



# **IMPLEMENTATION OF SMART CITY PROPOSALS**

**Overview of steps involved**

## Next steps – INSTITUTIONAL FRAMEWORK

1

### **FORMATION OF SPECIAL PURPOSE VEHICLE**

- Registration, authorized and paid-up capital
- Articles of Association (model provided by MoUD)
- Opening of bank account and registering with PFMS

2

### **FIRST BOARD MEETING**

(key agenda items – guidance provided by MoUD)

- Structure of Company - Verticals/Levels, staff strength of verticals
- Selection of Chairman of BoDs
- Confirmation of CEO/ Interim CEO till regular person is appointed

3

### **APPOINTMENT OF KEY MANAGERIAL POSTS (KMPs)**

- CEO, Company Secretary, Chief Finance Officer as per Companies Act
- Guidance on remuneration scales provided by MoUD
- Appointment of Independent Director (MCA website has panel of independent directors)

4

### **RECRUITMENT OF OTHER HUMAN RESOURCES**

- As per organogram provided in SCPs

## Next steps – PROJECTIVIZATION

1

### **PROJECTIVIZATION and APPOINTMENT OF PMC**

- Convert plans contained in the SCPs to a group of similar projects (modules)
- Procure a Project Management Consulting Firm (PMC)
- PMCs can be of 2 types – single for ABD and Smart Solutions or separate for each
- PMC will design, develop modules (set of projects), prepare DPRs/RfPs for the modules and assist in implementation
- Model RfP for engagement of PMC (with detailed ToR) provided by MoUD

2

### **FINANCING PIPELINE**

- In addition to financing mix proposed within SCP, SPVs can also prepare a pipeline of projects worth more than Rs. 100 crore and seek debt financing from multi-lateral development banks such as WB, ADB, AIIB
- Guidance provided by MoUD

## Next steps – IMPLEMENTATION OF KEY PROJECTS

1

### **SMART WATER**

- Performance based management contract
- Single agency responsible for rehab and maintenance of WS for 10 yrs
- Focus on NRW, Smart solutions like SCADA, metering etc.

2

### **SMART CONTROL ROOM AND SYSTEM INTEGRATOR**

- City-wide secure fibre network, public Wi-Fi, City surveillance, Smart Lighting, ICT enabled waste management, traffic management, smart public transport, smart governance and citizen services

3

### **SMART SEWERAGE SYSTEM**

- Performance based management contract

4

### **SMART ROADS**

- Upgradation of key road stretches in ABD area
- Includes strengthening of carriageway, uniform footpaths, utility ducting, cycle lanes, bus bays, landscaping, junctions – high quality specifications

5

### **REDESIGN OF PARKS, STREETS & JUNCTIONS**

- Open competition ‘Make your city Smart’ – co-creation by involving citizens

*Model RfPs and Contractual framework provided by MoUD*

## Next steps – IMPLEMENTATION OF KEY REFORMS

1

### **VALUE CAPTURE FINANCE (VCF)**

- Land not used adequately as revenue source
- MoUD support for undertaking feasibility study: betterment levies, impact fees, development rights tec.

2

### **CREDIT RATING**

- Support to conduct study on credit-worthiness – essential condition for accessing debt markets

3

### **TRANSACTION ADVISOR FOR MUNICIPAL BONDS**

- Further support to cities for issuing bonds (structuring, procedures etc.)

4

### **IMPROVING YIELD OF OWN REVENUE SOURCES**

- Study to help extract full potential of Property and Advertisement taxes

5

### **NON-REVENUE WATER REDUCTION**

- High NRW in cities– leakages, inefficient billing and collection etc.
- As-is study and reduction strategy

*Empanelment of credible organizations done by MoUD. Model RfP for procurement has been developed by MoUD*

## SUPPORT AVAILABLE FROM MOUD

### **Support to cities for Key 'Smart City' Projects**

- Teams from MoUD will travel to cities on a needs-basis to help them implement the key projects mentioned earlier

### **CBUD project (WB) fully aligned to Mission implementation**

- Cities can get in touch for clarifications/support in SPV formation, PMC selection, reform implementation.
- RfPs and other documents being developed (based on MoUD guidance docs) can be sent for review and vetting
- Funding support for all reform-related studies under CBUD

### **Capacity Building programmes**

- Specialized programmes being planned for Smart City personnel – Company management for top management, Debt financing, PPPs etc.
- Exposure visits to international best practices and smart cities

### **Knowledge support**

- SmartNet - a rich knowledge repository has been developed
- Model docs, case studies, policies and guidelines, vendors etc.

## REPORTING OF PROGRESS – SMART CITY MIS

- Ministry has developed a comprehensive Management Information System (MIS)
- Tracks progress on:
  - Institutional progress
    - formation of SPV, appointment of KMPs, selection of PMC
  - Project Progress
    - projectivization status, execution timelines, funding sources, convergence, financial and physical progress
- Can be used by cities both as a planning tool as well as a monitoring tool for ensuring Mission progress
- To be updated and sent to MoUD on a monthly basis