Rajkot Co-creation Workshop Report

Leverage and Action Workshop

October 2023

Contents

Acronyms

ARC	Asia Resilient Cities
JSI	JSI Research & Training Institute, Inc.
USAID	U.S. Agency for International Development
RMC	Rajkot Municipal Corporation
JSIPL	John Snow India Private Limited
NGO	non-governmental organization

Asia Resilient Cities

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Cover photo: Om Communications

Acknowledgements

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 second Rajkot co-creation workshop, the Leverage and Action Workshop. It was held at the Hotel Regency Lagoon Rajkot on October 5-6, 2023.

Workshop Design

Objectives

The aim of this workshop was to identify the areas in the system map with the greatest potential for improvement, known as leverage points, and create a work plan to maximize the impact of the most promising leverage points. The workshop served as a co-creation platform where relevant stakeholders developed an understanding of the system map, identified the potential for change within the current system map, and developed a work plan to achieve this change.

Expected Outputs

The expected output of the workshop was an understanding about the systems thinking approach among the citizens, and identified promising areas for change. An additional expected output was activities to achieve this change, which ARC will consolidate to develop a work plan for the next four years.

Workshop Summary

The detailed workshop agenda is provided in Annex 1. There were 84 participants from various sectors. Participant details are available in Annex 2.

Day 1 Sessions & Outcomes

The first day of the workshop started with welcome notes from ARC, JSIPL, RMC, and other key leaders who are involved in implementing ARC in Rajkot. Next, speakers introduced the next steps in the systems thinking approach to develop a work plan for Rajkot.

Session 1: Welcome and Opening Remarks

The following dignitaries participated in this session: Smt Naynaben Pedhadiya, Mayor, Rajkot; Shri Kunal Kumar, Joint Secretary in the Ministry of Housing and Urban Affairs, Government of India & Managing Director for Smart Cities Mission; Shri Anand Patel, Commissioner RMC; Shri Chetan Nandani, Deputy Commissioner RMC; Dr. Sanjay Kapur, Managing Director JSIPL; Uma Maheswara Rao, Representative USAID India; Dr. Damodar Bachani, Deputy Project Director ARC, JSI.

Dr. Sanjay Kapur began the session with a welcome address. He gave an overview of ARC's objectives and key learning from the first Rajkot co-creation workshop.

Uma Maheshwara Rao shared that USAID supports ARC to address the most pressing challenges in urban spaces. He presented the five building blocks to strengthen urban resilience, namely, inclusive planning, governance, finance, social capital, and natural capital. He also highlighted that USAID believes in applying systems-based holistic approaches for urban resilience.

Shri Vijaybhai Dobaria, founder of Sadhbhavana Trust, spoke about the Trust's successful tree plantation activities in Rajkot. Each tree sponsor is assured that their sponsored plant will grow

> "Our vision is to make Rajkot a ralayamna city, likable in all ways, by ensuring access to the last mile including making it liveable for all marginalized community."
>
> - Naynaben Pedhadiya, Mayor, Rajkot

> "More than 20 lakh trees were planted. Support from every individual in Gujarat allowed us to collect and spend 250 crores over eight years to ensure successful tree plantation."
>
> - Shri Vijaybhai Dobaria, founder of Sadhbhavana Trust

20 feet over three years. He highlighted the tremendous support provided to the Trust by every individual in Gujarat to ensure more greenery in Rajkot.

Smt Naynaben Pedhadiya and Shri Anand Patel reflected on Rajkot's initiatives to move towards sustainability and resilience. They proudly shared that Rajkot was ranked third in the water category at the India Smart City Conclave because of the Atal Sarovar waterfront development which presents an ecologically integrated space for citizens to enjoy.

Shri Kunal Kumar presented his views on ways to combat rapid urbanization in the face of climate change. He highlighted the need for affordable excellence and good mindful planning. He explained the virtuous cycle between planning and implementation along with the importance of continuous feedback. In addition, he shared the importance of building a holistic systems view, with micro and macro levels working together. He also presented about the significance of monitoring frameworks to measure growth towards sustainability.

The session concluded with a vote of thanks presented by Shri Chetan Nandani.

Highlights from Shri Kunal Kumar, Joint Secretary in the Ministry of Housing and Urban Affairs & Managing Director for Smart Cities Mission

"We will not be able to scale if we just copy the templates created in the West. New templates will emerge when people come together, bring in new ideas, and then something will synthesize which will be exceptionally relevant to the context."

"City is a complex entity, and has interdisciplinary linkages. All of us have our own knowledge and only integrated planning will lead us to something which is meaningful otherwise we will cross cut into each other's implementation."
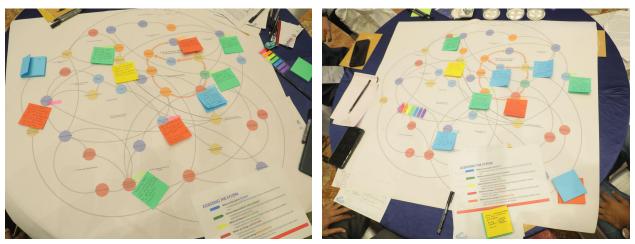
Photo Credit: OM Communications

Session 2: Introduction to ARC and Reviewing the System Map

Dr. Damodar Bachani, ARC Deputy Project Director, shared an overview of the project's goals and strategies. He summarized the learning from the first workshop and subsequent community listening sessions. He highlighted the role of incentives and disincentives in driving behaviors towards environmentally conscious approaches.

Alsa Bakhtawar, ARC Regional Facilitator, introduced the workshop format. She showcased the Rajkot system map and explained it to the participants. Next, Abbie Condie, ARC Qualitative Advisor, explained the community capitals framework comprising seven different capitals available within the city. The participants were divided into small groups and explored the map to better understand the ways in which different capitals impact various map loops and elements.

Session 3: Assessing Energy in the System

Abbie Condie introduced five different kinds of energy in the system: frozen, energy for change, bright spot, mixed bag, and ripple effects. Each group was asked to tag various elements within the system map with those kinds of energy.

Participants add tags to the system map.
Photo Credit: OM Communications

Session 4: Completing the Leverage Canvas

ARC shared the purpose of the leverage canvas during this session. The goal was to prioritize the most promising areas for impact, also called leverage points. Participants in each group discussed promising leverage points and their effect on the overall system map. Each group then presented their leverage canvas to the other participants. The following key themes emerged from the leverage canvas presentations:

- Access to technology was highlighted, particularly the provision of digitally enabled infrastructure to increase timely access to resources, and transparency amongst citizens and government.

- There was an emphasis on data-driven decisions by creating processes for collecting, managing, and analyzing data efficiently. The lack of data on the migrant population, "floating population," was mentioned.

- Monetization of data emerged as an interesting point on which the city could capitalize.

- The key role of a cohesive form of governance, decision-making, and policy implementation for all regions in the city was mentioned.

- A critical point made was to build cultural capital by changing from an

Leverage canvas presentation by group 10.
Photo Credit: OM Communications

organization-centric thought process to a citizen-centric thought process.

- Citizen awareness and trust among the government is crucial.

- Multi-sector collaboration has a critical role in various stages of planning, execution, and monitoring.

- Presentations discussed developing an economic growth center in the city by attracting the private sector and the service industry.

Day 2 Sessions & Outcomes

Session 5: Overview of Integrated Command and Control Centre

The day began with an introduction to recent Integrated Command and Control Centre activities by Shri Chetan Nandani. Some of the key points highlighted during his presentation were:

- In the next six months, the surveillance cameras will be scaled from the current 1,000 to 1,800. This will ensure better mapping of city areas.

- The Intelligent Traffic Management System is helping plan, schedule, and monitor 150 buses across the city. It enables efficient planning of bus schedules.

- The implementation of the Adaptive Traffic Control System at 25 junctions has allowed optimization of time during road travel.

- The significance of empowering people by making data more accessible.

- Ground penetrating radar and geographic information system have successfully mapped the underground utilities in the city.

Session 6: Summary of Day 1 and Agenda for Day 2

Dr. Damodar Bachani gave a summary of the first day of the workshop, including the emerging themes observed across various activities. He shared learnings from the USAID-funded Building Healthy Cities project that tested healthy urban planning approaches in Indore, India. These included successful practices on controlling air pollution and generating employment opportunities to support the circular economy.

Session 7: Creating an Action Canvas

Abbie Condie began the session by sharing an updated system map marked with leverage points reflecting energy in the map. The four areas which were marked by all the groups as potential for growth included citizens' trust in government, digitally enabled infrastructure, response during shock events, youth groups and clubs, and access to services and benefits.

Abbie Condie presenting the consolidated leverage map inputs from day 1.
Photo Credit: OM Communications

Next, Alsa Bakhtawar introduced the action planning activity. Inputs from previous sessions were collated

and synthesized to create themes and questions for this activity. Participants were divided into 12 small groups, and each group was given a "How Might We" statement on which to elaborate.

The key themes for "How Might We" statements included:

- Improving communication and coordination between relevant stakeholders for better response to disasters, with an emphasis on government and community members.

- Equitable access to services, resources, and knowledge across the city.

- Ways to reduce inequities in the built environment, and increase human connectivity across the system.

- Different ways to address water scarcity and heat challenges in the city.

- Ways to increase green growth such as green workforce and industries.

- Strong feedback mechanisms or redressal mechanisms for citizens to share their concerns.

- Reduce the digital divide to ensure equitable access to services and information.

Group 9 presenting.
Photo Credit: OM Communications

Group 6 presenting.
Photo Credit: OM Communications

The session concluded with presentations by the 12 groups. Some of the ideas presented were:

Use of technology and multi-sector collaboration.

- Creation of an integrated multi-stakeholder technology-based platform for providing access to services and information.

- There should be a body that groups all the non-governmental organizations (NGOs) together and ensures communication between NGOs and the relevant government departments. Additionally, a central person can be identified for each service provided by various NGOs.

Robust feedback mechanism.

- The feedback mechanism can be strengthened by applying a multi-pronged approach where people can share their concerns through call centers, websites, digital applications, kiosks, and empowering local shops such as grocery stores to register complaints.

- The feedback should have the option of vernacular languages and the choice of remaining anonymous.

Water management to address water scarcity.

- Some ways to ensure judicious use of water included portable rain water harvesting in low lying areas and dual plumbing.

- Another crucial point presented was the monitoring or audit system for mapping the effect of rain water harvesting activities in the city such as how many liters of water is saved in a year.

Waste management by recycling and upcycling.

- Formation of a committee that is responsible for implementation of the three R's – reduce, recycle, reuse – across the city.

- "Pay as you throw" so that citizens are mindful about generating waste.

- Decentralization of sewage treatment to enable more effective use of treated water and reduce stress on freshwater.

- Requirement of mechanical innovation to clean the sewage line.

Creation of green spaces.

- Creation of green belts in identified hot spots across the city. Most of these hot spots are around industry. Utilizing big open spaces in and around these industries to create patches of green spaces.

- Creation of big green spaces such as biodiversity parks.

Design for change.

- Changing the culture of the city by using interactive mediums to create awareness around good practices.

- Designing non-monetary incentives to create motivation for adoption of good practices.

- Setting up ward level committees where plans should emerge from the community level, preferably led by women's groups.

- The plight of sanitation workers needs to be addressed by building evidence for required policy level change.

- Training for septic tank workers to equip them with the right knowledge to take care of their health and hygiene.

New green industry.

- Identify employable green skills and create common infrastructure through which the city can empower people using training and access to opportunities.

- Link corporations to campus, and accessible vocational skill training for the unemployed.

Session 8: Concluding Remarks

To conclude the workshop, Shri Chetan Nandani and Dr. Damodar Bachani shared next steps with the participants and thanked them for presenting their valuable inputs. They announced that a four year detailed work plan for Rajkot will be developed based on the workshop inputs. The participants were also informed about the formation of a steering committee that will drive the execution of the four year work plan in Rajkot.

Way Forward

The two-day Leverage and Action Workshop provided valuable insights on the key leverage points in Rajkot's ecosystem. These themes were further developed by participants as activities to ensure resilient urban development in the city.

Moving forward, ARC will synthesize the workshop inputs on key areas and activities to create a list of potential activities. ARC will discuss the list further with subject matter experts to understand their perspective on implementation.

ARC and RMC will meet to discuss and finalize the key activities for the next four years (2023-2027). ARC will detail the activities in a work plan to make Rajkot a sustainable and resilient city.

Annex 1

Workshop Agenda

Day 1: 5th October 2023		
9.30-10.00 AM	Registration of Participants	
10.00-10.05 AM	Welcome	Manika Rana
10.05-11.20 AM	Opening Session	
10.05 AM	Welcome Address	Dr. Sanjay Kapur, MD, JSIPL
10.10 AM	USAID's initiatives on Urban Resilience	Sh. Uma Maheswara Rao
10.20 AM	Sadbhavna Trust Activity on Plantation	Sh. Vijaybhai Dobaria
10.25 AM	Highlights of RMC Initiatives to Address Climate Change	Sh. Anand Patel, IAS, RMC
10.35 AM	Address by the Mayor, Rajkot	Smt. Naynaben Pedhadiya
10.40 AM	Keynote Address: Systems Thinking in Urban Development	Sh. Kunal Kumar, IAS, MD, SCM
11.10 AM	Vote of Thanks	Sh. Chetan Nandani, Dy. MC
11.20-11.30 AM	Tea Break	
11.30-11.45 AM	Why are we here? • ARC Project in Rajkot: Objectives and Strategies • Introducing the Format of the Workshop	Dr. Damodar Bachani Alsa Bakhtawar
11.45-12.30 PM	Review of System Map • Presentation and Discussion on the Context Map • Clarifications and Questions From Participants	Alsa Bakhtawar Abbie Condie
12.30-1:15 PM	Assessing Energy in the System	Abbie Condie
1:15-2.00 PM	Lunch Break	
2.00-3.00 PM	Completing the Leverage Canvas	Alsa Bakhtawar
3.00-3.45 PM	Group Presentation	
3.45-4.30 PM	Summarizing the Identified Leverage Points and Next Steps	Alsa Bakhtawar Abbie Condie
4.30-5.00 PM	Next steps: Effective Action Planning	Dr. Damodar Bachani Alsa Bakhtawar
Day 2: 6th October 2023		

9.30-9.45 AM	Brief on Integrated Command and Control Centre	Sh. Chetan Nandani
9.45-10.05 AM	Summary of Day 1 and Agenda for Day 2	Dr. Damodar Bachani
10.05-10.30 AM	Sharing the Leverage Flags: Areas to Look Out For During Action Planning	Abbie Condie
10.30-10.45 AM	Guidance on Action Canvas	Alsa Bakhtawar
10.45-11:00 AM	Question & Answers	
11:00-11:15 AM	Tea Break	
11:15-12:45 PM	Group work: Developing a Set of Coherent Actions. Filling Out the Action Canvas.	Alsa Bakhtawar
12:45-1:30 PM	Group Presentation and Discussion	Alsa Bakhtawar Abbie Condie
1:30-1:40 PM	The Next Steps	Dr. Damodar Bachani
1:40-1:45 PM	Vote of Thanks	Sh. Chetan Nandani
1:45 PM	Lunch	

Annex 2

List of Participants

S.No.	Name	Gender	Designation	Organization
Central Government				
1	Shri Kunal Kumar IAS	M	Jt. Secretary & MD, SCM	MoH&UA, Govt. of India
City Leadership				
2	Smt. Naynaben Pedhadiya	F	Mayor	RMC
3	Shri Anand Patel, IAS	M	Municipal Commissioner	RMC
4	Shri Narendrasinh Jadeja	M	Dy Mayor	RMC
5	Shri Jaymin Thakar	M	Standing Committee Chairman	RMC
6	Shri Chetan Nandani	M	Deputy Commissioner	RMC
State Government				
7	Dr. K. G. Kacha	M	Meteorologist-B	IMD - Ahmedabad
8	S.J.Satwara	M	Specialist GEC	Gujarat Pollution Control Board
USAID				
9	Uma Maheswara Rao	M	Development Assistance Specialist	USAID
10	RK Srinivasan	M	Project Management Specialist (WASH)	USAID
11	Sonia Henam	F	Project Management Specialist (Environment)	USAID
12	Archana Kaicker	F	Financial Analyst	USAID
13	Shilpa Malhotra	F	Project Management Assistant	USAID
National Level Experts				
14	Sushmita Ajwani	F	Director Power & Renewables	ICF
15	Shivani Bhatt	F	Senior Manager, Waste and Methane	C40 cities

16	Urvi Bhatt	F	Projects & Events Officer, Mobility	C40 cities
17	Deep Shah	M	Senior Transport Planner	ICF
18	Akriti Sharma	F	Junior Transport Planner	ICF
19	Chetan Vaidya	M	Senior National Urban Advisor Kochi Smart City Project	GOPA Infra
State Level Experts/CSOs				
20	Ms. Chinmay Hemani	F	Consultant	UNICEF
21	Dipal Kathad	M	Consultant	KPMG
22	Vijaybhai Dobariya	M	Founder	Sadbhavna Seva Foundation
23	Sushma Oza	F	Advisor/Consultant	MICA/Adani Foundation
24	B S kaila	M	DEO	Dept of Education
25	Kajal Makwana	F	Police Inspector	GPS
RMC Officials				
26	Y. K. Goswami	M	Smart City	RMC
27	Bhavesh Jivani	M	Renewable Energy	RMC
28	Dr Jaydip Joshi	M	Epidemiologist	RMC
29	Rakesh Shilu	M	PRO	RMC
30	Vipul Guniya	M	Assistant Manager	RMC
31	N K Ramaanuj	M	Assistant Manager	RMC
32	H G Moliya	M	Assistant Manager	RMC
Academic Institutions/Universities				
33	Hirendrasinh Padhiar	M	Assistant Professor	Marwadi University
34	Dr. Piyush Vanzara	M	Professor	VVP College
35	Sameer Kumar	M	CWAS CRDF CEPT	CEPT
36	Sushil Korgaokar	M	Professor	VVP College
37	Sandeep Sancheti	M	Vice Chancellor	Marwari University
38	Devang Parekh	M	Principal	IPSA College
39	Siddh Doshi	M	Visiting Faculty and Programme Executive	CEPT

40	Riddhi Shah	F	President	INTACH
41	Nildeep Bhatti	M	Admn Officer	VVP College
42	Rhishikesh Dave	M	Dean Law	Marwadi University
Industries/Private Sector				
43	Vishal Sarvaiya	M	Director	Vam Chemicals
44	Rahul Dangar	M	Founder	The Westwood School
45	Jatin Kataria	M	Founder & MD	InMeSta
46	Nilesh Suchdev	M	Chief Architect and Valuer	Suchdev Associates
47	Ankur Sanghvi	M	Owner	Ashwin, Mira, & Ankoor Sanghvi Architects
48	Dishit Pobaru	M	Owner	Prabhu Farms
49	Nisha Kotecha	F		
50	Rashi Arya	F	Owner	Greenergy
51	Devina Kothari	F		
52	Niyeti Shah	F	Vice President and CSR Head	Supak Industries Pvt Ltd
53	Mitul Shah	M	Owner	Supak Industries Pvt Ltd
54	Ravin Bhadja	M	Founder & CEO	FindMeFactory
55	Milan Hansaliya	M	Founder	Xenhester
56	Praful Gohil	M	Founder	ReNEVIK
57	Devang Joshi	M		WELiT Electronics
58	Foram Chandarana	M		
59	Prakash Dangar	M	Leadershift Coach	Leadershift Ventures Pvt. Ltd. Corporate Connections Global
ARC/JSIPL Team				
60	Dr. Sanjay Kapur	M	Country Head	JSIPL
61	Dr. Damodar Bachani	M	Deputy Director ARC	JSI
62	Dr. Poppy Ismalina	F	Advisor ARC	Devtech Sys
63	Alsa Bakhtawar	F	Regional Facilitator ARC	JSIPL
64	Abbie Condie	F	Qualitative MERL Advisor ARC	JSI

65	Manika Rana	F	Program Manager ARC	JSIPL
66	Kishore Bajaj	M	Dy Director	Operations
67	Deepak Joshi	M	Sr Officer Operations	JSIPL
68	Dishant Patel	M	ARC City Project Officer	JSIPL
69	Neha Hathiari	F	MERL Officer	JSIPL
Volunteers				
70	Ruta Kathiriya	F	Student	IPSA
71	Payal Dhirajlal Parmar	F	Student	IPSA
72	Sahaj Dayani	M	Student	IPSA
73	Jenny Pinal Vachhani	F	Student	IPSA
74	Shyam Sanjaykumar Trivedi	M	Student	IPSA
75	Nisarg Vijay Parekh	M	Student	IPSA
76	Akshesh Pithva	M	Student	IPSA
77	Siddhi Dalicha	F	Student	IPSA
78	Vaishnavi Agarwal	F	Student	IPSA
79	Rushi Sharadchandra Pandya	M	Student	IPSA
80	Priyanshi Sumeshbhai Mehta	F	Student	IPSA
81	Shivam Bhingradiya	M	Student	IPSA
82	Ritu Khunt	F	Student	IPSA
83	Hematri Mohit Buch	F	Student	IPSA
84	Vednashee Rajanikant Dholariya	F	Student	IPSA

Annex 3

Press Coverage in English

State | AhmedabadMirror

Rajkot pushes for liveable urban space

Only Indian city chosen for USAID's Resilient City Project

Rajkot to soon cultivate open space for public leisure

| Nischal Sanghavi
feedback@ahmedabadmirror.com

TWEETS @ahmedabadmirror

Rajkot Municipal Corporation is collaborating with the United States Agency for International Development (USAID) to advance sustainable urban infrastructure and services. The initiative aims to enhance climate cooperation and render Rajkot a more habitable space for its residents.

Rajkot stands out as the sole Indian city chosen for the Asia Resilient Cities (ARC) project. This inclusion saw the city host a two-day workshop, where bureaucrats, social organizations, academicians, and various stakeholders converged to exchange sustainable urban growth strategies and initiate

"Building roads and bridges is not development. Our vision includes converting government buildings into green infrastructures and commissioning solar installations of 4.6 MW

**–Anand Patel
Rajkot Municipal Commissioner**

action. Municipal Commissioner Anand Patel said, "building roads and bridges is not development. During the workshop we discussed several ideas, and an action plan will soon be released based on that."

Project Highlights
- Rajkot is the only Indian city in the Asia Resilient Cities project.
- Collaboration with USAID for a greener, more sustainable urban space.
- Four-year action plan established to bolster climate resilience.

Rajkot's Green Initiatives
- Converting government structures into eco-friendly buildings.
- 4.6 MW of solar installations.
- Introduction of 'oxygen corners' for temperature control.
- Designating plantation zones and leisure spaces.

Patel added, "Our vision includes converting government buildings into green infrastructures and commissioning solar installations of 4.6 MW. Additionally, we're looking at introducing 'oxygen corners' to reduce local temperatures, pinpointing plantation sites, and cultivating open spaces for public leisure." INTACH Rajkot, a heritage protection organization, says it is crucial to recognize and conserve the city's natural heritage. It will increase Rajkot's livability. The recently held workshop also saw participants devising a four-year plan. This roadmap will guide stakeholders in bolstering climate resilience in Rajkot.

Press Coverage in Gujarati