs and experts to interact with each other and learn from previous experiences. Creating a pool of knowledge and technical assistance ensures that the program achieve the global standards of urban infrastructure projects.

Tasks	Primary Ownership
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Step 1

PLF - V1 - finalisation	SPV
Road Map	Mentors
Organisation readiness	Domestic Experts
SPV Staffing Plan	Domestic Experts
Stakeholder Mapping	Domestic Experts
Best Practices appropriation	Mentors & Domestic Experts

Step 2

Baseline Study Report	SPV
SH Engagement Plan	SPV & Domestic Experts
Recruitment (E&S + Engagement officers)	SPV
E&S Screening	SPV
WS on innovation / Climate Change from NIUA	PMU

Step 3

Feasibility Study	SPV
WS Scenario Design	Mentors & Domestic Experts
Training WS (E&S, M&E, communication) from NIUA	PMU
ESIA	SPV
Quick Win Identification	Mentors & Domestic Experts

Step 4

Feasibility Study	SPV
WS Scenario Design	Mentors & Domestic Experts
Training WS (E&S, M&E, communication) from NIUA	PMU
ESIA	SPV
Quick Win Identification	Mentors & Domestic Experts

Step 5

M & E Plan / Result-based management tool	Domestic Experts
Communication and outreach plan for implementation	SPV
Capacity-building plan	Domestic Experts
Lessons learnt from Maturation phase	Mentors
E&S Management Plan	SPV
Maturation Report	Mentors & Domestic Experts

LOGICAL FRAMEWORK APPROACH

The Logical Framework approach is a tool that asks questions to guide SPVs and technical experts through the logical framework methodology for their project. The objective of these sessions was to arrive at a common understanding on the Logical Framework Approach (LFA) and Project Logical Framework (PLF) between mentors, domestic experts and the SPVs. The session was organised in three parts:

Part I. Logical Framework Approach as a process to design change oriented projects

This part focused on a bottom-up approach of introducing LFA. Guiding questions to the participants were:

- What does LFA mean for you?

- Any differences with PLF?
- What is a change oriented project?
- What questions should SPVs ask?

Part II. Overview of Project Logical Framework (PLF) as a deliverable of the maturation phase

The importance of PLF in the maturation phase was highlighted through a presentation on the structuring of the maturation phase and its monitoring. The maturation phase matrix was used to explain the importance of LFA as a process which would facilitate most of the deliverables and PLF as a deliverable under the project structuring component.





Part III. Demonstration of PLF tool developed for CITIIS program to facilitate activities in the Maturation Phase

A PLF tool designed and built for the CITIIS program was presented. This included:

- The project logic (i.e. strategy): activities, outputs, outcome, in relation to long-term objectives/ city vision
- Risks and Assumptions
- Indicators and Means of Verification
- Problem Analysis
- Outcome and Objective Analysis
- Problem and Solution Tree of some of the selected projects

An interactive session was organised to understand participant perception with

regard to the 'key questions addressed to structure the project'. Following are some of the responses:

- What is the vision/goal of the project?
- What will be the impact on quality of life?
- What is the right fit between problem and solution?
- Who is facing the problem?
- What is the role of local elected representative?
- What is ideal organization structure?
 - Skills required v/s skills available
 - Training needs and gap assessment
- How to ensure project design is end users/users centric?
- How to address resettlement related issues?

Learnings

- LFA is a sequential and iterative process to design a project with stakeholders. The PLF tool structure has to be flexible however, qualitative aspects of the project are not captured in the process. Essentially, the PLF Tool should summarise the project.
- A "Project Dashboard" will be generated to help visualise and reflect on the relationship between the project and the problem it seeks to address. The logical framework will define how these goals will be achieved.
- The stakeholders should refer to the process of the maturation phase, as a specific and sequential time to step back, "un-knit" the solution the SPVs have in mind in order to better take into account the different stakeholders, their variety and likely conflicts, with a focus on gender issues and low-income communities. It is also necessary to integrate environmental constraints and opportunities into the design of the project.

PROJECT PLANNING AND DESIGN

These sessions provided an in depth understanding on the need for stakeholder engagement, user centric design, resilience in urban innovation and best practices from similar projects. A session on user centric design encouraged the stakeholders to think critically, ask questions and improvise based on the brief given by their end users. The concept of design thinking was introduced and it showcased ways in which it can be assimilated in project design and implementation and the difference it makes to user experiences. The session not only stimulated participants' thinking on the importance of design but also exposed them to practical tools to better understand the requirements of the beneficiaries and refine the design of the project. Design being an iterative process; each step informs the designer of a different aspect of the process and can lead to new questions or missing pieces of information which can help in refining the design.

The process broadly covers five steps:

Empathize: Understanding the user and their needs

Define: Defining the exact problems and needs

Ideate: Exploring potential designs and options that incorporates all features to address the user's needs

Prototype: Developing a functional model of the design for quick verification

Test: Introducing the user to the prototype and getting feedback

Based on these questions participants designed wallets for one another at the end of which, they were asked two questions; whether the brief given by the user was followed and whether the user was satisfied with the final outcome.

Another key aspect while planning the projects is the need for them to be resilient. To focus on this aspect of planning the Urban Resilience Unit (URU) at NIUA curated a session on 'How SPVs can imbibe urban resilience as innovation?'. The session focussed on





resilient infrastructure; so that the people living and working in cities – particularly the poor and vulnerable – survive and thrive in the face of shocks and stresses related to climate change.

The session showcased examples of the benefits of resilient infrastructure projects and demonstrated the value of integrating a resilience approach within the 12 CITIIS projects. The Resilience Assessment Tool being developed by URU was made available to the projects as a screening tool to embed resilience principles in view of the relevant shocks; sudden, sharp events that threaten a city like a flood, earthquake or disease outbreak and stresses; slow moving disasters that weaken the fabric of a city. For example, water scarcity, poor air quality or high unemployment. The tool will allow each project to recognise their resilience gaps and weaknesses as well as identify aspects of the resilience framework that can be incorporated into the project to build more resilient projects.

As part of the session, an interactive exercise was also conducted with the participants; wherein they voted on which shocks and stresses are most common in their cities and how likely these are to impact their project. The outcomes of these polls indicate that more than 70% of participants believe that shocks will affect their projects and that 97% of participants felt that stresses will impact their project, highlighting the strong need to integrate resilience approaches within the CITIIS projects.

The workshop also introduced to the stakeholders the importance of public engagement in project design and planning, the session was crucial to understanding ways to engage with the communities they are working with and best practices in doing so. The session explored real world situations and issues when it comes to creating public interest and discourse which leads to positive change.

The session asked and analysed questions like why the need for participation, challenges to participation, the dilemma of participation, key questions on participation, the Arnstein Ladder of Participation, methodologies of participation and the design process. They were introduced to the Arnstein's Ladder of Citizen Participation, the ladder

is a guide to seeing who has power when important decisions are being made and divides the process of participation into eight levels viz. Manipulation, Therapy, Informing, Consultation, Placation, Partnership, Delegated Power and Citizen Control.

The case study of Plaine commune in the Greater Paris area was presented by “Agence nationale pour la rénovation



urbaine” – ANRU. The project on social and environmental innovation for a low income settlement based on a circular local economy and environment excellence showcased that the key to success comes from questioning what is really at stake in order to really address the problem and changing one’s perception of the situation. The project followed the method of a maturation phase to gather partnerships with experts, ANRU support, academics, associations, project leaders and new actors to build a collective framework. It was clear from the session that it was important to value local know-hows and bottom-up logic as part of the answer and imbibing a flexible and enduring project steering system: project owner, project manager, core group, representatives of the community.

Learnings

- The presentation introduced the CITIIS teams and participants to the concept of resilience, shocks and stresses.
- The session showcased three case studies of resilient infrastructure: The Schoolyard Project in Paris, Benthemplein Watersquare in Rotterdam and Marina Barrage in Singapore. These three projects showed the benefits of resilient infrastructure as being multi-functional and servicing the needs of multiple end users in different scenarios. Resilient infrastructure also considers the utility of every aspect of the structure.
- Applying a resilience lens at the project level will help the cities in coming up with robust infrastructure solutions that are innovative and smart in the true sense.
- The Resilience Assessment Tool will enable Smart Cities in conducting a quick, easy, step-by-step screening of infrastructure projects using existing data to evaluate their vulnerability and coping capacities to locally relevant shocks and stresses.
- Most designers felt they had made the best product for their user and most of the users felt their requirements have been sidelined.
- This methodology encourages stakeholders to listen to the user before designing and focus on the needs of the user before pursuing a particular idea.
- Participation is a continuous process and not a one-time activity; joint planning- involving the opposition, seeking feedback and closing the feedback loop are key to effective participation.
- There are a wide variety of tools to promote participation that cities could choose from; these include workshops, deliberations, consultations, campaigns, walks, handouts and displays, hearings and social audits among others.

ENVIRONMENTAL AND SOCIAL SAFEGUARDS

The Environment and Social Safeguards session as part of this Initiation Workshop was planned with two objectives:

- To bring an understanding of the nature, dimensions, and range of E&S impacts in the proposed projects in the 12 selected cities to the SPVs, the Mentors, and the Domestic Experts;
- To facilitate better understanding of the SPVs, Mentors and the Domestic Experts on the E&S Safeguard Policy of Agence française de développement (AFD), Government of India (GoI), and the E&S processes and procedures that would be required to be followed as part of this program.

The session comprised of a presentation highlighting the key impacts, direct and

indirect, of the proposed projects under CITIIS. Additionally, Mr. Gaurav D. Joshi, Senior Environmental Specialist at the World Bank, New Delhi was invited to the session as an expert, to share his thoughts on E&S Impact Scoping in infrastructure projects and the recent change in the World Bank's outlook and operations in this context.

Mr. Joshi shared that the Bank with its new Environment and Social Framework (ESF) has moved from categorisation of impacts to focussing on reducing poverty and enhancing sustainable development.

The presentation was followed by an intense and interesting Q&A session in which various aspects with respect to how the anticipated impacts need to be viewed were discussed. Also, the role of



the mentors and the SPVs in shaping the E&S impact mitigation was discussed.

During the workshop the procedural requirements were explained to the SPVs, mentors, and the domestic experts. The session was organised into two presentations. The first presentation included an understanding of the E&S process to be undertaken during the entire project period. Various stages in a project life cycle and the corresponding E&S activities to be undertaken in each stage of the project along with activities such as baseline assessment, feasibility studies, and detailed project preparation stage were explained. The participants were also briefed about the difference between the required studies and their relevance in every project life cycle stage, through examples of different projects.

Additionally, the presentation also included description of tasks to be

undertaken by the SPVs during the maturation phase of projects and the corresponding support that would be offered to them by the PMU. The E&S Nodal Officers were briefed on the different trainings and workshops that would be conducted for capacity building under the program. The Data Management Platform (CMP) for monitoring, assessing, and verifying all E&S compliances of the SPVs was also discussed.

Individual sessions were planned in order to have an in-depth project wise discussion on each component. Specifically, the E&S risks of each of the components were discussed in detail. The session was carried out individually with each of the project cities including the SPVs, the mentors and the domestic experts. The city preparedness report was discussed in detail.

Learnings

- E&S impact assessment is a continuous process and many of the current impacts can be mitigated with innovation and improved technology; adopting an overall sustainability approach needs to be integrated into developing the project details so as to not only maximize the benefits of the project but also to enhance the capacities of the SPVs towards improved E&S practices.
- E&S impact assessment needs to follow a multi-stage process along with activities such as preparation of baseline studies, feasibility studies, and detailed project report preparation; the procedural requirements and compliances should be taken serious note of as many of them are intensive and time consuming, and may need to be initiated during the beginning of the maturation phase in some cities.
- It would be important to conduct such one to one discussion on each component to discuss E&S impacts and mitigation measures for the same.

CITIIS MANAGEMENT PLATFORM

The objective was to demonstrate the concept of the CITIIS Management Platform (CMP) followed by user consultation. In this session, the participants included most of the CMP's target user groups of SPVs, mentors, domestic experts, AFD, MoHUA and the PMU.

The session started with the question of 'Why is CMP required?' followed by, reiterating the need for stakeholder consultations not only for the CITIIS projects but also for a platform which is being designed and developed for the CITIIS program community. The concept of value co-creation was discussed briefly

before presenting the concept and vision of CMP.

The session also detailed the rationale behind developing CMP and following a platform driven approach. Some of the major challenges that CMP is designed to solve are: creation of a common platform where all stakeholders are onboard, solving the problem of delays in communication, effective monitoring of projects and program level tasks, efficient documentation of processes, statutory requirements and compliance, organising project documents, reporting formats and learnings.



It was further informed that the CMP is being designed and developed on the guiding principles of National Urban Innovation Stack (NUIS) and will follow a stack-based architecture to allow a horizontal, more modules, as well as vertical, more projects scale in the future. CMP’s workflow for different user groups focusses on strong stakeholder-linked

modules to ensure relevant access to key information and data of projects and the program as a whole. The development team informed that global resources module, which is intended to assist the stakeholders in sharing and accessing project and program documents, shall be the first module which will be made live for the users.

Learnings

- The CMP will facilitate the everyday operations of the projects by maintaining real time updates of project progress. It will also enable all the stakeholders to interact with each other to build peer learning and communication.
- It was noted that major requirements from CMP were common amongst the stakeholders and identified as the need for a common repository of all project documents, formats, key learnings, etc. Task notification and reminders are also required so that the task owners can keep track of the activities.
- The session included an interactive discussion and several key user requirements were discussed in details. In order to document the expectations of the users from CMP, the participants were requested to form seven teams to collaborate and document their requirements. Following graphic includes the list group wise:

	<p>TEAM 1</p> <ul style="list-style-type: none"> • Easy to use interface • Easy Communication • Reminders & daily notification 		<p>TEAM 4</p> <ul style="list-style-type: none"> • Reporting templates should be easy to fill out • Access to Good Practices • Peer to Peer knowledge exchange • Chat box with PMU 		<p>TEAM 7</p> <ul style="list-style-type: none"> • Calendar of tasks with timeline and people working on it • Clear definition of stakeholders and their roles • Chat related to context
	<p>TEAM 2</p> <ul style="list-style-type: none"> • Excel to dashboard - porting • SPV and Mentor to view same documents • Tracker to keep logs • Explore giving access to State Department 		<p>TEAM 5</p> <ul style="list-style-type: none"> • Alerts of compliances • Alerts of financial monitoring • Process flow mapping • Process and map to the program timeline 		
	<p>TEAM 3</p> <ul style="list-style-type: none"> • Monitor Progress • Monitoring & evaluation - track • Record keeping system of all activities • Document project challenges 		<p>TEAM 6</p> <ul style="list-style-type: none"> • Contact the platform through chat, share • Dropping ideas • Mutual discussion platform - continuous information conversations to replace the WhatsApp group 		



PARTICIPANTS FEEDBACK



Feedback from the workshop was very positive – participants saw value in working with like-minded people from various countries, the opportunity to network and to learn from one another, and the chance to explore ideas.

An online feedback revealed that the participants felt more prepared to begin working on their projects. On a scale of one to five this is how they rated the following questions:

- Are you ready to climb the ‘SMART’ mountain to reach the CITIIS objectives? 4.6
- Were you inspired and informed by the testimonies presented? 4.3
- Did Amitabh Bachchan and Arnab Goswami help you think from different perspectives? 4.1
- Are you ready to work continuously with the end user to create a ‘smart wallet’? 4.5
- Did you gain clarity on the E&S process and requirements? 3.7
- Were you involved and active during the various sessions of the workshop? 4.4
- At the end of the week do you know your mentors and experts, do you look forward to working with them? 4.8
- What were the most important sessions for you?
 - Interactive session with mentors on user personas.
 - Talk on need for public engagement in project design by Dr. Amita Bhide.
 - Session on design thinking by Anant Tambade.
 - Presentation on Urban Resilience.
 - Session on E&S interventions and impact scoping.
 - Interactive session on logical framework approach.
- Were any of your questions left unanswered?
 - How to hire manpower.
 - Can consultants be hired instead of full time staff.
 - Should city officials be brought on board so that they are equal stakeholders in the planning and implementation process.
 - What is the timeline for the phase
 - What is the process of feedback from the mentors and experts.

WAY FORWARD



A number of practical steps were discussed in order to build on the work started and maintain progress:

- Development of a knowledge-sharing platform for all the stakeholders where they can view necessary documents and guidelines while also communicating with their experts and other SPVs.
- Hiring the necessary personnel as required by the program.
- Creating a maturation roadmap.
- Developing a communication and outreach plan for implementation.
- Finalisation of PLF and the DPR.

SPEAKERS

Kunal Kumar, IAS presently holds the position of Joint Secretary and Mission Director (Smart Cities Mission), Ministry of Housing and Urban Affairs, Government of India since May 2018. Previously, he was Municipal Commissioner for the Pune Municipal Corporation, Maharashtra for nearly four years. He is an electrical engineering graduate from IIT Roorkee, and has successfully completed his Masters in Public Management from National University of Singapore jointly conducted with Harvard Kennedy School, Cambridge, USA. He has presented various papers on e-Governance which received awards and citations. Moreover, he was awarded by the Prime Minister of India for excellence in AADHAR Governance award during his stint as District Collector of Aurangabad.



Clémence Vidal de la Blache, holds a Master's Degree from the Institute of Political Studies of Paris (Sciences Po) and the London School of Economics (LSE). She joined AFD's New Delhi Office as Deputy Country Director in August 2018, and is passionate about working with Indian partners on innovative solutions to urban challenges. Previously, she worked for six years as a Team Leader in AFD's Urban Development team, and four years as a development practitioner in Eastern and Southern Africa.



Raimund Magis graduated with a Master's Degree in History, Literature, and Communications from the University of Vienna (Austria), and with a Master's Degree in International Relations from the Johns Hopkins University in Washington DC. He joined the Austrian Foreign Service, with postings at the Austrian Embassies in Beijing and Moscow, as Board Member of the African Development Bank in Tunis (Tunisia), and as Deputy Head and finally Chargé d'affaires of the Austrian Embassy in New Delhi (India).

In September 2017, he joined the European External Action Service and since then serves as Deputy Head of the Delegation of the European Union to India and Bhutan.



Dr. Amita Bhide, is dean of the School of Habitat Studies at the Tata Institute of Social Sciences. Her work is centred around ensuring that the urban poor are not marginalized by the process of urbanization that is currently shaping India's global economy. As a member of the District Urban Development Agency, she has been instrumental in pushing the local government of Greater Mumbai to redress poverty in the city. Working with the Committee for Right to Housing in Mumbai, Dr. Bhide is also involved in developing a rehabilitation plan for people displaced by recent slum demolitions.



Anant Tambade, is a design evangelist and a TEDx Speaker with more than 17 years of global experience in various fields of design and user experience. He has worked on many successful projects in the domain of experience design, consumer appliances, electronics, packaging and branding. Currently, he is the Director for the Experience Design Center of Amdocs in India and leads a team of 25 designers working on designs of multiple software solutions for the telecom industry. Some of the prestigious on-going projects include experience design for large scale digital transformation for telecom companies in US, Malaysia, Russia and Philippines.



Laila Melaz, is a project manager in charge of social innovation for the local territory of Plaine commune, located in the Metropole of Paris. She works in the SPV responsible for implementing the urban renewal project in low income settlements, as part of the national program coordinated by the French National Agency for Urban Renewal (ANRU). Her role is to implement an integrated urban development plan through partnerships, mobilization and cooperation of different stakeholders (local elected officials, public and private organizations, and civil society). She holds a Master’s degree in public policy and urban development.



Elisabeth Krempp, works as an expert in capacity enhancement and institutional development at AFD. She graduated from Neoma Business School in France and Universidad Pontificia Comillas in Spain. After working as a consultant in Andersen Consulting (Accenture) for Financial services companies, she joined Habitat (UNCHS) in Latin America. She implemented urban and local economic development projects in three countries, with a strong emphasis on participatory approaches. Prior to joining AFD in 2016, she was serving as consultant and mentor for international organizations and their partners in Africa and Asia, as well as French local authorities.



Adrien Faugere, has over eleven years’ experience in Project Management in the field of mobility and urban development, in France and abroad. General Engineer from the French National Engineering School of Public Works and owning a Master Degree in Transportation, he was certified from the Project Management Institute, acknowledging both his knowledge and experience in Project Management. He joined ESPELIA in September 2017 in the Mobility and urban planning departments, where he assists Public authorities in France and abroad (Morocco, India and Lebanon), in particular on the Governance, institutional and Economic-Financial aspects. Moreover, he facilitated participatory events for AFD financed Program, in particular in Pondicherry.



Blanche Varlet, from Sciences Po Paris, where she obtained a Master’s degree in International Affairs in 2014. Within the Territories Department of Espelia, she works mainly in the mobility and urban development sectors, in France and abroad. She specialized in WS facilitation and participatory approach. Before joining Espelia in 2018, Blanche worked for two years within the Regional Economic Service of the French Embassy in India, as a Project Officer for Smart Cities, Transport & Clean Energy.







LIST OF ATTENDEES

Agartala

Aloke Roy
Ashok Choudhuri
Dr. Bidisha Mukherjee
Dr. Shailesh K Yadav

Amaravati

K. Vijaya
M. Srinivas Baba
P. S. Chakravarthi
Sanju Sunny

Amritsar

Juzer Kheraluwala
Komal Mittal
Rajeev Sekhri

Bhubaneswar

Aadish Nargunde
Prem Chandra Chaudhary
Saroja Kumar Swain
Vivek Maddirala

Chennai

Raj Cherubal
Athreya Mukunthan
B.V. Babu
G. Logeswaran
Nalina Kumari

Cochin

Anitha Mohandas
Benty VA
Anitha George
Binnya Joseph

Dehradun

Diwan Onkar Raturi
Dr. Ashish Kumar Srivastava

Visakhapatnam

Dr. G. Srijana
G Anand Rao
Vishal Kundra

Hubbali-Dharwad

C W Shakeel Ahmed
Channabasavaraj Dharmanti
Himanshu Ratan Singh
S H Naregal

Puducherry

Ashok Kumar
S. Manickadeepan

Surat

Chaitanya Y Bhatt
Dr Rajesh Pandya
Jwalant Naik
Umesh M Sangani
Shyanil Patel

Ujjain

Amit Gupta
Anubhuti Sohani
Awadhesh Sharma
Shalini Negi
Shubhankar Kumar

CITIIS-PMU

Siddharth Pandit
 Naim Keruwala
 Swapnil Saxwna
 Totak Acharya
 Anjum Dhamija
 Nidhi Misra
 A N Nand Kishore
 Mukut Sharma
 Anuradha Yagya
 Pranay Bhardwaj
 Priyank Khare
 Lucia Lamballais

Technical Experts

Chris Blache
 Alfred Peter
 Amit Prothi
 Michael King
 Pratap Kumar

Prasanna Desai
 Gurmeet Sangha Rai
 Vidhya Mohankumar
 Seetha Raghupathy
 Swati Janu
 Tarun Sharma
 Pranjali Deshpande
 Shahena Khan
 Sharath Holla

Guest Speakers

Prof Amita Bhide
 Anant Tambade
 Laila Melaz
 Elisabeth Krempp
 Adrien Faugere
 Blanche Varlet
 Raina Singh
 Ashali Bhandari

Clémence Vidal de la Blache, Deputy Director, AFD

Valentine Lenfant, Project Manager, Urban Development, AFD

Radhika Takru, Regional Communications Manager South Asia, AFD

Shri. Kunal Kumar, Joint Secretary and Mission Director Smart Cities, MoHUA

Neha Singh, Assistant Director, MoHUA

Raimund Magis, Deputy Head of Delegation to India and Bhutan, European Union

Smita Singh, Senior Project Manager, European Union

AGENDA

Day 0: 29th July, 2019

Time	Session	Location
9:00 am – 9:30 am	Registration	
9:30 am – 11:00 am	<p>Presentation by NIUA</p> <p>Detailed presentation on the background and current status of the program.</p>	Juniper
11:00 am – 11:15 am	Tea	
11.15 am - 12.30 am	Session on Project Logical Framework (PLF) for Mentors	Juniper
12.30 am - 1.30 pm	<p>Role of mentors in the Maturation Phase</p> <p>Session I Mentors share their experiences of working on similar projects. This session will include a 15 minute tea break.</p>	Juniper
1.30pm-2.30pm	Lunch	
2.30 pm – 3.30 pm	<p>Role of mentors in the Maturation Phase</p> <p>Session II Mentors share their experiences of working on similar projects. This session will include a 15 minute tea break.</p>	
3.30 pm - 5.30 pm	<p>Presentation of the Maturation Tool Kit</p> <p>Description of the different deliverables, tools and methods available to the mentors. Of the available tools Mentors will identify which templates could be collectively designed during the workshop with SPVs.</p>	Juniper
5.30 pm - 6.30 pm	<p>Presentation on Program Management Unit's (PMU) visit to cities</p> <p>Short presentations on each city visit</p>	Juniper
6.30pm-7.00pm	<p>Preparation for the Workshop</p> <p>Identifying key duties and responsibilities for the workshop, with SPVs and mentors.</p>	Juniper

Day 1 - 30th July, 2019

Time	Session	Location
9:30am – 10.00am	Registration	
10.00am-11.00am	<p>Inaugural session</p> <p>Introduction of the program and address by: Shri. Kunal Kumar, Joint Secretary and Mission Director Smart Cities, Ministry of Housing and Urban Affairs</p> <p>Ms. Clémence Vidal de la Blache, Deputy Director, Agence Française de Développement (AFD)</p> <p>Mr. Raimund Magis, Deputy Head of Delegation to India and Bhutan, European Union</p>	Juniper
11:00 am -11.30 am	Tea	
11.30am-12.30pm	<p>Cities Quiz</p> <p>An interactive session and icebreaker</p>	Juniper
12.30pm-1.30pm	<p>Success Stories from France</p> <p>Examples of French cities, that went through the Maturation Phase and its impacts.</p>	Juniper
1.30 pm - 2.30 pm	Lunch	
4.30 pm - 4.45 pm	<p>Working Session with Mentors</p> <p>Session I</p> <p>Each mentor will be working with their mentees by assigning user roles and helping them answer key questions regarding the role vis-à-vis their project.</p>	
4:45pm-5.45pm	<p>Open Forum with SPVs</p> <p>Open Forum for CEOs to share their ideas on Procurement and Project Planning</p>	Juniper
7.30pm-10.30pm	Reception at Agence Française de Développement (AFD)	No. 112, Malcha Marg, Chanakyapuri, New Delhi

Day 2 - 31th July, 2019

Time	Session	Location
10.00 am -12.30 pm	<p>Session on 'Public Engagement for Project Design & Planning'</p> <p>What does Public Engagement mean, how do we design public engagement programs</p> <p>Tea will be served during the session</p>	Juniper
12.30 pm-1.30 pm	<p>Session on CITIIS Management Platform</p> <p>Presentation on key features of CMP and its utility.</p>	Juniper
1.30pm-2.30pm	Lunch	
2.30 pm - 5.00 pm	<p>Session on 'User Centric Design Approaches'</p> <p>How to use design innovation to develop user centric approaches of project design and planning.</p> <p>Tea will be served during the session</p>	Juniper

Day 3 – 1st August, 2019

Time	Session	Location
10.00 am - 11.30 am	<p>E&S: Project Interventions and Impact Scoping</p> <p>The objective of this session is to understand the impact of E&Sassessment, its rationale and approach in CITIIS program</p>	Juniper
11:30am - 11.45am	Tea	
11.45 am-1.15 pm	<p>Environment impact assessment & clearance processes / E&S Procedural Requirements</p> <p>Objective is to initiate the understanding of EIA, associated procedures and ways to approach clearance processes.</p>	Juniper
1.15 pm - 2.15 pm	Lunch	
2.15 pm - 4.15 pm	<p>Common understanding around the Logical Framework Approach</p> <p>Key questions and ways to carry a strategic, systemic and participative making of a project and understanding of the PLF itself as a summary of the project.</p>	Juniper
4.15 pm - 4.30 pm	Tea	
4.30 pm - 5.30 pm	<p>Session on "Urban Resilience as Urban Innovation"</p> <p>How SPVs can imbibe urban resilience as innovation</p>	Juniper

Day 4 – 2nd August, 2019

Time	Session	Location
10.00 am -1.00 pm	<p>Individual session with Cities on city visits / E&S risks</p> <p>Parallel session with Mentors, Domestic Experts and Cities on their respective E&S risks</p>	Juniper
1.00 pm - 2.00 pm	Lunch	



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