



# **Rajkot Co-creation Workshop Report**

Context Workshop



August 2023



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### **Asia Resilient Cities**

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#### **Recommended Citation**

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Cover photo: Om Communications

### Acknowledgements

**Acronyms** 

The Asia Resilient Cities team thanks the Rajkot Municipal Corporation for their proactive support of the project activities. The team sincerely appreciates it.











# Introduction

The U.S. Agency for International Development (USAID) funded Asia Resilient Cities (ARC) Project addresses cross-cutting urban development challenges in secondary cities in Asia by promoting sustainable urban growth; supporting resilient, low-carbon urban infrastructure; and integrating climate change and environmentally conscious approaches. ARC partners with cities to create more resilient and livable environments in the face of shocks. ARC will collaborate with residents to set the city agenda, strengthen the economy, and advocate for community needs. In addition, ARC will cultivate human resources in city government, the business community, other donor projects, and civil society.

In India, John Snow India Private Limited (JSIPL) is the partner implementing all activities in Rajkot. In Rajkot, ARC is collaborating with the Rajkot Municipal Corporation (RMC) to support their vision of building climate resilience in the context of rapid urbanization. ARC is working in alignment with the Smart City Mission initiative of the Government of India focused on driving economic growth and improving the quality of life of people, particularly emphasizing local development and leveraging technology.

ARC uses systems thinking approaches to understand the various complex challenges and opportunities in Rajkot. The project engages a diverse group of city stakeholders and government officials to become systems thinkers in order to jointly create potential activities for system strengthening and resilience building. One tool ARC uses is a system map, which serves as a visual backbone of the project because it depicts connections between different perspectives, behaviors, and structures that form the city system. ARC facilitates a series of workshops to jointly develop, or "co-create," the system map. The first Context Workshop identifies the issues and opportunities on the way to achieving city goals. Next, a series of community activities and expert discussions ensure that voices from vulnerable communities and expert entities are incorporated into the system map. Additional workshops further build the system map by identifying the areas with the greatest potential for improvement. The completed system map then guides ARC and city stakeholders to define a road map for Rajkot to promote resilient and sustainable urban development.

This report summarizes the content and outcomes of the first Rajkot co-creation workshop, the Context Workshop. It was held at the Hotel Regency Lagoon Rajkot on August 4-5, 2023.

# **Workshop Design**

## **Objectives**

The aim of the workshop was to understand the existing scenario of climate resilient urban development in Rajkot. The workshop served as a collaborative and multi-stakeholder platform that identified the issues and opportunities existing in the city. The interlinkages among the identified issues and opportunities was shared in the form of feedback loop graphics drawn by the participants.

### **Expected Outputs**

The expected output of the workshop is that a collaborative understanding of the existing issues and opportunities in Rajkot will be built and translated into a system map. This map will set the foundation to define the ARC Rajkot objectives for the next four years to build resilient, adaptable, and livable environments in the face of disasters and shocks.

# **Workshop Summary**

The detailed workshop agenda is provided in Annex 1. There were 67 participants from various sectors. Participant details are available in Annex 2.

### **Day 1 Sessions & Outcomes**

The first day of the workshop started with introductions of ARC, JSIPL, RMC, and other key leaders who will be involved in ARC's implementation in Rajkot. This was followed by introducing the systems thinking approach and building a shared understanding of the existing scenario in Rajkot.

#### **Session 1: Welcome & Opening Remarks**

The Welcome and Opening Remarks session had participation from the following dignitaries: Dr. Pradip Dav, Mayor; Smt Kanchanben Sidhpura, Deputy Mayor; Shri Anand Patel, Commissioner RMC; Shri Chetan Nandani, Deputy Commissioner RMC; Shri Vinubhai Dhava, leader of ruling party; Shri Surendrasinh Vala, Dandak and Corporator at RMC; Dr. Sanjay Kapur, Managing Director JSIPL; Uma Maheswara Rao, Representative USAID-India; Amanda Pomeroy-Stevens, Project Director ARC, JSI. The session was virtually joined by Shri Ashwini Kumar, IAS, who is the Principal Secretary of Urban Development & Housing Government of Gujarat and Shri Kunal Kumar, IAS, who is Joint Secretary in the Ministry of Housing and Urban Affairs, Government of India & Managing Director for Smart Cities Mission.



Shri Anand Patel, IAS, Commissioner RMC sharing the current scenario in Rajkot. Photo Credit: Om Communication

The day began with a welcome address by Dr. Sanjay. This was followed by an overview of JSIPL, particularly reflecting upon their efforts in Gujarat. He highlighted climate change as a multi-sectoral issue that requires a systematic approach to address it.

#### Introduction to ARC

Amanda Pomeroy-Stevens gave an overview of the ARC Project. She explained the rationale for selecting cities across various ARC countries. The rapid growth, vulnerability to climate change, and governance across the ARC cities were criteria for selection.

Amanda also shared the purpose of the workshop which was to build a shared vision for Rajkot with citizens and key government and other stakeholders.

#### **Keynote on Rajkot's Context**

Dr. Pradip Dav, Shri Anand Patel, Shri Kunal Kumar, and Shri Ashwini Kumar shared existing scenarios and initiatives in the city with the participants. The following were the key points:

- A recent statement from António Guterres, United Nations Secretary General, on climate change was shared: "Climate change is here. It is terrifying. It is just the beginning. The era of global warming has ended and the era of global boiling has arrived."
- Currently, Rajkot is facing challenges across the following domains: civic services, water supply, public transport, and health services. The main challenge is to sustain urban development while ensuring delivery of basic services.
- The Climate Resilience City Action Plan for Rajkot has identified multiple actions such as increasing energy efficiency, reducing greenhouse gas emissions, and other initiatives to enable adaptation.
- Rajkot regularly allocates budget for climate action and all departments participate to make it actionable.
- Rajkot is preparing a plan to align with the national target of net zero emissions by 2070.
- Rajkot is building pathways to maximize energy efficiency by 100 percent use of renewable sources for all the municipal services, incorporating green design principles, sustainable urban planning, maximum green urban mobility, and hence, building resilience to urban heat and flood, improving air quality, and building circular economy solutions to manage waste.
- RMC is well prepared to implement ARC jointly with JSIPL to build a smart, livable, and climate resilient modern city by taking a systematic collaborative approach to address climate change.
- Emphasis was made on "to act before the time comes." The two levels of change were highlighted, technical knowledge where there is learning from successes, and design for change where there is incentive for adopting climate friendly practices and behaviors.

A message from the Honorable Chief Minister of Gujarat was also shared. The detailed message is attached in Annex 3. The session concluded with a vote of thanks presented by Shri Chetan Nandani.

"Rajkot is one of the top twenty fast growing cities. With the growing population, citizens have to be educated on water recharging, cleanliness, and the importance of planting trees. We thank JSIPL and USAID for selecting Rajkot for the ARC project."

- Dr. Pradip Dav, Mayor, Rajkot

"Rajkot is a leading voice of climate action initiative setting an example nationally and globally. It is one of the initial cities in India to develop a Climate Resilience City Action Plan in 2018."

- Shri Anand Patel, IAS, Commissioner RMC

### **Session 2: Introduction to Systems Thinking**

Alsa Bakhtawar, Consultant, ARC, introduced the concept of systems thinking in this session. It was followed by a group activity to showcase the importance of systems thinking. This was followed by the Guiding Star activity where each participant was encouraged to build a vision for a future climate resilient Rajkot. The snapshot of the activities are shared below.



Six blind men and an elephant activity for understanding the importance of systems thinking. Photo: Om Communications



Guiding Star exercise where all the participants were encouraged to share their vision for Rajkot.

Photo: Om Communications

#### **Session 3: Enablers & Inhibitors**

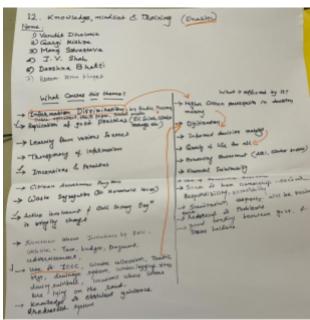
This session introduced the definition of inhibitors and enablers to all the participants. A participatory approach was used to gain an understanding of the bottlenecks and opportunities for achieving climate resilience in Rajkot. It was followed by a group activity where participants were divided into 12 different groups. Each group consisted of mixed representation from

different domains. Every group was assigned to prepare a list of inhibitors and enablers.

The listed inhibitors and enablers were categorized into themes by the participating groups. The identified themes were further prioritized based on the voting by participants.

#### Session 4: Cause & Effect

The concepts of cause and effect were introduced during this session. The goal was to enable each group to identify the underlying issues related to a theme. This was followed by analyzing the effect resulting from the identified issues. The teams were encouraged to map any cross linkages between the issues and results.



The cause and effect listed by group 12 for enabler topic "Knowledge, Mindsets, & Training."

Photo: Om Communications

### **Session 5: Overview of Integrated Command and Control Centre**

The final session of the day entailed a presentation on the Integrated Command and Control Centre (ICCC) by Shri Chetan Nandani. Some of the key points highlighted during his presentation were:

- Rajkot was the first city in India to implement ICCC as a part of a Smart City Mission.
- The Supervisory Control and Data Acquisition system for water management has been implemented well in Rajkot. There are efforts to scale it up.
- The Adaptive Traffic Control System has been implemented in Rajkot. The city still witnesses high traffic violations.
- There were suggestions to explore the possibility of designing infrastructure for changing the behaviors of citizens. "Design for behavior change" was emphasized.
- Rajkot is the only city in India with Smart Bus Stops. It deploys surveillance cameras to ensure the safety of women and children.
- The environmental sensors have helped in showcasing the improvement in air quality of the city.

### **Day 2 Sessions & Outcomes**

### **Session 6: Introduction to Feedback Loops**

The second day of the workshop focused on building interlinkages between the causes and effects listed by each group on the previous day.

The day began with an introduction to the concept of feedback loops. Each group was invited to build feedback loops based on the cause and effect analysis they conducted on the previous day. An hour-long working session was hosted to allow the groups to create feedback loops.

#### **Session 7: Presentation on Feedback Loops**

The second session of the day consisted of presentations by each group on feedback loops. The key points that emerged during this session were:

- Rapid and unequal growth stems primarily from increased migration in Rajkot due to industrialization and economic activities. This results in an increase in informal settlements across the city, lack of adequate infrastructure to residents of informal settlements, and in turn a polarized socio-political environment.
- Limited citizen participation and awareness may result from limited resources for information, education, and communication.
- The lack of effective implementation of policy may be due to the lack of perspectives from citizens and peers at the time of policy design.

- The linear relationship between good governance and leadership, and the city's development was highlighted.
- The importance of technology and data-driven decision making was discussed. Participants shared that it helps in timely and efficient decision making that further contributes to optimization of resources resulting in cost efficiency.
- The positive impact of building trust among the community members was shared. The example cited was successful implementation of the town planning scheme for land use.



The feedback loop created by group 11 to show interlinkages between cause and effect of human resource issues. *Photo: Om Communications* 

- It was pointed out that effective coordination among various stakeholders was not adequate to seek increased citizens' support, and thus was a constraint in preparedness and response to disasters.
- The critical role of mass media communication was discussed to enhance people's trust in government schemes.
- Leveraging youth for creating innovative financial models was highlighted. There is a need for increased involvement of youth in government programs.
- Two key aspects around knowledge, mindset, and training were shared. One aspect
  focused on the systems end and the other aspect focused on the part of communities.
  The importance of catering to both aspects was highlighted for successful adoption of
  climate resilient practices and processes.
- The critical role of incentives and penalties in designing for change was highlighted.

# Way Forward

The two-day Context Workshop provided valuable insights on the key themes essential for building climate resilient urban development in Rajkot. These themes were further developed by participants based on their perceived causes, effects, and interlinkages as feedback loops.

Moving forward, ARC will probe these feedback loops by gaining communities' perspective on these. The team will also learn the impact of climate change on vulnerable groups and their access to essential services.

The in-depth understanding will enable ARC to design a system map for Rajkot. This will be the focus of discussion and group work in the second workshop to be held in September 2023 in Rajkot. The expected outcome would be to develop a work plan for Rajkot City for implementation during the next four years (2023-2027) and provide a holistic understanding and guidance to RMC and other stakeholders to make Rajkot a climate resilient city.

# **Workshop Agenda**

Day 1: 4th August 2023							
10.00-10.30 AM	Registration of Participants						
10.30-11.30 AM	Opening Session						
10.30 AM	Welcome Address by Dr. Sanjay Kapur, MD, JSIPL						
10.35 AM	ARC Introduction by Mrs. Amanda Pomeroy Stevens, Project Director						
10.45 AM	Current Status in Rajkot, by Shri. Anand Patel, Municipal Commissioner, RMC						
10.55 AM	Special Address by Shri Ashwini Kumar (IAS), Principal Secretary Urban Development & Urban Housing, Government of Gujarat						
11.05 AM	Keynote Address Delivered by Shri Kunal Kumar (IAS), Joint Secretary & Mission Director, Smart Cities Mission, MoHUA, GOI						
11.15 AM	Address by Chief Guest, Dr. Pradip Dav, Mayor of Rajkot City						
11.25 AM	Vote of Thanks by Shri Chetan Nandani, Deputy Commissioner, RMC						
11.35-12.00 PM	Tea Break						
12.00-12.45 PM	Systems Thinking: Starting the Journey Together						
12.45-1.15 PM	Systems Thinking: Guiding Star						
1.15-2:00 PM	Lunch Break						
2.00-2.45 PM	Group Work: Explore Forces - Identifying Enablers and Barriers						
2.45-2.55 PM	Short Stretching Break						
2.55-4.30 PM	Group Work: Cause & Effect Analysis						
4.30-4.45 PM	Tea Break						
4.45-5.00 PM	Smart City Initiative- Integrated Command and Control Centre (ICCC)						
Day 2: 5th Aug	ust 2023						
9.30-10.00 AM	Recap of Day 1 & Briefing of Agenda for Day 2						
10.00-11.30 AM	Group Work 2: Mapping the System-Developing Causal Feedback Loops and Identifying the Deep Structure						
11.30-12.00 PM	Tea Break						
12.00-1.00 PM	Presentation by Groups						
1:00-1:30 PM	Concluding Session: Shri Chetan Nandani, Deputy Commissioner, RMC The Next Steps under ARC: Amanda Pomeroy Stevens & Alsa Bakhtawar						
1.30-2.30 PM	Concluding Lunch						

# **List of Participants**

S.No.	Name	Gender	Designation	Organization	Place				
Central & State Government (Virtual)									
1	Shri Kunal Kumar IAS	М	Jt. Secretary & MD, SCM	MoH&UA, Govt. of India	New Delhi				
2	Shri Ashwini Kumar IAS	М	Principal Secretary	Urban Dev. & Housing, Govt. of Gujarat	Gandhinagar				
City Leadership									
3	Shri Pradip Dav	М	Mayor	ВЈР	Rajkot				
4	Smt Kanchanben Siddhpura	F	Deputy Mayor	ВЈР	Rajkot				
5	Shri Pushkar Patel	М	Standing Committee Chairman	ВЈР	Rajkot				
6	Shri Vinubhai Dhava	М	Leader-Ruling Party	ВЈР	Rajkot				
7	Shri Surendrasinh Vala	М	Dandak & Corporator	ВЈР	Rajkot				
8	Shri Anand Patel, IAS	М	Municipal Commissioner	RMC	Rajkot				
9	Shri Chetan Nandani	М	Deputy Commissioner	RMC	Rajkot				
USAID	USAID-India								
10	Uma Maheswara Rao	М	Development Assistance Specialist	USAID	New Delhi				
ARC I	ARC Implementing Partners								
11	Amanda Pomeroy Stevens	F	Project Director, ARC	JSI	USA				
12	Dr. Sanjay Kapur	М	Country Head	JSIPL	New Delhi				
13	Farahana Afroz	F	Asst. Deputy Director	BRAC-Bangladesh	Dhaka				
14	Alsa Bakhtawar	F	Consultant	JSI	Dubai				
15	Manika Rana	F	Program Manager	JSIPL	New Delhi				

16	Kishore Bajaj	М	Dy Director	Operations	New Delhi
17	Deepak Joshi	М	Sr Officer Operations	JSIPL	New Delhi
18	Ashok Raisighani	М	Consultant	JSIPL	New Delhi
19	Dishant Patel	М	ARC City Project Officer	JSIPL	Rajkot
20	Neha Hathiari	F	MERL Officer	JSIPL	Rajkot
Speci	ial Invitees				
21	Jeenal Sawla	F	Advisor SCM	MoH&UA	New Delhi
22	Anshul Abbasi	М	Lead (Policy & Planning)	NIUA	New Delhi
23	Nilesh Prajapati	М	Project Officer	ICLEI	Rajkot
Rajko	ot Municipal Corporati	on & Gove	rnment Departments		
24	Lavadiya Krishna	F	Programme Assistant	ICDS	Rajkot
25	Ketan Khaped	М	GMD RTO Rajkot	RTO	Rajkot
26	J V Shah	М	Transport	RTO	Rajkot
27	Yogesh P Bhatt	М	EI	DEO	Rajkot
28	I V Kher	М	Chief Fire Officer	Fire Dept, RMC	Rajkot
29	Dr. J L Vakani	М	Chief Officer	Health RMC	Rajkot
30	K S Gohel	М	DEE	RMC	Rajkot
31	Y.K. Goswami	М	DEE	Rajkot Smart City	Rajkot
32	Adhia A Paresh	М	DEE	RMC	Rajkot
33	Gohil Sanjay	М	DEE	RMC	Rajkot
34	Amit Shah	М	DEE	RMC	Rajkot
35	R.B. Solanki	М	DEE	RMC	Rajkot
36	M.R. Srivastava	М	DEE	RMC	Rajkot
37	R M Vachhani	М	ATP	RMC	Rajkot
38	P.M. Kasundra	М	DEE	RMC	Rajkot
39	K.P. Dethariya	М	City Engineer	RMC	Rajkot

40	H.M. Kotak	М	City Engineer	RMC	Rajkot
41	M B Gawit	М	DEE	RMC	Rajkot
42	V V Patel	М	DEE	RMC	Rajkot
43	Gautam Joshi	М	DEE	RMC	Rajkot
44	Ravi Parmar	М	DGM	RMC/RSCDL	Rajkot
45	Rakesh Shilu	М	PRO	RMC	Rajkot
46	Dr. Bhumi Kanani	F	Health (Dy MoH -Wz)	RMC	Rajkot
47	Dr. Jaydip Joshi	М	Epidemiologist	RMC	Rajkot
48	Ravi Chauhan	М	Biologist, Zoo	RMC	Rajkot
49	Ashish Rupapara	М	AE	RMC	Rajkot
50	A K Dave	М	Fire Officer	RMC	Rajkot
51	V P Pataliya	М	DEE	RMC	Rajkot
52	Alpana Mitra	F	City Engineer	RMC	Rajkot
53	Heema Patel	F	Consultant	RMC	Rajkot
54	Vandit Dholakia	М	Consultant PwC	RMC	Rajkot
55	Dr. R K Hirpara	М	Zoo Superintendent	RMC	Rajkot
Acade	emic Institutions & Civil	Society C	Organizations		
56	Dr. S.S. Khargoankar	M	Professor	VVP Engineering College	Rajkot
57	Dr. D.T. Bhatti	М	Professor	VVP Engineering College	Rajkot
58	Dr. P.B. Vanzara	М	Prof & Head (Chemical)	VVP Engineering College	Rajkot
59	Riddhi Shah	М	Faculty	IPSA	Rajkot
60	Sameer Kumar	М	CWAS CRDF	CEPT	Ahmedabad
61	Gargi Mishra	F	Research Scholar & Visiting Faculty	СЕРТ	Ahmedabad
62	Dr. Umed Patel	М	Asst. Professor	PDU Medical College	Rajkot
63	Devang Parekh	М	Principal	IPSA	Rajkot
	•	-	•	•	-

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64	Hirendrasinh Padhiar	М	Professor	Marwadi University	Rajkot			
65	Heena Dave	F	Representative	SEWA	Rajkot			
66	Mohit Patel	М	Founder	North Star School	Rajkot			
67	Chinmai Hemani	F	Consultant	UNICEF	Rajkot			
Student Volunteers								
68	Om Makwana	М	Student	Marwadi University	Rajkot			
69	Dev Ranipa	М	Student	VVP Engineering College	Rajkot			
70	Devanshu Kalia	М	Student	Marwadi University	Rajkot			
71	Ayush Pobaru	М	Student	Marwadi University	Rajkot			
72	Anal Majothi	F	Student	Marwadi University	Rajkot			
73	Manav Panchosara	М	Student	VVP Engineering College	Rajkot			
74	Ritu Bhalodiya	F	Student	Marwadi University	Rajkot			
75	Aman Bakhada	М	Student	VVP Engineering College	Rajkot			
76	Karnavi Modhavadiya	F	Student	Marwadi University	Rajkot			

### Message by Honorable Chief Minister of Gujarat







# Bhupendra Patel

Chief Minister, Gujarat State

Dt. 02/08/2023

### Message

It is our motherland, which gives us plenty of blessings by the way of soil, ample water, plenty of flora and fauna along with the most enriched minerals etc. India is the only nation where in people worship the natural elements including the land, water, sunlight, trees etc. Due to the often changing and deforming climatic conditions and adverse effects, India and especially Gujarat has taken timely steps towards mitigating the effects of global warming.

I am much pleased to learn that Rajkot including four Asian cities have been selected as a 'Partner City' for Asia Resilient Cities (ARC) by the US Agency for International Development (USAID). It is a pride moment for all of us that Rajkot is only city in India which has been selected as the partner city. I am delighted to learn that in this context a MoU between Rajkot Municipal Corporation (RMC) and USAID has been signed for this project and a Workshop is also being arranged during 4<sup>th</sup> and 5<sup>th</sup> August, 2023. Together, let's shape a sustainable India and fulfill the vision 'Panchamrit' envisaged by our Honourable Prime Minister Shree Narendrabhai Modi. I, hereby convey my best wishes to the teams of RMC and USAID and all the stakeholders for the success of the workshop and for a bright future ahead.

(Bhupendra Patel)

To,
Shree Anandbhai B. Patel, Municipal Commissioner,
Rajkot Municipal Corporation,
Dhebarbhai Road, Rajkot-380001.
Email: me\_rmc@rmc.gov.in
Mo: 9714503701

apro/md/2023/08/02/rs

### **Press Release in English**

Printed from
THE TIMES OF INDIA

# Rajkot among four Asian cities for resilience project

TNN | Aug 4, 2023, 08.42 AM **I**ST



Rajkot: Rajkot is among the four cities in Asia and the only one from India to be a part of the USAID-funded Asia Resilient Cities (ARC) project.

ARC will partner with the Rajkot Municipal Corporation to address urban development challenges to promote sustainable growth and support resilience by integrating low-carbon urban infrastructure, climate change, and environmental considerations. It will also focus on creating heat-resilient infrastructure to reduce global warming.

ARC will also connect residents, governments, and other stakeholders to create relationships that will continue even after

the project is completed.

With a population of 20 lakh, Rajkot is the fourth largest city of Gujarat and the prime commercial and industrial centres in Saurashtra. Rajkot was named India's seventh cleanest city under the Swachh Bharat Abhiyan.

The organization will work with the RMC for the next five years to achieve this goal. A two-day workshop with stakeholders, voluntary organizations, industry captains, government organizations, and health experts will begin on Friday to initiate planning.

Municipal commissioner Aanand Patel said, "Rajkot fits in their bracket of a small urban area with a 20 lakh population. It is also a part of the small cities project. The city regularly faces heat waves and is in an environmentally vulnerable position because of its proximity to the sea. Rajkot has been selected for this project considering all these aspects."

The other cities included in this project are Khulna in Bangladesh and Bishkek in Kyrgyzstan, while the selection process for a city in Indonesia is underway.

#### Source:

https://timesofindia.indiatimes.com/city/rajkot/rajkot-among-four-asian-cities-for-resilience-project/articleshow/102409369.cms?from=mdr

### **Press Release in Gujarati**









# ચુએસ એજન્સી-મનપાના સંચુક્ત ઉપક્રમે આજથી પથવિરણીય વક્શોપનો પ્રારંભ

બદલી રહેલા પર્યાવરણ અને આબોહવા સંબંધી વિવિધ સમસ્યાઓના ઉકેલ લાવવા માટે એક ઇન્ટરનેશનલ ઈનિશિએટિવ એશિયા રેઝિલિયન્ટ સિટીઝ પ્રોજેક્ટમાં યુએસ એજન્સી ફોર ઇન્ટરનેશનલ ડેવલપમેન્ટ દ્વારા એશિયાના ચાર શહેરોનો સમાવેશ થઇ રહ્યો છે જે પૈકી ભારતના એકમાત્ર રાજકોટ શહેરને પાર્ટનર સિટી તરીકે જાહેર કરવામાં આવેલ છે. આ પ્રોજેક્ટ અનુસંધાને આજે રાજકોટમાં રીજન્સી લગુન રિસોર્ટ ખાતે વર્કશોપનો પ્રારંભ કરવામાં આવ્યો હતો. આ વર્કશોપ આજે અને આવતીકાલ સુધી રહેશે. જેમાં સિસ્ટમ થિન્કિંગ એપ્રોચના માધ્યમથી આવનારા પાંચ વર્ષ માટેનું પર્યાવરણીય આયોજન કરાશે. શહેરી વિકાસ અને શહેરી ગૃહનિર્માણ વિભાગના અગ્ર સચિવ અશ્વિનીકમાર અને સ્માર્ટ સિટીઝ મિશનના જોઇન્ટ સેક્રેટરી અને મિશન ડાયરેક્ટર કુનાલ કુમાર/ આ વર્કશોપમાં વર્ચ્યુંઅલી જોડાયા હતા.



સેમિનારમાં મેયર ડો.પ્રદીપ ડવ અને મ્યુનિ.કમિશનર આનંદ પટેલ ઉપસ્થિત

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