

Submission of Proposals: Application Form

Please read carefully the "Guidelines for the Submission of Proposals" which outline the modalities for application and the criteria for the selection of proposals spelled out in the Cities Alliance Charter. Please ensure that all necessary supporting documentation is attached to this form. Additional information may also be enclosed, **but total submission should not exceed 12 pages.**

FINAL 15 October 2010

DATE:

1. TITLE of PROPOSAL: Planning Support to 8 Satellite Towns of the Indian Megacities for Preparation of CDPs under the Gol Scheme, "Urban Infrastructure Development in Satellite Towns of Million Plus Cities"

2. PROPOSAL SUBMITTED BY¹:

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Contact person for questions on the application:

Name and Title: Prof. Saswat Bandyopadhyay, Programme Head
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3. CITIES ALLIANCE MEMBER(S) SPONSORING THE APPLICATION:

Name and Title: Mr. Richard Clifford, Lead Urban Specialist
Organisation: World Bank
Address: 1818 H Street, NW, Washington DC 20433
Telephone/Fax/E-mail: 1 202 4737270/Rclifford@worldbank.org

4. RECIPIENT ORGANISATION: – organisation that will receive and execute the grant:

Task Manager Name & Title: Prof. Saswat Bandyopadhyay, Programme Head
Organisation: Centre for Environmental Planning and Technology (CEPT)
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5. OTHER IMPLEMENTING PARTIES (if any):

¹ Country-specific proposals typically originate from local authorities, but must be sponsored by at least one member of the Cities Alliance (see [Cities Alliance Charter](#), Section D.14).

Task Manager Name & Title:

INFORMATION ON PROPOSED PROJECT:

6. Type of project (*check one*):
City Development Strategy___ Slum Upgrading___ Both_YES_

7. Geographic scope of project (*specify*):

City: 8 satellite towns of 7 megacities in India covered under the pilot phase of Government of India (GoI) Scheme of Urban Infrastructure Development in Satellite Towns/Counter-magnets of Million Plus Cities)
Country: India
Global/Regional/Multi-country: Not Applicable

8. Expected duration: 24 months

BUDGET SUMMARY:

9. Amount of total budget requested from Cities Alliance funding: US Dollars 445,450_____

10. Co-financing amount of total budget, including local partners: US Dollars 350,000 _____

11. Total project budget cost: US Dollars 795,450_____

DESCRIPTION OF PROPOSED PROJECT:

12. Background – issues to be addressed and scope of project

Under the Jawaharlal Nehru National Urban Renewal Mission (JNNURM) of the Government of India (GoI), reforms linked urban investments have been made in the 65 major cities in the country to improve the infrastructure and quality of life in cities . The process of urban transformation, which started in 2005, has not only helped in improving the infrastructure levels in the Indian Cities but the urban reforms have also led to systemic changes to alleviate the institutional bottlenecks to sustainable improvement in functioning of cities . Similarly Urban Infrastructure Development Scheme for Small & Medium Towns (UIDSSMT), focuses on improvement of infrastructural facilities, quality oriented services in cities and towns, enhancement of public – private partnership in infrastructure development, and promotion of planned integrated development of small towns and cities. UIDSSMT helps smaller urban centers to improve the quality of public facilities and urban infrastructure such as sanitation, water supply, road improvements, drainage and solid waste management, among others.

The new scheme of Urban Infrastructure Development in Satellite Towns/Counter-magnets of Million Plus Cities aims at upgrading and development of satellite towns and strengthening of its administrative structure.

The Scheme

The Scheme of Urban Infrastructure Development in Satellite Towns/Counter-magnets of Million Plus Cities (the Scheme) aims at developing urban infrastructure in the satellite towns/counter-magnets

around metropolitan cities so as to reduce the population pressure on the mother cities. The specific objectives of the Scheme are as follows:

- To develop urban infrastructure facilities such as transport, water and sanitation, drainage and solid waste management;
- To improve the sustainability of urban infrastructure by implementing reforms such as energy audit and water audit, introduction of cost-effective technologies and capacity enhancement for improved O&M, among others;
- To adopt innovative P-P-P models for development of the satellite towns;
- Earmarking 10-15 percent housing sites for the urban poor through appropriate legal stipulations and spatial incentives; and
- To promote the following ULB level reforms –
 - Adoption of modern, accrual-based, double entry system of accounting
 - Introduction of a system of e-governance IT applications, GIS and MIS for various urban services, and establishment of citizens facilitation centers
 - Reform of property tax with improved coverage using GIS and raise collection efficiency to 85 percent
 - Levy of reasonable user charges so to achieve full recovery of O&M costs within 7 years
 - Internal earmarking of budgets for providing basic services to urban poor
 - Formulating bye-laws to incorporate provisions for disaster management, rainwater harvesting, recycle and reuse of waste water, barrier free environment and structural safety and in compliance with National Building code
 - Implementation of Public Disclosure Law
 - Implementation of Community Participation Law.

Coverage

Coverage of the Scheme in pilot phase would be the 8 satellite towns of the 7 mega cities. These are as follows:

<i>Megacity</i>	<i>Satellite Town</i>
Delhi	Sonipat (Haryana) and Pilkhwa (Uttar Pradesh)
Hyderabad	Vikarabad (Andhra Pradesh)
Ahmedabad	Sanand (Gujarat)
Bangaluru	Hosakote (Karnataka)
Mumbai	Vasai-Virar (Maharashtra)
Chennai	Sriperumbudur (Tamil Nadu)
Kolkata	Rajarhat (West Bengal)

City Development Plans

The Scheme guidelines stipulate that a City Development Plan (CDP) shall be prepared for the towns covered under the Scheme. The CDP would present a long term perspective plan for 20 years and development plans for 5 years. The Plans would outline programmes/projects for infrastructure development and investment requirements, supported by phased resource mobilization plans from various sources including central/state government, institutional financing agencies, private sector and own sources of Urban Local Body (ULB).

The Scheme Guidelines suggest that CDPs may include the following:

- Site analysis, and assessment of physical and natural resources;
- Broad spatial plan showing land use pattern, road and other infrastructure network;
- Activity nodes for location of industrial, commercial, trade and commerce, and other employment generating activities serving as nucleus for development around which other activities may come up;
- Sectoral infrastructure plan including fast track and efficient linkages/provision of transportation with mother city and other urban centers in the region;

- Phasing and prioritization of the Plan both temporal and spatial;
- Investment plans according to phasing of development;
- Resource mobilization plan including identification of all the agencies involved in development, their investment proposals and priorities, and plans for private sector participation; and
- An institutional/legal framework for assigning responsibilities, and coordinating between government agencies, private sector, non-governmental organizations (NGOs) and community development groups.

Funds are available under the Scheme for the ULBs to prepare the CDPs.

Annexure 1 presents the rationale for the Scheme.

Scope of the Project

Although CDPs were prepared under JNNURM and UIDSSMT, for prioritising the areas of investment in the perspective of long term goals of the cities, there were deficiencies in the process of preparing the CDPs and their design. These are as follows:

- The CDPs were prepared by the consultants, with little or no involvement of the urban local bodies, and the ULBs did not have the capacity to drive the consultants and control the quality of the plan documents;
- Various stakeholders in city development, including the people, were not consulted and the CDPs do not reflect their aspirations, and thus there is no ownership by the city and citizens;
- CDPs, which present the sectoral investments and resource mobilisation plans, do not converge with the spatial plans for the city and the region (master plan and regional plans);
- The CDPs have not adopted a regional approach to city development; and
- There is inadequate focus on social development issues, particularly those relating to the urban poor, and the primary focus is on physical planning.

In the perspective of the past experience in preparing CDPs in India, Joint Secretary (UD) and Director (UD), Ministry of Urban Development (MoUD), GoI had discussions with Lead Urban Specialist, SASDU, The World Bank and Regional Adviser (SAR), Cities Alliance on World Bank – Cities Alliance (WB-CA) support to the satellite towns covered in the pilot phase for developing the CDPs. The WB-CA support (the Project) would be in the form of technical inputs to the towns, covered in the pilot phase and which would be hiring consultants for preparing the CDPs. The Project would provide technical inputs and guide the towns in: (i) process of preparing the CDP; (ii) contents of the CDP; and (iii) convergence between CDPs of the town and metropolitan city and with spatial plans of the city/region, and build a strong ownership of the CDPs by the towns.

The project would focus on the capacity development of selected 8 towns to institutionalise the process of preparation and implementation of CDP, and also to control and evaluate the quality of CDP prepared by the consultants. The project would therefore

- Help to build the ownership of CDPs by the cities
- Address the critical issues related to the process of preparation and design of CDPs; and,
- Enable convergence of the CDP with spatial plans and CDP of the satellite town with the regional plan and CDP of mother city.

i. The Process

In the perspective of decentralization initiatives in the country, the functional domain of municipalities in urban management is continuously expanding. The performance of cities is, however, still dependent on the level of engagement of many other actors including state departments, state parastatals, private entities and business associations, civil society, citizen groups, academics, media, among others. Given that the objective of the CDP is to strategize an improvement in urban performance to achieve the

articulated long term vision for the city, the preparation and implementation of the CDP has to be through a multi-stakeholder engagement. The project would help to establish processes to bring all key stakeholders on board in the preparation of the Plan, assign roles to various actors for the implementation and their continuous engagement for concurrent monitoring of implementation and evaluation of progress in achieving the objectives. The project would also institutionalize the process of multiple-stakeholder engagement for periodic revision of the CDP.

ii. The Contents

The project would guide the towns to clearly articulate the vision of city in the CDP, based on its comparative advantages – USP. In the perspective of the vision statement, and based on an objective situation analysis, the CDP would strategize improvement in urban performance. The strengths-weaknesses-opportunities-threats (SWOT) analysis may be undertaken in the context of the Vision. The results of SWOT analysis would enable the city to build on and leverage its strengths and opportunities. Equally important, it would enhance the city's ability to avoid threats or to take actions to minimize them. The plans would be inclusive and address the concerns of the poor. The document would prioritize projects/programmes over the Plan perspective, estimate investment requirements, and prepare a phased resource mobilisation plan.

The CDP would enable the city to successfully address:

- livelihood enhancement covering issues relating to employment opportunities for various economic groups, competitiveness of city economy and human resource development;
- **Improvement of environmental quality measures**
 - Natural such as air quality, water quality, noise, wildlife, soil quality
 - Social environment
 - Living, Cultural and Architectural Heritage of these town
 - Promote low carbon growth and sustainable development
- spatial form and infrastructure – supplying land for shelter and livelihood and optimizing mobility through cost-efficient and environmentally-sound transport systems;
 - Promote sustainable methods of operation and maintenance of services through PPP models.
- Financial resources; and
- Governance.
 - Good governance models such as e – governance, m- Governance would be promoted to ensure integrity, accountability and transparency in the city management.

iii. Convergence

The project would ensure that the CDP achieves convergence of various sectoral plans including energy, water, sanitation, housing and urban transport, among others. There would also be a strong convergence between the CDPs of metropolis and satellite town for the latter to become effective dormitories of the mother city.

Land is a critical requirement for urban infrastructure development, land regulation is critical component of urban management and improvement in urban form is closely related to improvement in urban performance. The project would help to establish linkages between CDP and spatial plans for the city (city master plan) and region (regional plans).

The process and outputs of the Project would be documented to inform/revise the toolkit being developed by MoUD for preparing CDPs.

The map below shows each satellite city's geographical location and proximity to the CEPT base.

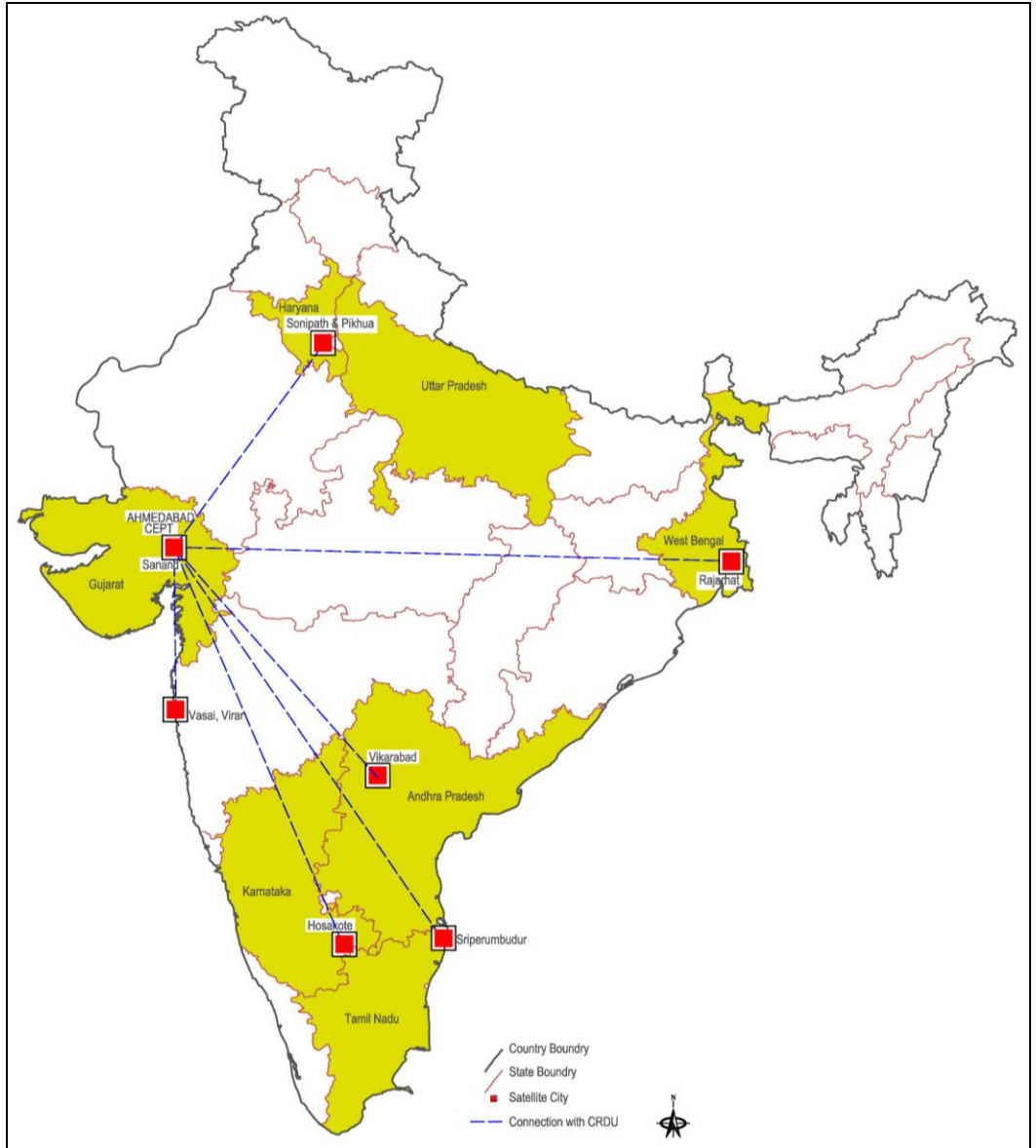


Figure 1: Geographical location of Satellite Cities

Population according to Census 2001 for these eight satellite towns, is as follows:

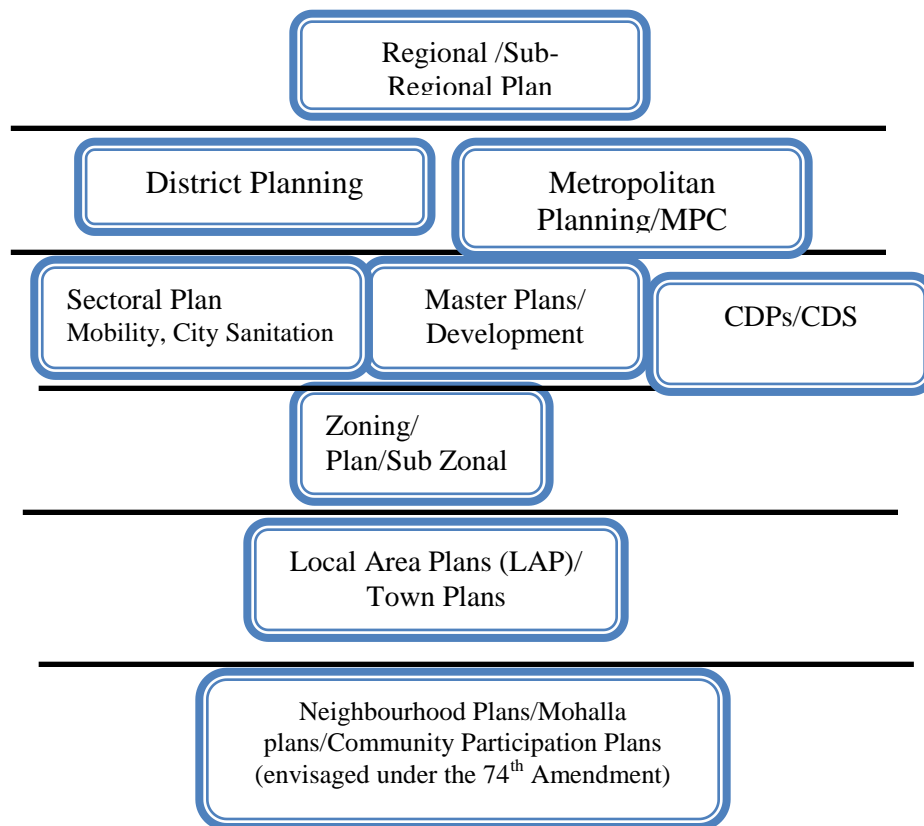
Satellite Towns	Mother Cities	Population
Sonipat (Haryana) and Pilkhua (Uttar Pradesh)	Delhi	216,213 + 67,191
Vikarabad	Hyderabad	42,258
Sanand	Ahmedabad	32,348
Hosakote	Bangaluru	36,333
Vasai-Virar	Mumbai	49,346
Sriperumbudur	Chennai	86,085
Rajarhat	Kolkata	271,781

Spatial Planning Instruments and Linkages

The Project would assess the need for urban infrastructure and delivery systems in smaller cities in India and make recommendations for adoption of better planning practices. The Project, therefore, would make a thorough review of existing institutional capacities and earlier planning initiatives in each of the satellite towns.

It is also important to note, here that, there exist several diverse types of planning instruments, in India. These documents/instruments are non-standardized and are adapted differently as per the city needs. Lack of correct linkages amongst these diverse instruments, often, result in overlaps, redundancy, and, thereby, failure to deliver the desired outcomes. Various planning instruments used in India are presented in Annexure 2.

The diagram below shows different spatial planning instruments and their respective hierarchies. These plans and documents are expected to address the specific needs in their respective jurisdictions. As illustrated in the diagram, the main problem is the linkages between them, resulting into compartmentalized planning rather than any form of integration. As a result, many metropolitan areas today have several plans for themselves, each one with different content, diverse projection bases and focus. The CDP of satellite towns would establish the desired linkages with various hierarchy of urban plans.



Delivery Mechanism

MoUD has nominated Centre for Environmental Planning and Technology (CEPT) University as the implementing agency for the Project. The agency would provide experts to work with the eight selected satellite towns. The Bank experts would also provide their inputs to facilitate the formulation of the CDPs and CA Secretariat would provide the global knowledge. The agency and the experts would work in close coordination with MoUD. The technical support would be provided over a 24 months period.

The core competence of CEPT in undertaking the implementation of the project is mentioned in Annexure 3.

Approach towards Model CDP

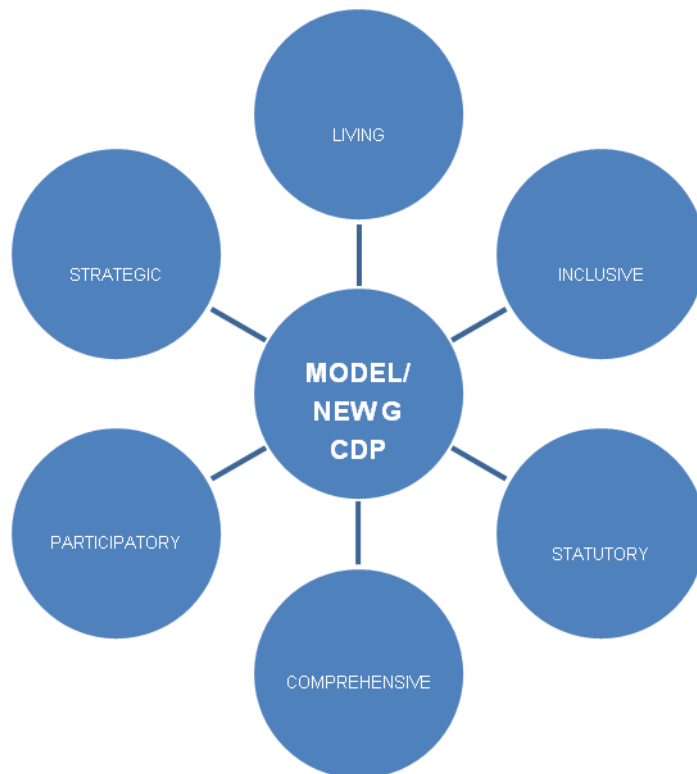
The proposal would draw inference from past JNNURM projects and would incorporate recommendations and suggestions of the Urban Infrastructure Development Scheme for Small and Medium Towns (UIDSSMT) implemented since 2005 as a sub component of JNNURM mission. UIDSSMT scheme objectives such as improvement of infrastructural facilities and durable public assets and quality-oriented services, Enhancement of public-private-partnership in infrastructural development and, Promotion of planned integrated development would also be taken into consideration for satellite town CDP preparation. References and adaptation of such planning policy would enhance the process of CDP preparation for satellite towns.

Thus, the preparation of Model CDPs, would be an attempt to overcome the present drawbacks as well as to develop a robust process through incorporation of global and local, good or emerging practices. The Model CDPs, prepared under the project, would be NEW GENERATION CDPs, which would have the following main characteristics:

As mentioned earlier, there are critical gaps with different planning documents/instruments, including the first generation JnNURM-CDPs.

- LIVING CDP—the local bodies and various stakeholders internalize the process of preparation, regular use, reference and sustainable
- INCLUSIVE and PARTICIPATORY CDP - evolved through the principles of Consultations and Participation, incorporating multiple sectoral aspirations
- STRATEGIC BUT STATUTE CDP - bridges the existing gap between strategic CDP and Statute DPs
- COMPREHENSIVE CDP - comprehensive framework or structure that pierces through and provide linkages among various planning instruments

Thus, the Model CDP would be - LIVING, INCLUSIVE, PARTICIPATORY, STRATEGIC, COMPREHENSIVE AND STATUTE document. Further, the project would facilitate this Model CDP process to take over the age old practice of Rigid development planning process in India, through a set of reforms towards Modernization and Removal Of Obsolence in Urban Planning in India (MODROUPI).



13. Objectives

The main objective of the Project is to facilitate the development of a modern, comprehensive urban development planning framework for NEW GENERATION CDPs as well as to develop these as a living document. The other sub-objectives are as follows:

A. Identification of :

- Standardize structure
- Define clear vision statement
- Establish harmonized planning process between the mother city and the Satellite towns
- Prepare broad spatial plan showing land use patterns and infrastructure networks
- Prioritize of planning initiatives
- Identify phases of development
- Prepare investment plans and funding requirements according to phasing of development
- Differentiate short term and long term goals for the action areas
- Inclusion of disaster mitigation plan
- Inclusion of sustainable planning practices
 - a. Environmental sustainability
 - b. Decentralization of economic centers
 - c. Social inclusion
- Standardize GIS mapping of services, and different networks- roads, green spaces, water etc..

B. Inclusion of participatory planning methods

Along with administrative & parastatal bodies of the city, active decision makers, private sectors and residents, the process would include active participation of

- urban poor and marginalized communities
- women
- NGO's and social activists and community organization

C. Development of Urban infrastructure facilities linking to existing resources

- Drinking water
- Sewerage and sanitation
- Drainage
- Solid waste management
- Transport

D. Enhancement of sustainability for urban infrastructure

- Energy audit
- Water audit
- Performance indicator
- Introduction of cost effective technologies
- Capacity enhancement

E. Explore potential of innovative public private partnership models

F. Basic access to housing need for urban poor

G. Promote Urban Local Bodies (ULB) level reforms

- Adoption of a modern, accrual based double entry system of accounting
- Introduction to e- governance
- Reforms of GIS and arrangements for its effective implementation
- Cost collection of operation and maintenance within 7 years
- Internal earmarking of budgets for basic services of the urban poor
- Formulation of bye laws in strict compliance with National Building code incorporating provisions of disaster management, rainwater harvesting, reuse and recycle of waste water, barrier, free environment and structural safety
- Implementation of Public Disclosure Law
- Implementation of Community Participation Law

Thus, there emerges the need for long term handholding and capacity building support to the ULBs so as to enable them to internalize the urban planning and management capacities within their existing framework.

14. Methodology and Sequencing of Activities

Handholding Support for CDP preparation and Sequencing of the Activities

The overall, proposed interventions are detailed out through the following Tasks/Sub-Tasks, as under:

Task 1- Initial Assessment of Satellite Cities

- i. Mobilization
- ii. Kick off workshops
Based on the regional studies and understanding of current problems, clustering of the towns may be done for effective planning. Based on the different characteristics towns may be clubbed together depending on
 - Proximity to the mega city
 - Geographical locations
 - Geographical conditions (i.e coastal / non coastal...etc)
 - Immediate need based
 - Based on demographic / environmental / economic similarities
 - Level of interdependency between the mother city –satellite city
- iii. Rapid City Capacity Assessment
 - Review of city's existing CDPs/DPs
 - Staff capacity
 - Political structure
 - Available resources
- iv. Alternative Engagement Strategies

Task 2 – Stakeholder Participation

- i. Consultations/Workshops with
 1. Administrative and parastatal bodies
 2. city residents
 3. Urban poor
 4. Marginalized communities
 5. Women
 6. NGO's and social activists and community organization
 7. Business community
 8. Media

Task 3: Hand Holding supports to cities

- i. City specific/Cluster specific Engagement Planning
- ii. Consultations/Workshops
- iii. Hand-Holding Support (on and Off-line)
- iv. Help Desk/Expert Pool support (on Call basis)

Task 4 – Capacity Development

- i. Detailed engagement plans with each city
 1. Complete support intervention
 2. Knowledge and skill support
 3. Training the staff

- 4. Establishing knowledge/skill transfer system
- ii. Technical and resource workshops (Cluster Based)
- iii. International/National Exposure Visits
 - 1. Identifying modern planning practices
- iv. Training of the City Staff
 - 1. Formation of Specific Skill Sets
 - a. GIS and Urban Planning
 - b. Urban Infrastructure
 - c. Heritage
 - d. Environmental sustainability and Disaster Management
 - e. Bids Process Management

Task 5 – Knowledge Management

- i. Peer Experience Sharing Workshops
- ii. Satellite-Mother City Networking
- iii. Knowledge workshop with experts of various fields (City Level)
- iv. Process Documentation
- v. Resource/Knowledge Bank Support
- vi. Model Planning Guidelines

Task 6 - Dissemination

- i. Web page development/ site linking
- ii. News letters
- iii. Publications/Working Papers/Lessons Learnt
- iv. Films

Capacity Building Strategies for Model CDP preparation

Preliminary review of the existing manpower employed in 3 of the 8 project towns shows that:

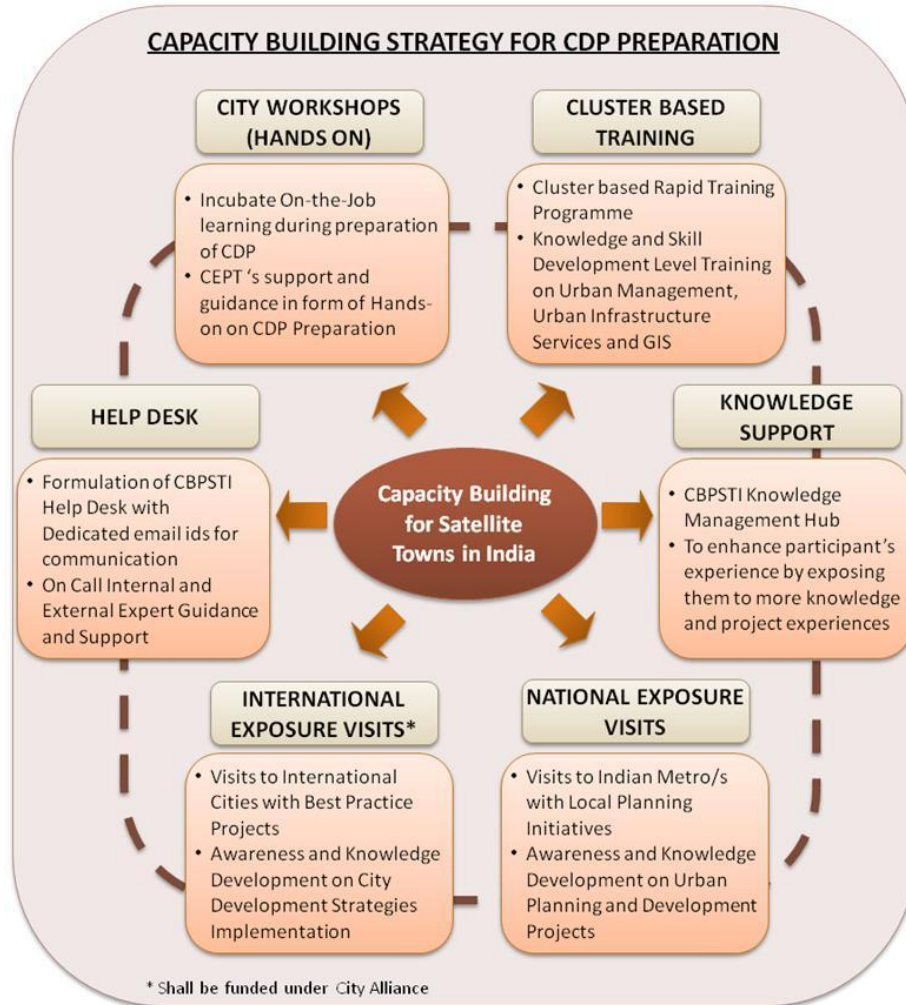
- Many of the project towns do not have any history of preparation of any urban plans/city development plans by themselves
- The towns have limited Human Resources for preparation of CDP or Urban Plan

The existing staff engaged in management of urban affairs and municipal services are not trained in preparing a CDP in-house. There is the strong need for long term handhold and capacity building support to the ULBs so as to enable them to internalize the urban planning and management capacities within the existing framework.

The over-arching objective of the **capacity building component of the project is to strengthen the existing in-house capacity of the satellite towns for preparation of CDPs. The proposed strategy is to combine various forms of capacity building approaches and deliver them at the doorsteps.** A combination of various consultative delivery activities are proposed under the strategy and these as follows:

- Hands-on City Workshops
- Cluster Based, theme specific Rapid Training Programmes
- Knowledge Support
- On Call Help Desk
- National Exposure Visits International Exposure Visits.

These approaches are further explained in the diagram below:



CAPACITY BUILDING SUPPORT FOR PREPARATION OF MODEL CDPs

National exposure visits (city- city learning)

The project towns and the local officials are not fully exposed to planning practices in other cities of India. Before these towns start preparing CDPs and DPRs, it is essential for the city representatives to be aware of what is happening in other Indian cities.

In India, there are some good examples of progressive planning, where multiple initiatives have been taken for betterment of their own cities. It almost becomes inevitable for city officials of the 8 project towns to learn from other cities and then share their knowledge with other similar cities. Method of peer learning, debates and participatory workshops are important to bring out ideas from peers.

Cities are identified based on recent planning initiatives and the success and acceptance of the residents. Two of such visits would be planned for different learning experiences.

1. Town Planning Schemes, Development Plans and Metropolitan Planning Experiences
2. Heritage Conservation and Environmental Planning
3. E-Governance
4. Bus Rapid Transit System (BRTS)
5. Urban development Projects (Sectoral Integration)

Breakdown of National exposure visits within India		
Person	No. of people	No. of days
Batch -1		
elected members from Satellite cities	8	1-1.5
Batch – 2		
technical and Administrative staff	8-12	2-3

International Exposure Visit

India is considered one of the emerging countries of South Asia. The country is rapidly changing and the pace of growth and development is quite high. Regional combination and growth rate of India is almost non comparable with countries of the west. The concept of satellite towns can be implemented in a country like India; however it must be conceptualized keeping the diversity of planning issues and the growth index.

Many of the European cities and south Asian countries like China, Korea and Philippines have been taking initiatives to match their regional needs and demography. Many such cities have excelled in planning their cities, exploring progressive planning strategies and have developed their urban areas. Most importantly, these Asian cities have worked on linkages between their planning processes and have evolved a planning approach which is a bottom up process that links each stage/ plans of the planning process.

Such planning examples in South Asia, would prove to be great learning experience for the town/city officials from these 8 towns. Visits to these cities will also bring back ideas and initiatives of planning management, training, advertizing and city branding.

International exposure visit members

No. of people	Persons	Total
Satellite Towns	2 (8 cities)	16
MoUD	2	2-3
CEPT	1-2	1-2
Total		20

Exposure visit locations will be decided based on the target issue and in consultation with Cities Alliance experts. City and time to be spent may change depending on what the focus is and what needs to be explored the most. Lessons from Western (European) cities such as London and Paris can be explored as best examples of infrastructure planning, integrated transport system and waterfront development. International visits to Asian cities would illustrate good practices of regional and territorial co-ordination, metropolitan area development, small town planning policies and strategies etc. Asian cities share similar demographic profile, cultural values and behavioral similarities to Indian context and therefore such visit would be quite beneficial for the project.

London/ Paris

Metropolitan Planning Systems and Linkages with the satellite towns/sub-urban areas

Germany/Netherlands – Spatial Environmental Planning

Philippines

Good example of City development strategies and implementation.

Hong Kong

Good example for regional/ territorial co-ordination strategies. Shows example of linkages of sub urban regions and areas on outskirts of the city boundaries.

Shanghai

Good example of a metropolitan area development, Planning/Co-ordinations

Requested Inputs from CA

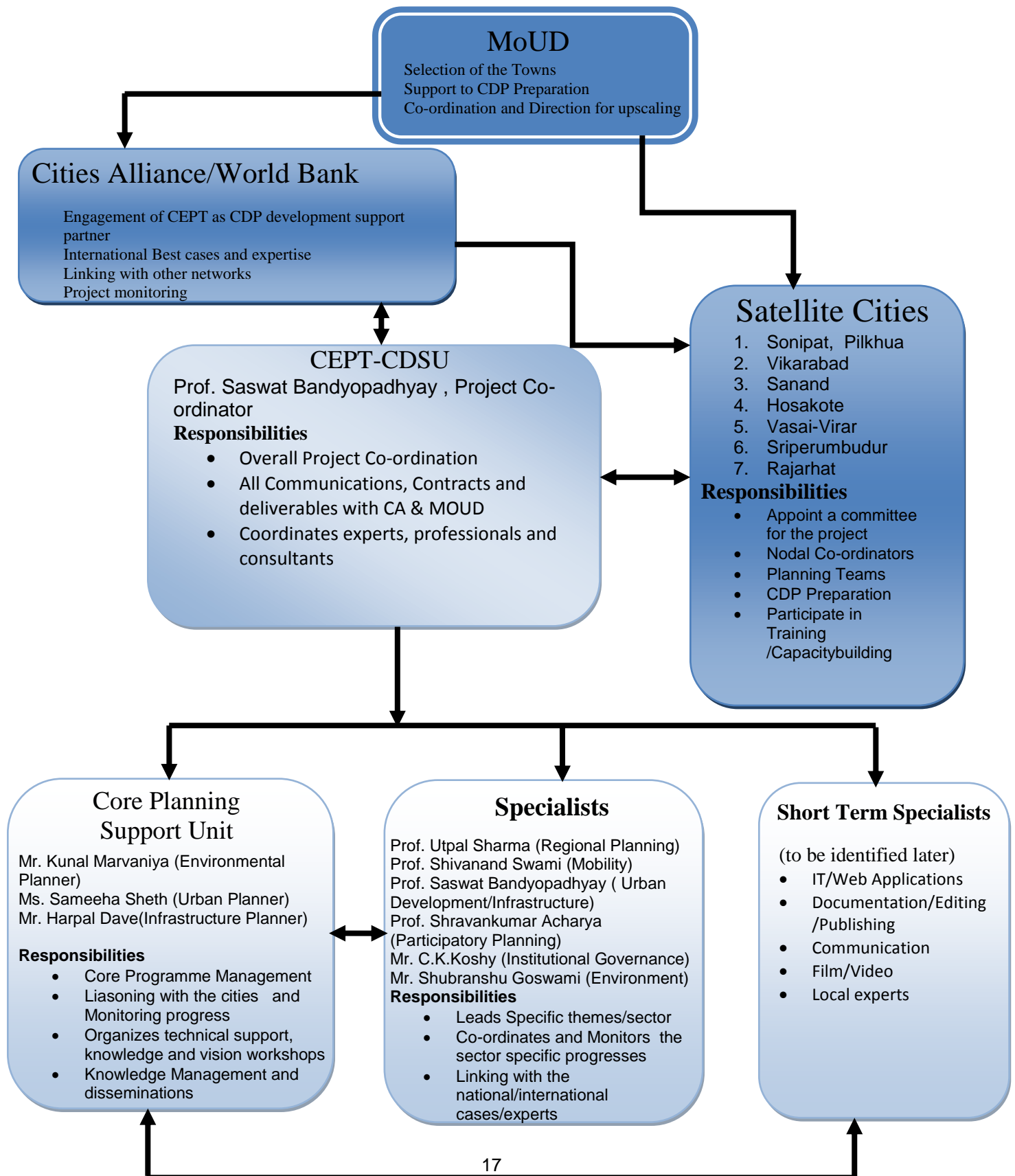
Specific inputs would be requested from CA members, particularly the World Bank, and partners, so as to bring in the global experiences in Structure Planning and City Development Planning/Strategies, besides international expertise to develop the framework of modern urban planning. The requisite inputs would include developing and installing processes/mechanisms to make the CDP development process- an effective learning platform and use the lessons to initiate overall reform in Urban Planning process in India.

CDP Development Support Unit (CDSU)

The CDSU would broadly include the following specific sections (Refer. Diagram 1)

- i. Specialists (CEPT Core faculty to lead specific thematic areas)
- ii. Core Planning Support Unit (with full time Professional Planners engaged in day-to-day knowledge management)
- iii. Short Term Specialists (IT/Web application, Documentation/Editors, Publication etc)

The overall project organization is depicted in Diagram below.



15. Deliverables

List of Reports

1. Inception Report – At the end of task 1 (Within 4 weeks)
2. Rapid assessment report – At the end of task 1 (Within 10 weeks)
3. Periodic Progress Report – Quarterly
4. Annual Progress Report- End of Calendar Year
5. Training/Workshop /Exposure Visit Reports- At the end of task 2 (Feb'11), task 4 (Dec'11) and Task 5 (Aug'12)
6. Final CDPs by the 8 satellite towns (Actual CDP to be prepared by the project towns/consultants)
7. Final Project Report – At the end of Task 5 (Sep' 12) - End of the project, documenting all experiences/ lessons

List of workshops/Training/Exposure Visits Events

1. Kick Off Workshop (National) – Within 3 weeks (Oct' 10)
2. Technical and resource workshop (Local Level)- 2 per town per year-32 Nos
3. Cluster/Theme Based Capacity Building /Training- 6 (3 per year) (Jul'11 to Aug' 11) and (Jun'12 to Aug' 12)
4. Experience sharing National Workshop – 2=1 (End of year 1 & 2) (Sep'11 and Sep'12)
5. International Exposure Visit – 2 (1 week exposure visits) (Jan' 11) (Jul'11 & Dec' 11)
6. National Exposure Visits – 1+1 (For Town Planning Schemes/Project Development)

Knowledge Management

1. Town wise Web pages/National Web Links
2. Bi-Monthly news letters
3. Operational Help Desk
4. Knowledge Library/Expert Data Bank
5. Satellite Town Knowledge Network
6. Videos/Films etc

16. Expected outcomes and related monitoring indicators and plans

The deliverables of the programme would be:

- Establishment of framework for preparation of Modern CDP at the ULB levels
- Knowledge and Skill Transfer for Internalization of the process
- Capacity building of Satellite cities and access to use knowledge products/experts
- Documentation of the Process and Lessons
- Case for National level Urban Planning Reforms

17. Sources of investment to implement the CDS or slum upgrading programme

MoUD has a budget of around US\$ 56 million for the pilot phase of the Scheme.

18. Partnerships

Partnership between cities, Cities Alliance, CEPT with committed support from Ministry of Urban Development (MoUD), Government of India.

For facilitating the preparation of CDPs through consultative process, partnerships at the city level between ULB and state department/parastatals, ULB of mother city, planning authority, citizen groups including the poor and marginalized sections, business community, academia, research organizations, NGOs/CBOs and media, among others.

19. Government commitment and approval

CEPT has been nominated by MoUD, Gol as the implementing agency for the Project

As a part of the technical support, it is proposed to organize a robust capacity building support to the 8 small towns on the Rapid Training (RTP) Mode. To cover the cost of this component, the proposal for a co-terminus Project on “**Capacity Building Support for Satellite Towns in India**” is being submitted to the Ministry, which would form a part of the co-financing for the project. Also, the Ministry would be providing the budget for towns to hire consultants to prepare the CDPs.

IMPLEMENTATION AND FINANCING PLANS:

20. Implementation arrangements

MoUD has nominated CEPT as the implementing agency for the project. The agency would provide experts to work with the select satellite towns. The Bank staff to provide their inputs to facilitate the formulation of the CDPs and CA-S would provide the global knowledge. The agency and the experts would work in close coordination with MoUD.

21. Project schedule and delivery targets

Attached as Annex 1 (excel file)

22. Financing plan

A. CITIES ALIANCE GRANT REQUEST

Components / Main Activities	Total (US\$)	Type of Expenditure			
		Consulting Services (US\$)	Training/ Capacity Building (US\$)	Dissemination Costs (US\$)	Other (US\$)
PROJECT ACTIVITIES					
Component/ Activity #1: Initial assessment of satellite cities	21,533	21,533			
Component/ Activity #2: Stakeholder consultations	31,533	31,533			
Component/ Activity #3: Handholding support to cities	91,533	91,533			
Component/ Activity #4: Capacity development	148,783	91,533	57,250		
Component/ Activity #5: Knowledge management	41,533	41,533			
Component/ Activity #6: Dissemination	85,535	31,535		54,000	
<i>Sub-Total – Project Activities</i>	<i>420,450</i>	<i>309,200</i>	<i>57,250</i>	<i>54,000</i>	
PROJECT ADMINISTRATION & SUPERVISION					
Independent Audit (1):	5,000	5,000			
Supervision Costs (2):	20,000				20,000
<i>Sub-Total – Project Administration & Supervision</i>	<i>25,000</i>				
TOTAL A (Cities Alliance Grant Request)	445,450				

B. MoUD Co-financing

Components / Main Activities	Total (US\$)	Type of Expenditure			
		Consulting Services (US\$)	Training/ Capacity Building (US\$)	Dissemination Costs (US\$)	Other (US\$)
PROJECT ACTIVITIES					
Component/ Activity #3: Handholding support to cities Consultancy fee for preparing the 8 CDPs (cities to assign the work to third party consultants)	200,000	200,000			
Component/ Activity #4: Capacity development	150,000		150,000		
<i>Sub-Total – Project Activities</i>	<i>350,000</i>				
PROJECT ADMINISTRATION & SUPERVISION					
Independent Audit (1):					
Supervision Costs (2):					
<i>Sub-Total – Project Administration & Supervision</i>					
TOTAL B (MoUD co-financing)	350,000				

C. TOTAL

TOTAL PROJECT BUDGET COST (A + B)	USD795,450				
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See Guidelines for more information.

(1) An external audit is required upon completion or termination of project activities. Categorise this type of expenditure as “other.”

(2) Incremental costs associated with the management of the project, up to a maximum of 15 percent of the Cities Alliance grant request. Categorise this type of expenditure as “other.” Detailed cost break down required in Section 23 Costing Assumptions

23. Costing assumptions Provide details about the assumptions that were used to calculate the costs presented in the summary financing plan (22).

Budgeting assumptions					
Expenditure category		Type	Units	Rate per unit (in US\$)	Total cost (US\$) as in section 22
Consulting services (i)	1. Initial assessment of satellite cities	Specialists	1.4 Man-months	4,000	5,633
		Core Team	3 Man-months	1,000	3,000
		Support Team	2 Man-months	400	800
		Travel	2 Trips to 8 towns	6,050	12,100
		Total			21,533
	2. Stakeholder consultations	Specialists	2.6 Man-months	4,000	10,233
		Core Team	6 Man-months	1,000	6,000
		Support Team	8 Man-months	400	3,200
		Travel	2 Trips to 8 towns	6,050	12,100
		Total			31,533
	3. Handholding support to cities	Specialists	7.5 Man-months	4,000	30,133
		Core Team	9 Man-months	1,000	9,000
		Support Team	10 Man-months	400	4,000
		Travel	8 Trips to 8 towns	6,050	48,400
		Total			91,533
	4. Capacity development	Specialists	7.5 Man-months	4,000	30,133
		Core Team	9 Man-months	1,000	9,000
		Support Team	10 Man-months	400	4,000
		Travel	8 Trips to 8 towns	6,050	48,400
		Total			91,533
	5. Knowledge management	Specialists	5.1 Man-months	4,000	20,233
Core Team		6 Man-months	1,000	6,000	
Support Team		8 Man-months	400	3,200	
Travel		2 Trips to 8 towns	6,050	12,100	
Total				41,533	

	6. Dissemination	Specialists	3.9 Man-months	4,000	15,635
		Core Team	3 Man-months	1,000	3,000
		Support Team	2 Man-months	400	800
		Travel	2 Trips to 8 towns	6,050	12,100
		Total			31,535
		Total consultancies from CA grant			309,200
		Audit Fee from CA grant			5,000
		Consultancy Fee to be paid by cities to consultants for preparing the CDPs (MoUD co-financing). This is estimated since the consultancies would be assigned by cities through bidding process.			200,000
	Total Consulting services			514,200	
Training/ Capacity Building	Component/ Activity #	Type	Units	Rate per unit (in US\$)	Total cost (US\$) as in section 22
	1. Initial assessment of satellite cities	National Workshop	1	8,333	8,333
	2. Stakeholder consultations	City-based consultative workshops/trainings	32	2,083	66,667
	3. Handholding support to cities				
	4. Capacity development	Cluster-based Rapid Training Programmes	6	10,417	62,500
		International Exposure Visits	20 persons	2,300	46,000
		National workshop	1	11,250	11,250
	5. Knowledge management				0
	6. Dissemination	National Experience Review Workshop	1	12,500	12,500
Total Training/ Capacity Building				207,250	

Dissemination Costs	Component/ Activity #	Type	Units	Rate per unit (in US\$)	Total cost (US\$) as in section 22
	1. Initial assessment of satellite cities				
	2. Stakeholder consultations				0
	3. Handholding support to cities				0
	4. Capacity development				0
	5. Knowledge management				0
	6. Dissemination	Publications/working papers	6 sets	1,000	6,000
		Webpage building support	8 developments	2,000	16,000
		Documentation	8 documents	2,000	16,000
		Short-term Specialists	16 man-months	1,000	16,000
		Total			54,000
	Total Dissemination Costs				54,000
Supervision cost (Institutional Overheads)					20,000
TOTAL PROJECT BUDGET COST					USD 795,450

24. Expected currency of expenditures

Into what currency (or currencies) do you expect the grant funding (provided in U.S. dollars) to be converted?

INDIAN RUPEES (INR)

What exchange rate assumptions have you used?

USD1 = INR 48

The cost may change according to the rate. The present rate at the time of signing of Agreement should be considered.

25. Co-financing arrangements

Co-financing Source	Description of Co-Financing
1. Ministry of Urban Development, GOI	USD 350,000
2.	
3.	
4.	

Is all co-financing confirmed/ committed? ___**Yes**_____

26. Additional Financial Management Information from Recipient

- a.) Is the Recipient a registered organization under the countries/cities legal requirement? - (**Yes/No**)
- b.) Can the recipient provide proof of registration and years of operation? - (**Yes/No**)
- c.) Does the recipient have prior experience managing other Donor funds and provide documentation to support this? (**Yes/No**)
- d.) Does the recipient **have** or can open a bank account? - (**Yes/No**)
- e.) Is the recipient audited annually? - (**Yes/No**)
- f.) Do you produce periodic financial reports for monitoring and evaluation? (Yes/No)

Tasks	Oct'10	Nov'10	Dec'10	Jan'11	Feb'11	Mar'11	Apr'11	May'11	Jun'11	Jul'11	Aug'11	Sep'11	Oct'11	Nov'11	Dec'11	Jan'12	Feb'12	Mar'12	Apr'11	May'12	Jun'12	Jul'12	Aug'12	Sep'12
Task 1 - Initial assessment of satellite cities																								
I. Mobilization																								
II. Kick off workshops																								
III. Rapid City Capacity Assessment																								
IV. Alternative Engagement Strategies																								
Task 2 - Stakeholder Consultation																								
I. Local workshops with all 8 Satellite Towns																								
Task 3 - Hand holding supports for cities																								
I. City specific/Cluster specific Engagement Planning																								
II. Hand-Holding Support (on and Off-line)																								
III. Help Desk/Expert Pool support (on Call basis)																								
Task 4 - Capacity development																								
I. Detailed engagement plans with each city																								
II. Technical and resource workshops (Cluster Based)																								
III. International/National Exposure Visits																								
IV. Training of the City Staff																								
Task 5 - Knowledge Management																								
i. Peer Experience Sharing Workshops																								
ii. Satellite-Mother City Networking																								
iii. Knowledge workshop with experts of various fields (City Level)																								
iv. Process Documentation																								
v. Resource/Knowledge Bank Support																								
vi. Model Planning Guidelines																								
Task 6 - Dissemination																								
i. Web page development/ site linking																								
ii. News letters																								
iii. Publications/Working Papers/Lessons Learnt																								
iv. Films																								

Deliverables	Oct'10	Nov'10	Dec'10	Jan'11	Feb'11	Mar'11	Apr'11	May'11	Jun'11	Jul'11	Aug'11	Sep'11	Oct'11	Nov'11	Dec'11	Jan'12	Feb'12	Mar'12	Apr'11	May'12	Jun'12	Jul'12	Aug'12	Sep'12
Inception Report (End of 4th week)	Δ																							
Rapid Assesment Report		Δ																						
Periodic Proogress Report				Δ				Δ				Δ				Δ				Δ				Δ
Annual Progress Report													Δ											Δ
Training /Workshop/Exposure visit report					Δ										Δ								Δ	
Final CDPs by the 8 satellite towns	CEPT would provide Tech. supprt throughout - CDP to be prepered by the towns / their consultants																							
Final Project report																								Δ

Deliverables	Oct'10	Nov'10	Dec'10	Jan'11	Feb'11	Mar'11	Apr'11	May'11	Jun'11	Jul'11	Aug'11	Sep'11	Oct'11	Nov'11	Dec'11	Jan'12	Feb'12	Mar'12	Apr'11	May'12	Jun'12	Jul'12	Aug'12	Sep'12
Workshops/training programmes & National/International Visits																								
International Exposure Visit																								
National Exposure Visit																								
Workshop - Local																								
Workshop - National																								
Capacity building/training workshops																								

Development of the Satellite Towns – The Rationale

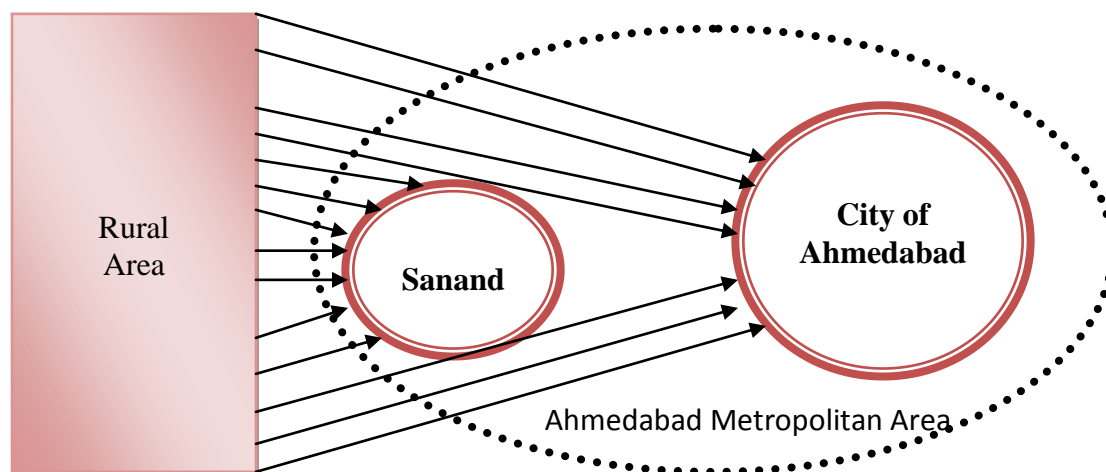
Majority of the total population of India lives in rural villages across the country. Rural areas are diverse and quite opposite of the urbanized cities and towns of the country. Infrastructure facilities, housing, economic opportunities and most importantly the quality of life of the urban area is almost non-comparable with the facilities available in rural areas. Since several years there is major out migration of rural population in to the nearest mega cities.

As per 2001 census, the urban population of India was about 286 million, which constituted 28% of the total population of the country. Population of urban cities increased to 35% and is projected to be 50% in 2011. Due to the excessive concentration of population in mega cities, there is an acute increase in demand of infrastructure facilities, amenities and series of problems such as land shortage, housing shortfall, and inadequate transportation and also the management of essential infrastructure like water supply, sewerage, drainage solid waste disposal and many others.

In attempt to address this issue of centralized economic activities and population concentration, a concept of satellite cities around the mega cities such as Mumbai, Delhi, Ahmedabad, Bangalore, Chennai, Hyderabad and Kolkata is initiated. Cities like Vasai-Virar, Sonipat, Pilkhua, Sanand, Hosakote, Sriperumbudur and Raja hat are identified as action cities. These identified towns have population between 30,000 and 220,000.. This Scheme aims at developing urban infrastructure in the satellite towns/counter-magnets around metropolitan cities to reduce the population influx to mother/ mega cities.

The diagram below illustrates the example of Ahmedabad and its satellite town Sanand. The diagram explains the concept of satellite towns and how it would help in restricting migration to mega cities. Between the large rural area and the mega city, a potential small town is selected for upgrading. These towns are selected based on their proximity to mega city as well as based on what they offer to potential residents of that town. Places like Sanand are selected as satellite town and is aimed to be developed and planned to have better urban infrastructure and economic opportunities.

As shown in the diagram, towns like Sanand is expected act as buffer for rural out migration and the concept in future will try and reduce the stress on urban infrastructure of mega cities and will also provide better economic opportunities and quality of life to the under privileged Indian citizens.



The concept of satellite towns development has shown good results in countries like USA, UK and France couple of decades ago, however, similar efforts in Indian context, have not been very successful mainly due to lack of infrastructure and adequate linkages with the main city. Thus, this project would attempt to achieve better urban development strategies at national as well as regional level, through revitalization of these satellite towns.

Planning Instruments in India	
Type of Plan	Description
Perspective Plan	A long term (20-25 years) policy plan of spatio- economic development of settlements
Development Plan/Comprehensive	Conceived within framework of the approved perspective plan, it is a medium term comprehensive plan of spatial-economic development of the urban centre. Mandated under the state legislature
Annual Plan	it is a plan containing the physical and fiscal details of new and ongoing projects that the local authority intends to implement during the respective financial year. Commonly in practice in all major departments and ULBs.
Sectoral Plans	Transport, Solid Waste, City Sanitation, Socio-Economic etc with a detailed focus on the specific sector development
Master Plans	These are spatial plans depicting form of an urban area for future development
Zonal Plans	Land Use Detailing of a Smaller area/zone/precinct within the city
Town Plan/Local Area Plans	Small Local area detailing
City Development Strategies(CDS) (WB)	Strategic Planning recommendations focus on economic growth, good governance, social inclusion and poverty reduction.
City Development Plan (JNNURM)	Planning document incorporating vision and future development for cities.

Compiled from UDPI, JNNURM Guidelines, Institute of Town Planners, India

About CEPT

CEPT is a premier academic, research, consulting, training and capacity building institute, working in the field of Human Settlements and Environment. CEPT has established itself as a national centre of excellence in various fields related to Urban Development Policy, Planning and service delivery.

CEPT Research and Development Unit (CRDU)

CEPT concerns itself primarily in the diversified fields of Urban and Regional Planning, Environmental Planning, Housing, Urban Design, Landscape Architecture, Construction Technology and Project Management, and Interior Design. The vast range of disciplines and the highly qualified faculty are unique for their ability to deal in the fields of their expertise and carry out research in multi-disciplinary/inter-disciplinary areas. Along with teaching, the faculty also involve themselves in various research projects and consultancies with the added purpose of

- Furthering academic knowledge and understanding with field experience
- Offering the society at large, the potentials of interactive disciplines in solving planning or building tasks
- Offering students/graduates an opportunity to learn from real life situations.
- Publishing findings of research/consultancy in such a manner as to further understanding develop teaching materials and make available to a wider audience, knowledge and expertise.

Types of Projects/Training being undertaken:

Core areas where CEPT has done considerable amount of research and consultancy, has been shown in the chart below.



The institute, through its vast range of disciplines and highly qualified faculty members carry out the research and development activities in many multi-disciplinary/ inter-disciplinary areas. Broadly speaking, these areas are:-

- Development Proposals / Strategies / plans for towns / tourist places / Religious places
- City Development strategies & Vision Statements.
- Preparation of Master Plans, Land use plans, Town planning etc.
- Infrastructure developments, Revitalization proposals
- Re-Development plans, integrated development plans.
- Feasibility studies for new developments and re-vitalization projects.
- Architectural Designs

- Structural Assessments and designs, re-construction consultancies.
- Quality Assurance, Condition surveys.
- Periodic inspections, supervisions for high quality civil works.
- Environmental assessment projects.
- Strategy formulations, survey work etc. for urban poor and other class/ categories of various locations.
- GIS Studies/ Training, Health Mapping, Wet Land Studies etc. of various locations.
- Bid process management, tender preparations, tender evaluations etc.
- Traffic management, transportation, transit systems, transport nagar planning, road development etc.
- Consultancy on fish processing industries, harbor developments
- Urban governance
- Disaster management, loss assessments.
- Space management and interior design projects.
- State / National / International level seminars, training programmes workshops on various related topics