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THANE SMART CITY REPORT

A PART OF SMART CITIES IN MAHARASHTRA COALITION

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A: Introduction

Lake City to Smart City: Historical Overview of Thane City

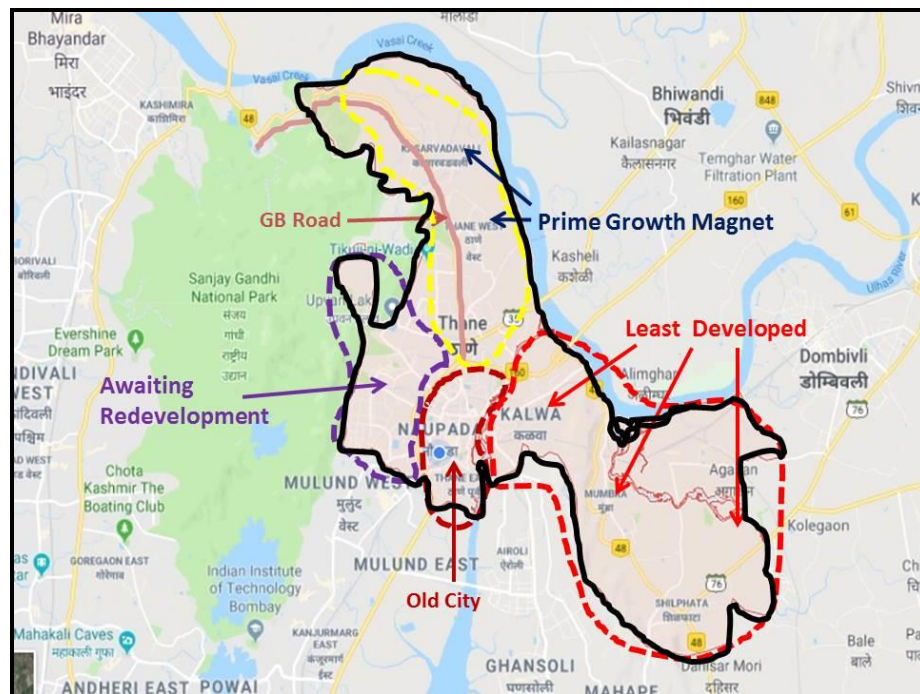
Thane is known to be the immediate neighbour of Metropolitan City of Mumbai though its socio-political and cultural history precedes that of Mumbai by many centuries. With hilly terrain of dense forest stretches of Sanjay Gandhi National Park on west and Thane Creek/Ulhas River on East, Thane was known for its strategic location for sea-borne trade since Portuguese and Maratha Rule. However, Thane in modern History came to prominence after the first railway in Asia that ran between Mumbai to Thane in 1853. Koli/ Fisherfolks and Aagri or coastal cultivators and salt makers are one of the earliest settlers of Thane. The traditional settlements of Koli people like Chendani Koliwada, Mahagiri or Rabodi Koliwada and settlements of Aagri people like Majivada, Balkum, Kasarvadavali were situated mainly along the creek and today are known to be the 'Gaothans' or urban villages in Thane. By the time of British Rule Thane had acquired a multi-faith, multi-religion cosmopolitan social fabric. The distinction of Thane to be a lake city dates back to 12th century when 'Temple-Lake Complexes' were built across many locations and the tradition continued till 19th century though the spatial form of 'Temple-Lake Complex' was lost in the process. The well-known British Town planner Sir Patrick Geddes was highly impressed with lakes in Thane. Thane had around 65 lakes in 1950s and today after the town is transformed into a burgeoning city, the number is reduced to 33 lakes.

By virtue of being the district headquarters since British era, Thane had one of the earliest municipal councils in Bombay Presidency. When India earned Independence, Thane was a town with limited expanse and Industrial activity. Wagle estate was the first industrial area under MIDC (Maharashtra Industrial Development Corporation) set up in 1962. The decade of 70s saw growth of 'Thane Belapur Industrial Belt' that started from Kalwa in Thane and stretched upto Belapur in Navi Mumbai. This spur in economic activity or industrial sector created jobs but lack of adequate provisions for affordable housing for the working class led to springing up of numerous informal settlements on the then outskirts of Thane. Since the 1980s, a new political economy focusing around real estate development began taking shape in Thane. Real estate development took two forms. The first represented a rise in authorised construction linked to the expansion of Thane Municipal Corporation (TMC) limits to include Aagri Villages along Ghodbunder Road as well as that of Kalwa, Mumbra and Diva. Simultaneously, the decline of textile mills in Mumbai and communal riots in Bhivandi (1984) and Mumbai (1992) led to a huge influx of North Indian, Muslim families to settle in Mumbra and parts of Diva. The 'Patronage Politics' of Indian National Congress

party was successfully replicated by Shivsena 1980 onwards. One of the outcomes of this was manifold increase of unauthorized buildings and informal settlements on the forest and revenue land.

In late 90s and early 2000s the development of Ghodbunder Road was prioritized by TMC. Known to be a prime trade route of historic importance, Ghodbunder Road connects the north-eastern suburbs of Mumbai to Western Express Highway and Eastern Express Highway leading to Gujrat. Maharashtra State Road Development Corporation (MSRDC) alongwith MMRDA and TMC created many infrastructure projects and creek-cross over bridges on Ghodbunder Road, improving its connectivity and importance. Soon the real estate developers started developing 'estates' in Aagri Villages along Ghodbunder Road. New bridges, malls, business parks, gated communities and residential complexes followed sooner and within span of 10- 15 years Ghodbunder Road became the prime real estate landmark in Thane. While Ghodbunder Road gets projected as face of 'New Thane', Kalwa-Mumbra-Diva neighbourhoods have remained most neglected and least developed since last two decades. The biases seem to have continued in SCM (Smart City Mission) as well.

Figure 1: Indicative diagram created by Mayuresh B. by using qualitative analysis and google map



B: Smart City Proposal: Process, Priorities, Projects

i. Selection process

There were two stages of selection. The first stage was an intra-state competition where cities were shortlisted by the state government and recommended to participate in stage two, the nationwide competition. Thane was amongst the list of cities nominated by State Government for the competition and made it to the list of smart cities in round 2 under SCM. The decision was announced on 20 September 2016.

An interesting feature of the proposal preparation process was that the state government of Maharashtra appointed (Govt. resolution: SMARCTCI-2015/C.R. 130/UD-33 Dated 1st July 2015) 'Mentors' for nine cities in Maharashtra. So, Mr. Manu Kumar Srivastava, Principal Secretary, Revenue Department was selected as Mentor for Thane City. The purpose in the appointment of a senior IAS officer as a mentor was to provide advice and guidance in preparing Smart City proposal at the city level administration.

ii. Appointment of Consultants

There are two consultants for Smart City Thane, one for ABD and one for Pan City. **CRISIL Advisory** has been appointed as consultant for ABD and is assigned to look after core infrastructure development. The '**Palladium-DCF Consortium**' is the consultant for Pan City and ICT development under which it is entrusted to look after Digital Thane Initiative. The Palladium Group is an international advisory and management business with operations across 90 countries and private sector partner to UK Government's DFID. DCF or Delivering Change Foundation of Sakal Group, Pune as Founder and Chairman is active in participatory community development.

iii. Financial dimensions of the proposal

The SCM is a centrally sponsored scheme, ratio of financial allocation decided by the central government. Every ULB selected under SCM is entitled to receive Rs. 100 crore per year over five years of the duration of mission (Year 2015-2020). Irrespective of population size, economic and social status of ULB each get Rs. 500 crores for entire mission duration. An equal amount on a matching basis will have to be contributed by the state and ULB. So, each ULB was supposed to receive Rs. 1000 crore for SCM.

The proposal for Thane smart city envisaged an investment of Rs. 6630 cr. over five years. Of these, the Project cost for ABD projects (21 no.) have an estimated cost of Rs. 5730 cr (86.4%) whereas Pan -City projects (9 no.) have been estimated at Rs. 900 cr(13.6%).

Thane city proposal describes its 'Resource Plan' (*SMART CITY PROPOSAL - Thane City, E. Financial Plan, 38. Resources Plan (page no. 78)*) for successful implementation of Smart City Project.

TMC 's resource plan for smart city mission has included multiple ways/gateways for raising funds ie the differential of Rs 6630 crores.

- Grants from the central and the state govt.: These are SCM grants as per the published guidelines. Expected total govt. grant of Rs. 978 cr. (GOI Rs. 488 Cr. and GOM Rs. 490 Cr.).
- Other Centrally Sponsored Schemes – AMRUT and SBM: Rupees 855 Cr. envisaged from AMRUT (Atal Mission for Rejuvenation and Urban Transformation) project through convergence of schemes under ADB as well as Pan -city projects. As well as Rs. 5 cr. from SBM (Swatch Bharat Abhiyan).
- Central Govt. institutions: It has also thought that fund can be availed through central govt. institutions like Central Road Fund (CRF) constituted under Ministry of Road Transport and Highways and fund from the Ministry of Indian Railways. TMC has proposed 'Teen Haath Naka junction improvement project costing Rs. 240 crs to be funded under CRF. For proposed new suburban railway station, funding required from Central Railways is Rs.30 Cr.
- Private Financing: Major portion out of estimated total project cost (Rs. 4375 Cr.) is envisaged to raise through private financing and that is only source identified is 'Real estate Market'. Thus, Cluster redevelopment projects of Rs. 4000 cr. is proposed under ABD projects.
- ULB's own financial capacity: TMC has indicated its financial capacity to fund SCM projects through its own revenue sources in the resource plan. The plan, based on five years' financial performance mentions that its average annual capital income (through own sources) is Rs. 590 cr. and average annual revenue surplus is 504.2 cr. (40% of revenue income). The investment capacity is projected at Rs. 293 cr. per annum (considering business as usual) and Rs. 870 cr. per annum (with financial and operational reforms). Here financial reforms TMC is envisaged are introducing revenue reforms in property tax, water charges and sewerage charges.
 - Property tax: revenue will be strengthened by improving coverage of the properties and updating the assessment register, improving the overall collection efficiency from 72% to 95% and constitute separate cell for appellate

to deal with defaulters and resolving the long pending arrears. It should be noted that an earlier proposal to raise property tax in Thane was strongly resisted by citizens and had to be retracted.

- Water charges and sewerage charges: by achieving 100% metering of all the water connections within the city; conducting regular assessment drives and revision of tax bases periodically, constitute separate cell for appellate to deal with defaulters and resolving the long pending arrears and litigation cases and promote use of online payment gateway for payment of charges.

iv. Process of preparing proposal

Citizen Participation for a SMART Thane



Citizen Consultation for Smart Ideas

- Over 6 lakh+ citizen consultation forms distributed out of which 4 lakh forms have been received
- Slum stakeholder consultation
- Ward level consultations
- 6 intensive FGDs with over 65 sectoral experts
- Over 72,000 essays received from school children
- Interactive municipal website
- MyGov page
- Smart Thane Facebook page
- smartcity@thanecity.gov.in



TMC has made tall claims of seeking huge participation of citizen in proposal preparation stage. According to TMC's smart city proposal document and proposal presentation in PowerPoint format, 80 % of the city's households were engaged in the citizen driven smart city proposal preparation. Citizens were engaged at various stages like inception, evaluating aspirations, prioritizing wants and needs, developing solutions and for vetting the draft proposals.

1. More than 4 lakh citizens were engaged in Questionnaire Surveys;
2. 150+ slum dwellers were consulted;
3. 72000 school children and teachers were reached through essay competition titled 'Thane of My Dreams';

4. views of more than 42000 citizens were sought through Facebook page.
5. FGDs were conducted with sector experts, slum dwellers and vendors (65+ in number) to deepen the understanding of pressing issues on ground.
6. Three open fora were conducted with elected representatives and public in general.

These claims are mind boggling but far from reality. TSCL CEO made it clear in his interview that at times, Facebook likes on SCP related posts on TMC Facebook page were counted to be the 'Positive Suggestions'. Our detailed interviews with elected representatives like Hon. Mayor (Shivsena), Senior Corporator Shri. Milind Patankar serving his 5th term (BJP), brief interactions with Leader of the House Shri. Naresh Mhaske (Shivsena), corporators from Kalwa-Mumbra and Diva brought forth that there were hardly any attempts by TMC Administration or by TSCL Executive Board to communicate or consult with corporators about SCP. On the launching eve of 'Digi Thane Platform' – the PAN city project in association with Municipal Corporation of Tel Aviv- there was one general presentation for corporators, MLAs and MP where no discussions or raising questions were encouraged. The information given about Smart City Mission was mostly in English language and hence, beyond comprehension for many corporators, especially coming from Kalwa-Diva-Mumbra or even Ghodbunder Road.

Mayor Smt. Minakshi Shinde (Shive-sena) shared that she doesn't believe in a claim made by SPV that more than 4 lakh citizens were engaged in Questionnaire Surveys. She demanded survey forms from her ward but she didn't receive anything from SPV.

v. Projects selected under ADB and Pan City

The Broad categories of projects selected under ADB with Specific projects are as follows

- Improved Mobility
 1. New Suburban Station: Proposed at Mental Hospital Site between Thane and Mulund Stations
 2. Multimodal Facility / SATIS – Station Area Traffic Improvement Scheme: The Eastern side of Thane Railway Station
 3. Teen Haath Naka Junction Improvement
 4. Underground Parking Facility at Gav Devi Maidan
 5. Pedestrian Improvements

- Safe Habitat
 6. 70 Acre Cluster Redevelopment
- Waterfront Development
 7. 1.5 Kilometre waterfront development across the creek
 8. 3 Lakefront developments
- Energy Savings
 9. LED Street Lighting
 10. 2 MW Solar Roofing
- Improving Urban Environment
 11. Water Supply Network Remodelling
 12. Sewerage Works
 13. Nalla Works
 14. Decentralized SWM
 15. Urban Restrooms

List of Projects under Pan City Development is as follows:

1. DIGI-THANE SYSTEM: Key Components
 - a. Targeted information on 'push' basis (app, web, email & SMS); 'personal zone' in city portal
 - b. City membership club and citizen smart card (for identity, access & payments)
 - c. Map based information of services and amenities
 - d. Municipal payments management
 - e. Citizen engagement and social arena Intelligent Transport System
2. ENTERPRISE RESOURCE PLANNING: Key components
 - a. Management modules (inventory, secretary, legal, financial accounting, HR and employee services, audit, digital dashboard, vehicle workshop, IT assets, intranet, security, welfare schemes, advertisements, elections, asset, document and file tracking, e-tendering, hospitals)
 - b. Government to citizens modules (birth and death certificate, water tax, license, solid waste, health, land & estate, fire, hawkers, web portal, disaster management, welfare

schemes, citizen facilitation, ward works, local body tax, property tax, grievances, hospitals)

c. Government to businesses modules (licenses, land & estate, disaster management, town planning, property tax, e-tendering)

3. INTELLIGENT TRANSPORT SYSTEM: Key components
 - a. GPS tracking and health monitoring of 420 TMT buses
 - b. Passenger information system (LED information displays on-board & at all bus stops)
 - c. Setting up of Central Control Centre
 - d. 'Where is my bus?' android based mobile app for real time

4. ONLINE PERFORMANCE MANAGEMENT FOR URBAN SERVICES: Key Components
 - a. Installation of bulk flow meters
 - b. Installation of AMRs & AMR compatible B class magnetic meters
 - c. Online Performance Management and Monitoring System for Urban Services

5. FREE PUBLIC WIFI: Key Components
 - a. Wi-Fi access point, gateways and repeaters

6. CITY-WIDE CCTV: Key Components
 - a. Installation of IP-based night vision CCTV cameras

Comments

The SC plan of Thane rides heavily on the assumption that Thane is a dormitory city and people commute to Mumbai or Navi Mumbai for day-jobs. The assumption is not entirely correct and grossly neglects the changed profile of the city. While Thane has become an attractive destination for real estate developers and prospective buyers, it has also become the place for migrants or a large floating population seeking odd jobs in this growing city. This is indicated in the increased internal traffic movements in and around the city center. Also, Thane is home to local communities like Koli, Agri, Adivasis and their habitats, known as Gaothans. Their daily livelihoods are around natural resources in the city. This larger picture has not been addressed by SC plan.

This plan seems to have refused to draw from learning from earlier experiences. For example, the SATIS project in Thane West has not solved the traffic congestion, rather has contributed to it. The project has taken away the old plaza like public space adjacent to Thane station and has made way for concrete super structure that has not solved the problem. The SC plan proposes a replica of SATIS project on East side of Thane station. This critique is also applicable for proposed suburban station. The station is proposed between Thane and Mulund stations while most of the crowd rushing towards Thane station comes from Kalwa-Mumbra belt, that is

A firm belief in the notion that Thane could be a successful example of TOD with growth centered around four suburban railway stations i.e Thane, Kalwa, Mumbra and Diva the area termed as 'Thane City Center' or area around Thane Railway Station was declared as area chosen for ABD. Its prominent features are 'Transit Oriented Development with Mobility Issues', 'Unsafe and Unauthorized Housing' and 'Proximity to Waterfronts'.

The ABD can be divided in two parts. The 1000-acre area proposed for retrofitting is roughly bound by Thane Creek to the East, Lal Bahadur Shastri Marg or LBS Road- the prominent arterial road in the city – to north, north-west and limits of BMC to the south. It consists of neighborhoods like Naupada, Panchpakhadi, Uthalsar, Kharkar Ali that form part of core city Thane. The 70 acres' area chosen for pilot redevelopment is Kisan-Nagar, a hub of informal settlements around Wagle Estate. This area currently houses several sick and declining manufacturing industrial units; land uses have changed informally. The proximity to north-east Mumbai edge makes the area an attractive real estate destination. Activists point out that cluster redevelopment proposed in the area could be the final nail sounding a deathknoll for manufacturing and related jobs.

The area under retrofitting is spread around Thane Railway Station. The major projects proposed here are SATIS, Teen Haat Naka Traffic Junction Improvement, Lake Rejuvenation, Waterfront or Creek Front Development and New Suburban Station. The western side of station has State Transport Bus Station, City Transport Bus Station, Rickshaw Stand and old arterial roads coming together. From the perspective of daily commuters or an 'Outside -In' perspective this area is highly congested with extremely contested claims over space by pedestrians, street-vendors, auto-rickshaw drivers, private vehicles and unauthorized parking. The Eastern side of railway station has unauthorized pick-up drop points for private bus services. However, there is another perspective on the space ie an 'inside out' perspective offered by one of the oldest Gaothans -'Chendani Koliwada' and the kopri village ,both of which are sliced apart by the railway line. These people think that the proposed retrofitting is an encroachment over 'their' space by outsiders and various government agencies. The eastern part of Thane Railway Station has become the pickup point of Private Bus Service Providers at the cost of Thane Municipal Transport Services space and traffic routes. The residents of Kopri Village and Chendni Koliwada have agitated against the bus service providers. This interest driven political economy of street vendors, auto-rickshaw drivers and bus service providers needs to be tackled through effective combination of implementation of Street Vendors Act 2014, local area parking policy, zoning, urban design and civic consultations. The retrofitting projects do not address these issues and look for solutions in physical infrastructure alone .

c. Overall implementation Status of SC projects under ABD as well as PAN city

The chart below gives a detailed status update of the various projects in Thane as a smart city.

Chart 1: Overall implementation Status of SC projects under ABD as well as PAN city

Projects Status under SCM in Thane as on 12.06.2018

No.	Project Name and category	Sector	Project being taken up by City/SPV/Others	DPR applicable (Yes/No) and Approved (date)	Implementing agency	RFP /Tender Issued	Work Order Issued	DPR Cost / Estimated Project Cost (Rs Crore)	Cost as per Work Order (Rs Crore)	Actual Date of Project Start	Mention the project Milestones Achieved (%) Physical Progress (%) financial Utilisation
1	New Suburban Station; Development of Core Infrastructure (restricted to ABD)	Urban Transport	SPV	Yes 08/06/2018	Nil	18/04/2018	Nil	289	Nil	Nil	DPR approval in progress
2	Multi-modal transit hub at existing railway station; Core Infrastructure (restricted to ABD)	Urban Transport	SPV	Yes 08/06/2018	Nil	Nil	Nil	267	Nil	Nil	DPR Approval in progress
3	Teen Haath Naka Junction Improvement	Urban Transport	SPV	Yes	Nil	07/11/2017	Nil	239	Nil	Nil	Re-Tendering works in progress

	t; Developmen t of Core Infrastructur e (restricted to ABD)										
4	Parking Management ; Developmen t of Core Infrastructur e (restricted to ABD)	Urban Transport	SPV	Yes 25/10/201 7	Nil	28/02/2 018	Nil	27	Nil	Nil	1. Bid evaluation has been completed. 2. Work order to be issued.
5	Pedestrian Improvemen ts; Developmen t of Core Infrastructur e (restricted to ABD)	Non Motorise d Transport and Walkabilit y	SPV	Yes	Nil	17-02- 2018	Nil	23	Nil	Nil	Tendering in progress
6	70 acre cluster redevelopme nt; Developmen t of Core Infrastructur e (restricted	Housing	SPV	No	Nil	Nil	Nil	3974	Nil	Nil	Nil

	to ABD)										
7	10 MW Solar Rooftop; Development of Core Infrastructure (restricted to ABD)	Energy	SPV	Yes 30/11/2015	M/s Fourth Partner Energy Private Limited	01/08/2016	24-10-2017	70	70	Nil	Approx. 2 MW completed & commissioned. (20%) (7.14 %)
8	Sewerage Works; Development of Core Infrastructure (restricted to ABD)	Sewerage and Septage	SPV	Yes 25/10/2017		17/01/2018	Nil	25	Nil	Nil	Work order to be issued
9	Remodelling of water supply network; Development of Core Infrastructure (restricted to ABD)	Water Supply	SPV	Yes 08/06/2018		Nil	Nil	35	Nil	Nil	Tender to be issued
10	10 Decentralised SWM plants on PPP basis; Development	Solid Waste Management	SPV	No	Amrut Enterprise	21/12/2015	16/08/2017	21	21	16/08/2017	Nil

	t of Core Infrastructure (restricted to ABD)										
11	Nalla Works; Development of Core Infrastructure (restricted to ABD)	Storm Water Drainage	SPV	Yes 25/10/2017	Nil	10/01/2018	Nil	49	Nil	Nil	Work order to be issued
12	Enterprise Resource Planning; Smart Solutions	IT Connectivity and Digitalization	SPV	Yes 10/01/2014	Aryansh Industries Ltd.	20/03/2014	09/10/2015	12	11.99	09/10/2015	<p>1)14 out of 26 modules Live; Accounts, Marriage Registration, Land & Estate, Water tax, Birth & Death Management, Digital Dashboard, Stores & Inventory, Intranet, HRMS, CFC, IT assets Management, Solid Waste Management, Web Portal</p> <p>2) Development of 8 modules in Phase-2 (12 modules) include Disaster, Security, Secretary, Fire, License management, vehicle workshop, medical inventory , welfare schemes is completed</p> <p>3) Integration with ICICI, IndusInd payment gateway & Bill cloud is completed</p>

												(65%) (5.67%)
13	Smart Metering and Online Performance Monitoring; Development of Core Infrastructure (pan city)	Water Supply	SPV	Yes 25/04/2016	Nil	04/09/2017	Nil	75	Nil	Nil	Nil	
14	Intelligent Transport System; Smart Solutions	Urban Transport	SPV	No	KPMG Advisory Services	27/02/2015	30/06/2016	4	4.07	30/06/2016	1) Installed 7 PIS LED boards at SATIS & 3 LED boards at Kopri, Wagle & Pawar Nagar bus depots 2) Development of Android based Mobile App for Citizens is completed (59%) (68.3%)	
15	Masunda lakefront development ; Development of Core Infrastructure (restricted	Environment Including Pollution	SPV	Yes 08/06/2018	Nil	Nil	Nil	12	Nil	Nil	DPR approval in progress	

	to ABD)										
16	LED Street Lighting on ESCO Model; Development of Core Infrastructure (restricted to ABD)	Energy	City	Yes 31/03/2015	M/s. Karnataka State Electronics Development Corporation	09/12/2015	23/12/2016	27	15	29/12/2016	1. Phase-1: 7500 LED light and 145 feeders have already been installed. 2. Phase-2: Identification of Area in progress (80%) (66.67%)
17	City-wide CCTV and public Wi-Fi; Development of Core Infrastructure (pan city)	Safety and Security	City	No	Intech Online Pvt. Ltd.	12/01/2016	17/12/2016	42	42	17/12/2016	1) Wifi connectivity at 390 access points & 9 wards 2) Out of 400 cameras 78 cameras are installed at public spots including places like SATIS, Subhash path, Nitin Subway, traffic points & Lokmanya Nagar 3) Wifi with min 20 Mbps is provided at TMC Head Office, URCT, LBT Office Majiwada, CSM Hospital Kalwa (75%) (26.19 %)
18	Hariyali lakefront development ;	Environment Including Pollution	City	Yes 20/09/2013	M/s. A E Infra Projects Pvt. Ltd -	14/10/2013	02/01/2016	2	2	02/01/2016	Water quality improvement, jogging track, plantation

	Development of Core Infrastructure (restricted to ABD)				M/s. L K Deole & Company (JV)						(75%) (70.5%)
19	Masunda lakefront development (Component 2); Development of Core Infrastructure (restricted to ABD)	Environment Including Pollution	City	Yes 20/09/2013	M/s. Kaushik Varsani	09/02/2016	15/03/2016	0.1	0.1	15/03/2016	Painting (100%) (100%)
20	Masunda lakefront development (Component 1); Development of Core Infrastructure (restricted to ABD)	Environment Including Pollution	City	Yes 02/01/2016	M/s. Kaushik Varsani	04-01-2016	08-02-2016	0.09	0.09	08/02/2016	Edge Wall & renovation of footpath (100%) (100%)
21	Kamal lakefront development ; Development of Core	Environment Including Pollution	City	Yes 20/01/2016	M/s LK Deole and Company	04-02-2016	27-04-2016	2	1.89	27/04/2016	Pathway, plantation, water-quality improvement (100%) (102.12%)

	Infrastructure (restricted to ABD)										
22	267 kw School Solar Rooftop, Smart Solutions	Energy	City	No	M/s. Psquare Technologies (JV)	01-08-2016	07/03/2017	2.25	2.25	08/03/2017	<p>1) 21 KW works completed</p> <p>2) 10 Schools installation works has been completed out of 56 Schools.</p> <p>(25%)</p> <p>(66.67%)</p>
23	Digi Thane; Smart Solutions	IT Connectivity and Digitalization	SPV	No	Foxberry Technologies & TSG IT Systems (Consortium)	16/11/2016	15/07/2017	28	28.8	25/08/2017	<p>1) Phase 1 - Development of Mobile App and Web Portal is live</p> <p>2) Phase 2 application is ready & UAT was conducted on 16th & 17th May, 2018.</p> <p>3) Integration with Indusnd Bank is completed for payment Gateway</p> <p>(64%)</p> <p>(40.1%)</p>
24	Integrated Command and Control Centre; Development of Core	Safety and Security	SPV	Yes 29/12/2017	Nil	14/03/2018	Nil	37	Nil	Nil	Nil

	Infrastructure (pan city)										
25	Institutionalization of Service Level Benchmarking Framework; Smart Solutions	IT Connectivity and Digitalization	SPV	Yes	Nil	Nil	Nil	8	Nil	06-01-2018	Existing process Documentation has been completed. Detail System Design is in process. (5%)
26	Development of Chowpatty near Creek from Mumbra Bypass to Kharegaon Toll Naka, Development of Core Infrastructure (restricted to ABD)	Environment Including Pollution	SPV	No	DVP Infra Projects Pvt Ltd.	27/07/2017	20/11/2017	70	65.35	20/11/2017	Rubble filling has been carried out for the main elliptic area (100 M X 40 M approximately). Murum filling completed. The work of un-coursed rubble masonry has been carried out for the foundation and superstructure of the compound wall along highway service road. Works for one of the Visarjan Ghat on the west side Completed. Filling work for the main amphitheater is going on .For Visarjan Ghat East the work of rubble filling has been completed. Retaining wall at front end completed. (38%)
27	Development of	Environment	SPV	No	DVP Infra Projects	13/11/2	09/03/2	50	45.82	09/03/2	Soil Testing is in progress for development Waterfront near

	Waterfront near Creek at Nagla Bandar (Package 1); Development of Core Infrastructure (restricted to ABD)	Including Pollution			Pvt Ltd.	017	018			018	creek at Naglabandar. (5%)
28	Development of Waterfront near Creek at Kavesar- Waghbil & Kolshet (Package 2); Development of Core Infrastructure (restricted to ABD)	Environment Including Pollution	SPV	No	BP Sangle Construct ions Pvt. Ltd.	13/11/2017	09/03/2018	55	50.53	09/03/2018	Soil Testing is in progress for development of Waterfront Kavesar- Waghbil and Kolshet. (5%)
29	Development of Waterfront near Creek at Saket Balkum, Kalwa Shastrinagar, Kopri-Thane East (Pkg 3);	Environment Including Pollution	SPV	No	M/S Dev Engineers	13/11/2017	09/03/2018	45.53	42.84	09/03/2018	Saket-Balkum : Soil Testing completed ,Plot leveling for 80% of the area completed, schematic design received from the consultant, Mobilizing the machinery for piling work has been started by the contractor Excavation and PCC for drain 110m completed.. The piling works will be started by the

	Development of Core Infrastructure (restricted to ABD)										next week. Kalwa-Shastrinagar : compound wall work has been started and Site clearance under progress. Kopri : the Masonry wall work plot leveling, excavation for masonry wall is in progress. (7%)
30	Construction of Urban Restroom on footpath near Bus depot opposite Vandana Cinema; Development of Core Infrastructure (restricted to ABD)	Sewerage and Septage	SPV	No	M/s A.K Infraprojects	19/01/2018	23/04/2018	0.36	0.36		Excavation work Started. (5%)
31	Construction of Urban Restroom in Teen Hath Naka Junction; Development of Core Infrastructure	Sewerage and Septage	SPV	No	M/s Kanchan Construction	19/01/2018		0.39	0.39		Excavation work Started. (5%)

	e (restricted to ABD)										
32	Construction of Urban Restroom at Kopri Visarjan Ghat; Development of Core Infrastructure (restricted to ABD)	Sewerage and Septage	SPV	No	M/s SANSKAR ENTERPRISES	19/01/2018	23/04/2018	0.54	0.54		Excavation work Started. (5%)
33	Construction of Urban Restroom near Anandnagar Jakatnaka; Development of Core Infrastructure (restricted to ABD)	Sewerage and Septage	SPV	No	M/s SANSKAR ENTERPRISES	19/01/2018	23/04/2018	0.5	0.5		Excavation work Started. (5%)
34	Construction of restroom opposite savani Millennium Society adjoining	Sewerage and Septage	SPV	No	M/s SANSKAR ENTERPRISES	19/01/2018	23/04/2018	0.41	0.41		Excavation work Started. (5%)

	road to Kopri Bridge; Development of Core Infrastructure (restricted to ABD)										
35	Construction of Urban Restroom at Kopri BaraBungalow Area; Development of Core Infrastructure (restricted to ABD)	Sewerage and Septage	SPV	No	M/s SANSKAR ENTERPRISES	19/01/2018	23/04/2018	0.49	0.49		Excavation work Started. (5%)
36	Construction of Urban Restroom at RTO/LIC Office; Development of Core Infrastructure (restricted to ABD)	Sewerage and Septage	SPV	No	M/s SANSKAR ENTERPRISES	19/01/2018	23/04/2018	0.5	0.5		Excavation work Started. (5%)
37	Construction of Urban Restroom	Sewerage and Septage	SPV	No	M/s SANSKAR ENTERPRISES	19/01/2018	23/04/2018	0.5	0.5		Excavation work Started.

	near Gyansadhana College; Development of Core Infrastructure (restricted to ABD)				SES						(5%)
38	Construction of Urban Restroom at Thane Station West Side ST Depot; Development of Core Infrastructure (restricted to ABD)	Sewerage and Septage	SPV	No	M/s SOHAM CONSTRUCTION	19/01/2018	23/04/2018	0.5	0.49		Excavation work Started. (5%)
39	Construction of Urban Restroom Thane Kalwa Bridge (Thane Side) in Taraporewala garden; Development of Core Infrastructure	Sewerage and Septage	SPV	No	M/s SOHAM CONSTRUCTION	19/01/2018	23/04/2018	0.5	0.49		Excavation work Started. (5%)

	e (restricted to ABD)										
40	Construction of Urban Restroom Thane Station Area Gaodevi Maidan; Development of Core Infrastructure (restricted to ABD)	Sewerage and Septage	SPV	No	M/s SOHAM CONSTRUCTION	19/01/2018	23/04/2018	0.5	0.49		Excavation work Started. (5%)
41	Construction of Urban Restroom at Shivaji Maidan; Development of Core Infrastructure (restricted to ABD)	Sewerage and Septage	SPV	No	M/s CHAITANYA ENTERPRISES	19/01/2018	23/04/2018	0.5	0.49		Excavation work Started. (5%)

A review of the status indicates the following:

Table 2: Implementation status in percentages

Implementation Status	No of Projects	% of projects to total projects
Non-starters	4	9.7
Preliminary processes	9	21.9
Implementation under 10%	16	39.0
Implementation between 11- 25%	2	4.8
Implementation between 26-50%	1	2.4
Implementation between 51-75%	5	12.2
Implementation between 76 – 90%	1	2.4
Near completion or complete	3	12.5
Total	41	100.0

The table above shows that the implementation status of about 60% of the projects is under 10%. In fact, 21% projects are in a preliminary stage where DPRs are being prepared, tenders drawn up or work orders are in process. Smartness has thus not made any difference to the efficiency of administrative processes in the city. In fact, the process of preparing ERP is one of the completed projects as per TMC, but its impact on processes seems meagre.

Alongside Implementation....

While there are at least 3-4 live lakes on the boundary of ABD limits, a new lake has been 'identified and beatified' in Gandhi Nagar, the thick informal settlement not far proposed suburban railway station. Interestingly, this new lake-called 'Kamal Talav'- had never featured in the 'List of City Lakes' published on the TMC website. Senior Residents in the locality share that the lake site used to be a depression created after digging stones for highway construction. Lakefront development at Kamal Lake is the first and fastest ever project implementation under Smart City Thane.



Photos of Kamal lake ; *(Photo credit : Smita W.; clicked on 7th April 2018)*



The proposed 'real-estatization' of Kisan Nagar is writ large, given the number of infrastructure projects underway near the neighborhood. The 'Mumbai Metro-line 4' or 'Wadala-Kasarvadavli Via Ghatkopar Mulund Metro' project has started across LBS road. The proposed suburban station between Thane and Mulund is barely a kilometer away from Kisan Nagar. While there are at least 3-4 live lakes on the boundary of ABD limits, a new lake has been 'identified and beatified' in Gandhi Nagar, the thick informal settlement not far proposed suburban railway station. Interestingly, this new lake-called 'Kamal Talav'- had never featured in the 'List of City Lakes' published on the TMC website. Senior Residents in the locality share that the lake site used to be a depression created after digging stones for highway construction. Lakefront development at Kamal Lake is the first and fastest ever project implementation under Smart

City Thane. Connecting the dots could lead us to take note of increased number of 'redevelopment' projects launched around LBS Road and Wagle Estate. As per the information accessible on Maharashtra Real Estate Regulatory Authority, Godrej Live- the premier most project by Godrej Properties Ltd, Project by Asher Realtors, Primus, New Era and Oriana Business Parks have been launched in recent years in Wagle Estate. Smart Cluster Development at Kisan Nagar' seemed to have invoked great interest among many including the residents of nearby localities. The slum dwellers from slums around proposed suburban railway station, the auto rickshaw drivers ferrying between Thane Station and Kisan Nagar, the Naka Kamgars at Chitalsar knew that major construction activities were about to start at Wagle Estate.

Within the ABD area boundary, mainly the middle-class residents could witness some discrete works getting completed at faster rate but never realized that they could be particularly under SCP. 'The Urban Restroom' is an example of this. Keeping pace with Swatch Bharat Abhiyan, the 'Urban Restroom Project' under SCP proposed to construct 'toilets with multiple amenities' at 12 different locations in ABD at total cost of 5 Crore. Nobody- commuters, residents or the vendors knew of this project, even at the sites where restrooms were proposed. 'The possibility of *'New railway Station-New Construction Sites- More Livelihoods'* could be sensed from them but none seems to know that SCP connect of the same. Also, it was observed from casual loitering and conversations at Thane Station that ever since the SATIS project at Thane East was declared under SCP, the number of street vendors and hawkers had gone up many a times.

D: People's Participation

It is observed that municipal administration is adopting newer forms to get citizen's engagement under SCP like essay writing competitions, Facebook page likes, feedback through website and filling up survey forms / consultation forms. Traditional modes like public and expert meetings/consultations were also used for citizen's engagement. TMC has made huge claims of seeking very active involvement of people in proposal formulation. TMC claims to have reached out to **6 lakh people** through various channels of communication including social media while filling up the forms. According to TMC the projects undertaken in SCM reflect the **wish list of people** which created a positive pressure on political leadership/ local representatives and TMC could garner their support for the implementation. However, reflections on ground are contrary to the claims. The participation sought on social media sites like Facebook relied on counting the 'Likes' given by people. Elected representatives, mayor, media persons as well as representatives of citizen's group/forums have expressed their doubts on TMC's claim about 'large scale of citizen's participation'. Firstly, they have rejected TMC 's claim of huge level of citizen's participation. Secondly, they have criticized modes of

participation like face-book Page likes, feedback through websites and essay competitions as 'are they relevant modes of participation? Do they capture relevant target audience of citizen from affected area of city? Are they mode of real participation? 'Consultations were nothing but show of tokenism'. No questions and doubts were raised in these consultations entertained by municipal administration. The FGDs or Stakeholder Consultations that the TMC claims to have conducted did not reach out to the well-known citizen's groups, professionals, journalists etc. as most of them ;otherwise aware of TMC activities did not have any idea of such exercises.

During the interviews with corporators, we could sense the general perception of SCP in Thane, was more about availability of free Wi-Fi services, thrust on Thane specific mobile apps and creek beautification i.e. Waterfront Development. Many senior corporators appeared confused about interpreting 'Smartness' in the project. On certain occasions, corporators admitted that JNNURM was more concrete compared to highly discrete SCP and there were some set deliverables unlike SCP. Our interviews with media professionals, environmental activists, NGOs and even professionals like architects or TMC employees brought forth the same confusion.

Certain stakeholders have consistently raised objections over SCP projects on issues of local and general interest. The Cluster Redevelopment at Kisan Nagar has been proposed as test cluster. The prototype project was to be replicated across 42 sites in the city under separate 'Cluster Redevelopment Scheme'. The scheme included urban villages like Koliwadadas – Chendani and Kopri Koliwada within ABD and Aagri Gaothans in Thane. Taking clue from provisions for Kisan Nagar Cluster Redevelopment, the Koli and Aagri communities of Thane raised a successful fight against imposition of Cluster Scheme on their traditional settlements. The issue was raised in State Assembly Session and State Government had to declare that Koliwadadas and Gaothans of Thane would be excluded from Cluster Redevelopment Scheme.

Along with Cluster Redevelopment, the Waterfront Development Project along Thane Creek proved to be extremely controversial. The idea- mooted in 2010 and finally incorporated under SCP- was to develop 10.10 KM of waterfront along Thane Creek into promenades, access points and Jetties at cost of 224 crores and total funding was to be secured under SCM. The waterfront was to be developed in seven stretches mainly along the Agri Gaothans of Ghodbunder Road, required heavy reclamation across creek at the cost of mangroves and also involved displacement of some 310 families. TSCL was supposed to obtain permissions from Maharashtra Maritime Board and follow the Coastal Regulatory Norms. In blatant violation of these norms, without obtaining these permissions or without taking the local Koli and Agri Community into confidence TSCL started reclamation, destruction of mangroves and displacement of people. The green activists along with Gaothan Conservation Committee of

Thane sought judicial intervention in the matter after which Hon. Bombay High Court directed the TSCL to stop waterfront development work until requisite permissions were obtained.

E. Changes in Governance

As per SCM guidelines, Special Purpose Vehicle (SPV) by the name 'Thane Smart City Limited' (TSCL) was incorporated on 18/10/2016. As per the Government norms, the first board meeting of the TSCL was convened within 30 days of incorporation of the SPV, i.e. on Thursday the 17th November 2016. Following which, the second meeting of the board of directors of TSCL was held on Friday the 17th March 2017. According to TSCL CEO Shri. Sunil Chavan, between October 2016 to June 2018 there were 5 meetings of SPV Governing Board and one meeting of City Advisory Committee.

The components of SPV Governance are Advisory Committee, Governing Board and Executive Committee.

- SCM guidelines expected the Advisory Committee to have representation of senior sector experts, academicians, representatives from leading NGOs, eminent urban planners, designers and representatives of Task Force for economic development. However, contrary to the expectations the Advisory Committee of TSCL has Guardian Minister for Thane, Incumbent Members of Parliament, Legislative Assembly, Council and District Collector, Mayor and CEO of TSCL.
- The Governing Board is a 15 member body with 6 representatives from TMC (Mayor, Standing Committee Chairman, Leader of House, Leader of Opposition, 2 Members nominated by General Body) , 4 from State Government (Principle Secretary-Revenue, Additional Commissioner-MMRDA, District Collector, Commissioner of Police), 1 from Central Government, 2 Independent members, TMC Commissioner and CEO of TSCL. The TMC Commissioner is the chairman of Governing Board. Governing Board is to be assisted by Executive Committee comprising of TMC Commissioner, CEO of TSCL and CFO. The CEO is entrusted with preparing projects to be implemented under guidance of TSCL Chairperson.
- The Projects are to be discussed and sanctioned by Executive Committee and after obtaining consent from Advisory committee to be presented before the Governing Board.

This structure indicates that the executive committee comprises the executive and implementation people; the advisory committee has a combination of political and executive members tilted towards the ruling party while the governing board is more broad-based with

also representation from opposition parties. This structure indicates that all proposals which come to the governing board pass through two layers of screening. It also leads to an 'opaqueness' in decision making , as only the GB meeting minutes are made public.

Our detailed interviews with Mayor and corporator – three term Senior Member nominated by General body and brief interaction with Leader of the House brought forth that the Governing Board meetings were not interactive as well. The proposal discussion used to take place between Chairman, CEO and members of State Government. According to corporator , proposals like Waterfront Development were not discussed in Governing Board Meetings. The non-inclusion of subject experts in Advisory Committee was made up with advice from Consultants. The consultants never discussed the ideas of project proposals with TMC representatives from Governing Board.

The Governance of SPV indicates that the project formulation was shaped chiefly by Executive Committee and Advisory Committee. The advisory committee had 7 political representatives (4 from Shivsena, 2 from NCP and 1 from BJP). The fact that most of the significant projects of ABD have gone to the assembly constituency of Guardian Minister speaks for itself.

Overall model of SPV envisaged and pushed by the central and the state government. The local governing body is not happy with that as they found this model is against local democracy. According to them, major administration and governing powers are being shared with another power structure which doesn't guarantee participatory decision making. However municipal administration confirmed its full-hearted acceptance to SPV model for implementation of projects. CEO of TSCL expressed that SPV led by Principal Secretary is a very good model of administration, especially for fast tracking and timely completion of projects. SPV, per say, is not a new concept and a similar variant has been operational in district level operations in form of '**District Rural Development Agency (DRDA)**¹'. The same approach reflects in SPV. The reason it works are –

- Company Format makes it very professional;
- It enhances decision making and fast working;
 - It has space for government officials and non-officials coming together. Look at members like City Commissioner, Police Commissioner, Collector representing Gol/ GoM and local corporators/mayor coming together to discuss ideas. Maha-sabha

¹ DRDA has traditionally been the principal organ at the district level to oversee the implementation of anti-poverty programmes of the Ministry of Rural Development. This agency was created originally to implement the Integrated Rural Development Programme (IRDP). Subsequently the DRDAs were entrusted with number of programmes of both state and central governments.

- https://en.wikipedia.org/wiki/District_Rural_Development_Agencies

works on political agendas and deviates the discussion on serious issues of urban development. SPV lacks such political agenda and discussions are more serious, result-oriented.

- Delegation of power has been made possible through SPV.

He also mentioned that SPV is only for period of SCM but SPV along with City level advisory committee has pushed the work lot further.

Our detailed interviews with Head, Urban Practice, CRISIL Advisory, Team CRISIL working with TSCL, TSCL CEO who is deputy commissioner of TMC , Mayor and Senior Corporator gave us numerous insights into impact of SCP on City Governance.

SCM is a project-driven development launched after JNNURM. The elected representatives found both the Missions driven with top down approach and highly technical in nature. However, SCM was perceived to be shifting the norms of participation in house. **This was particularly because of SPV.** JNNURM did not have SPV and proposals were mainly related to 'Gutter-Water-Meter' or 'Sewage-Water-Electricity' works which were a familiar domain for corporators. There were discussions on proposals in General Body Meeting (GBM). However, SPV took away the scope of discussions in GBM, gave more say to Administration and MP, MLAs at the cost of Corporators, the elected representatives with local roots in true sense of the term. On the other hand, members of Administration like TSCL CEO expressed satisfaction at SPV model of Governance. The Professionalism brought by registration of SPV under Companies Act, The space and scope for governing and non-governing officials coming together in SPV, enhanced quality of discussion given the lack of political party line driven discussions in mahasabha / GBM and fast tracked decision making made SPV a sought after model to the administration. However, head of CRISIL seemed to address the core concern over SPV- like corporators- that tried to bypass the local government. Moreover, he felt that the idea to isolate or bypass local government did not come from Consultants but could have come from IT companies pushing forward the 'Smart Solutions'. Another feature of SPV- fairly visible in TSCL- was that though SPV was registered under companies act, there was no staffing and capacity with TMC to run the SPV. This lack of capacities- mainly in building datasets- hindered the consultants from giving ideas of innovation and inclusion. SPV model made the ULB answerable to state government but not to the people of the city.

The departure from regular governance process, could also be observed in, very heavy reliance over Consultant Agencies in SCP proposal formulation. The bypassing of interactions with corporators who knew the local needs, aspirations for sake of Consultants lost the local connect of most of the projects. The TMC appointed CRISIL Advisory for ADB and 'Palladium-DCF

consortium’ for Pan City projects. CRISIL was also involved in JNNURM but ‘Palladium-DCF consortium’ was a fresh appointment. TMC did not make this appointment public and there was no transparency about consortiums engagement. The Pan City proposals developed by consortium- mainly the DigiThane Platform, Intelligent Transport System App, City-wide CCTV and Wi-Fi- could be seen to address needs of a particular service providers and ‘consumer’ class in the city. The stress on increasing ‘e-governance’ was taken from Tel Aviv Municipality. However, both these projects could not garner effective patronage from citizens. The SPV and Consultants surely contributed in altering the possibility of making SCM work for common people in the city.

The key element missing in SCM projects, as pointed out in several interviews and consultative workshop (28th December 2018 in Thane) organized by us is involvement of civil society in city governance. It has been started since JNNURM and currently its totally neglected. They are deprived from information of whole process of implementation of projects. Also, database and information related to projects are not easily accessible. Also, upcoming projects in the city are not only capital incentive but also involved specialized technical and professional knowledge and skills. The unfamiliarity of technical language, involvement of multiple agencies and complicated financial arrangements demands more time, patience, special efforts and resources for understanding whole mechanism of implementation process of these nature of projects/schemes. This has impact not only citizen’s engagements but also involvement of elected representatives.

Like JNNURM, decision power is concentrated in hands of power structure created out of regular existing municipal system like SPV. Under JNNURM at least municipal administration as lined departments have been involved in project implementation along with consultant/s. JNNURM Cell constituted have been accessible by elected representatives and CSOs and NGOs. However, under SCM power lies within SPV which is an apex body at city level and this body is interacted only to state and central govt. and not at city level. Thus, who is excluded? the “all locals”.

F: Conclusion

Smart cities mission statement and guidelines describes **What is a ‘smart city?’** It says,

*2.3 In the approach to the Smart Cities Mission, the objective is to promote cities that provide core infrastructure **and give a decent quality of life to its citizens, a clean and sustainable environment** and application of ‘Smart’ Solutions. The focus is **on sustainable and inclusive development** and the **idea is to look at compact areas, create a replicable model which will act like a light house to other aspiring cities**. The Smart Cities Mission of the Government is a bold, new initiative. It is meant to set examples that can be*

replicated both within and outside the Smart City, catalysing the creation of similar Smart Cities in various regions and parts of the country.

How do citizens perceive SMART City? What can make TMC SMART ?

The answers to these two questions should be related to each other rather complementary to each other. What citizens of Thane city perceives as their Smart city should be reflected and translated into actual proposal of SCM. But reality is totally opposite and unpleasant.

Through stakeholder interviews, media analysis and Thane SMART City workshop we heard diverse expressions defining SMART and NOT SMART. They are summarised below ;

“SMART City is the city provides quality education, affordable and efficient transport facility and clean city”;

“SMART city is about SMART water management, SMART energy renewal, Solar proofing.”;

“Thane SMART city is without sustainability”;

“Thane SMART city is about superficial projects”;

“SMART is exclusion of improving health services, transportation facilities, SWM, sewerage system, water supply but inclusion of wi-fi, Digi thane and beatification”;

“SMART city does not cover planning for citizens but planning of infrastructure.”;

“No opportunity seen under SCM like JNNURM to the city”;

“ SMART city promotes SMART governance without participation and transparency at municipal body.”

“SMART city should like SMART villages with preserving local culture and emotions”;

“SMART city neglected tribal villages adjacent to the city”;

“SMART city is only about real estate development and grabbing the land parcels within city.”

“SMART does not include environmental issues within city”;

“SMART city does not recognise ‘migrant workers’ and their ‘Nakas’”;

“SMART in terms of creating data base and decision making on the database”;

Thus, what would smartness for Thane city imply? The senior corporator answered that after realisation of basic needs of city, an additional demand can be termed as 'Smart'. All above expressions indicates that what is included now in SMART city projects is not as per the needs, priorities of city. Rather it questions whole process of SCM start with the core question "who and how decide city's needs?". The whole approach of this mission program as to *create a replicable model which will act like a light house to other aspiring cities* seems unrealistic and unsuitable to local realities in the city. This mission is targeted towards smart solutions to city's issues, it is aimed at changing face of city; but it turned into creating new sets of issues and distorting current face of city.

Suggestions

- **Conduct local face-face consultations in sub-localities where projects are undertaken and redesign projects for maximum benefit and minimum process and outcome losses.**
- **Review projects such as cluster development for ability to include all, create a space for ongoing consultation and participation of all stakeholders**
- **Prioritise projects that have a direct citizen interface and ensure usability of all technical interfaces**
- **Introducing new projects for inclusion for example: serviced labour addas, model streets with inclusion of vendors, enhancing public spaces, improving economic returns in informal manufacturing**
- **Experiment with new ways of doing services and infrastructure such as community contracting, civil society involvement, participatory monitoring of amenities, involvement of architectural colleges in design of amenities and infrastructure**
- **Creating advisory committee along lines of guidelines of SCM**
- **Undertaking cost benefit analysis of real estate based finance plan from citizen point of view**
- **Conducting EIAs of all projects**
- **Protecting the lake and hill ecosystem as sacred**

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