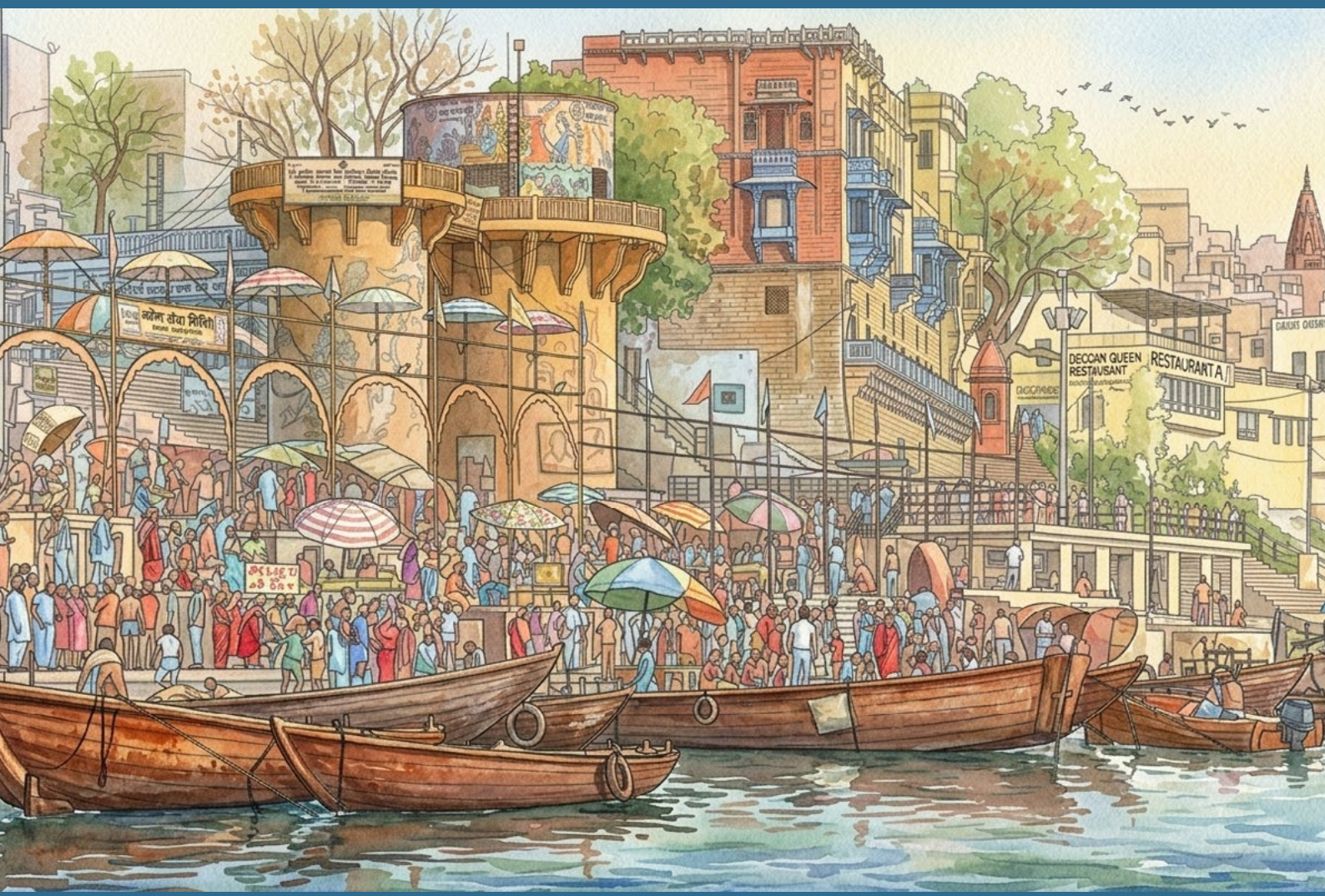
NAMAMI GANGE

RIVER CITIES ALLIANCE
A city led movement

राष्ट्रीय नगर कार्य संस्थान
National Institute of Urban Affairs

50 Years
1976 से राष्ट्र की सेवा में
Serving the Nation since 1976

RIVER CITIES ALLIANCE
CHALLENGE ON REJUVENATING URBAN RIVERS



OPERATIONAL GUIDELINES

RIVER CITIES ALLIANCE

CHALLENGE ON REJUVENATING URBAN RIVERS

OPERATIONAL GUIDELINES

Dated 10 October, 2026



Table of Contents

1. Purpose of the Challenge 1
2. Thematic Areas of the Challenge 1
3. Key Areas of Interventions 1
4. Objectives of the Challenge 2
5. Eligibility 2
6. Benefits for the Selected Cities 2
7. Number of Projects to be Selected 2
8. Ineligible Projects/Components 3
9. Stages of the Challenge 3
10. Project Timeline 6
11. Funding Guidelines 7
12. Key Stakeholders of the RCA Challenge 9
13. Project Monitoring 10

Helpdesk 12

Annexure 1 Indicative Project List 13

Annexure 2 Cities Eligible for the Challenge 14

Annexure 3 Project Proposal Template 17



1. Purpose of the Challenge

The **River Cities Alliance (RCA)** was established in November 2021 by the National Mission for Clean Ganga (**NMCG**) and the National Institute of Urban Affairs (**NIUA**). It is a collaborative platform for river cities across India to share ideas, experiences, and best practices related to various aspects of river management. Since its inception, several decision-support tools have been developed, and capacity-building programmes have been conducted to help member cities better understand the holistic management of urban rivers, particularly within the **Urban River Management Plan (URMP) Framework**[1].

With cities now having developed a stronger understanding of the complex and multi-dimensional nature of urban river management, the next step is to translate this knowledge into tangible on-ground action. This challenge has been created with that objective in mind.

The challenge aims to encourage member cities to conceptualise and design practical, innovative projects for urban river management that align with the URMP framework's 10-point agenda.

2. Thematic Areas of the Challenge

There are three thematic areas — **Environment, Economics, and Society —** under which the projects are expected to be developed. Hence, it is envisaged that the outcomes of the project will be:

1. Environmentally responsible
Focuses on protecting and restoring river ecosystems

2. Economically beneficial,
Leverages rivers for sustainable economic growth

3. Socially inclusive
Promoters citizen participation and awareness

3. Key Areas of Interventions

The key focus areas for the proposed projects align with the **10-point agenda** of the URMP framework, as outlined below. Projects should be developed in one or more of the following areas:

ENVIRONMENT

1. Effective Floodplain Regulation
2. Keeping Rivers Pollution Free
3. Waterbody & Wetland Rejuvenation
4. Enhancement of Riparian Buffers
5. Increasing Reuse of Treated Wastewater
6. Ensuring Quality Return Flow

ECONOMIC

7. Eco-friendly Riverfront Projects
8. Leveraging Economic Potential

SOCIAL

9. Inculcating River-sensitive Behaviour
10. Citizen Engagement in Management

1 https://nmcg.nic.in/writereaddata/fileupload/48_Urban%20River%20Management%20Plan%20framework.pdf

Standalone projects are encouraged, particularly those with clearly defined outcomes and envisaged impact that can be directly measured within the proposed project duration. An indicative list of projects under the intervention areas, provided for reference, is attached as **Annexure 1.**

4. Objectives of the Challenge

1. Catalyse innovation in urban river management
2. Strengthen institutional capacity of RCA member cities in addressing urban river management
3. Enable integrated and multi-sectoral river management
4. Demonstrate replicable and scalable models

5. Eligibility

1. All member cities of RCA are eligible for participation
2. There are two categories of eligible participants for the challenge:
   i. **Category 1 City**: RCA members with population **less than 10 Lakhs.**
   ii. **Category 2 City**: RCA members with population **greater than 10 Lakhs.**
3. The population consideration can be as per the 2011 census data or the predicted population of 2026 based on the 2011 census data

6. Benefits for the Selected Cities

1. All selected cities will be awarded a **100% grant of up to:**
   i. **INR 10 crores**, for Category 1 Cities
   ii. **INR 20 crores,** for Category 2 Cities
2. The grant amount is inclusive of a provision for Operation & Maintenance (O&M) expenses upto 5 years from the date of completion of the project.
3. All selected member cities will receive a special **Certificate of Recognition** issued by NMCG and NIUA, subject to the successful completion of the project.
4. Representatives of all selected member cities will be invited to participate in a workshop before they start their work where they will have the opportunity to interact with **sector specialists & financing institutions** to help fine-tune their projects and find opportunities for **co-financing**.
5. **Wider dissemination of project success stories** in national and international platforms through short videos/case studies/IEC materials developed under the programme for all projects, which will be widely disseminated nationally and internationally.

7. Number of Projects to be Selected

1. A total of **five (5) cities each from Category 1 and Category 2 (total 10)** will be selected, out of which:
   i. **Three (3) cities** from each category will be from Ganga basin states (total of 6 cities),
   ii. **Two (2) cities** from each category will be from non-Ganga basin states (total of 4 cities),
   iii. List of Ganga and non-Ganga basin cities is attached in **Annexure 2** for reference.
2. A member city can submit only 1 project for consideration.
3. Ten (10) entries from each Category (1 & 2), will be shortlisted and called for an in-person presentation.
4. A minimum of 3 proposals from each of the 3 thematic areas; Environment, Economic and Social, will be shortlisted in the total 20 shortlisted proposals.

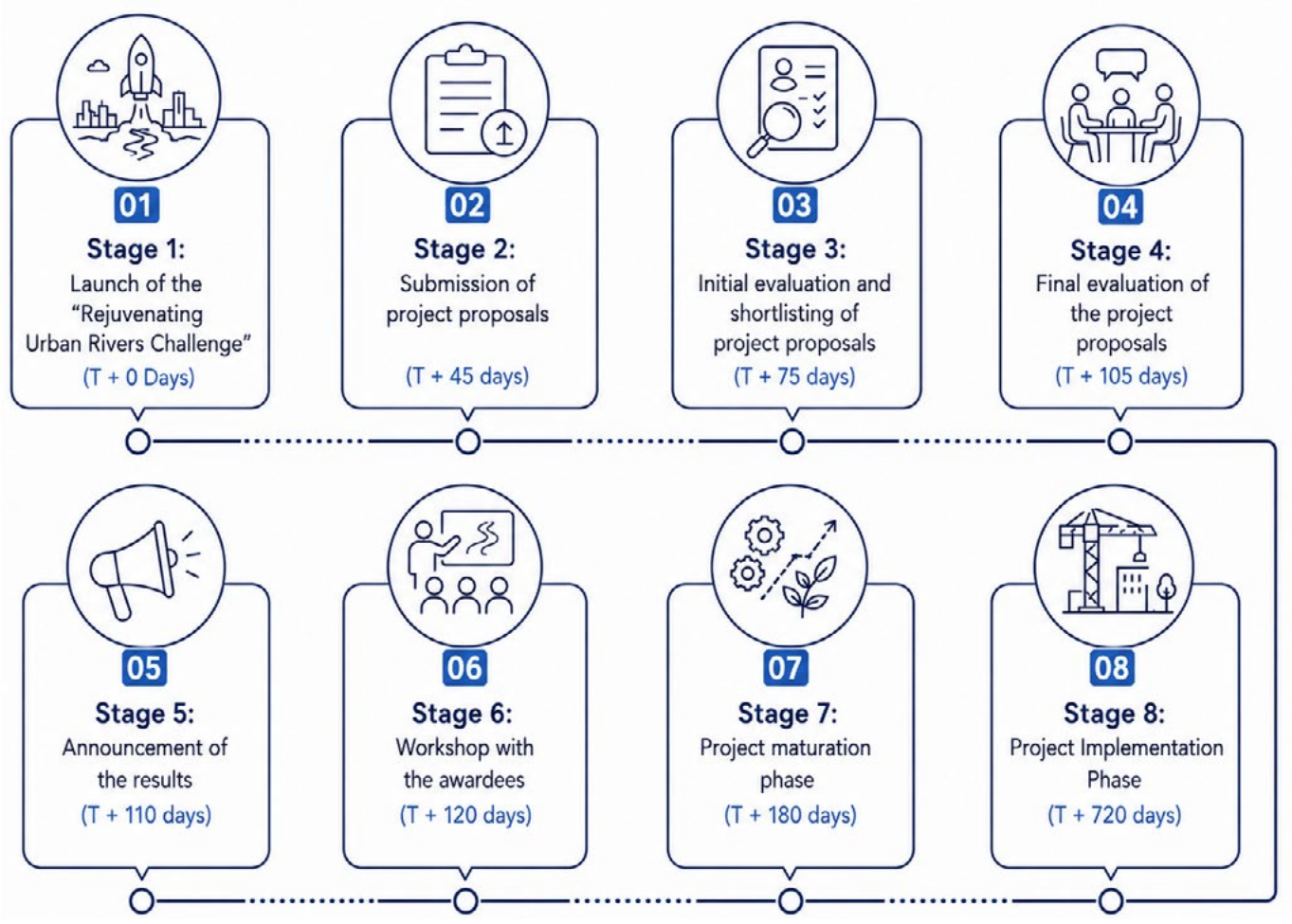
8. Ineligible Projects/Components

Projects/components that are not eligible for the award include:

i. Projects that are a part of any other project (i.e. project blending) and the outcome/impact/ success is not directly measurable or not within the proposed project period,
ii. Land purchase/transfer from any government or private entity to the ULB/ implementing agency,
iii. Relocation/displacement of local communities from government/public land,
iv. Anything in contravention to National Green Tribunal (NGT)/other court orders or violation of any regulations, or
v. Any other projects/components as decided by the expert evaluation committee.

9. Stages of the Challenge

The challenge will have **eight** (8) stages from launch to project completion. These are:



Stage 1: Launch of the "Rejuvenating Urban Rivers Challenge" (T + 0 Days)

Call for project ideas through:

i. Official communication to the Offices of the Secretaries (UD/LB) by NMCG/NIUA,
ii. Official communication to all the member cities of the RCA,
iii. Open call on the RCA & NIUA website,
iv. Four regional orientation/preparatory workshops for interested cities before submission.



Stage 2: Submission of project proposals (T + 45 days)

Member cities to submit their project ideas in a fixed format/template (Annexure 3), also available in the RCA Website via email to rcachallenge@niua.co.in

Stage 3: Initial evaluation and shortlisting of project proposals (T + 75 days)

An internal panel of experts from NIUA and NMCG. will evaluate and shortlist the project proposals received based on the following criteria and scores:

Sl. No.	Evaluation Criteria	Score
1	Relevance of the project vis-à-vis river management & project feasibility	20
2	Uniqueness of the project (innovation)	20
3	Sustainability/Exit plan of the project (including O&M plan)	20
4	Envisaged outcomes and impact of the project	20
5	Environment, Social & Economic Considerations (as applicable)	10
6	Potential for scalability	10
	Total	**100**

Ten (10) entries from each Category (1 & 2), will be shortlisted and called for an in-person presentation.

*** A minimum of 3 proposals from each of the 3 thematic areas; Environment, Economic and Social, will be shortlisted in the total 20 shortlisted proposals**

Stage 4: Final evaluation of the project proposals (T + 105 days)

A separate committee would be constituted including subject matter/domain experts based on the type/agenda/theme of the project proposals received- this will be decided at a later stage.

The Municipal Commissioners/Executive Officers/Head of the ULB of all shortlisted projects will be invited to present their ideas to a separate panel of experts. Based on the recommendations of the panel, up to ten project proposals will be selected for the award — five each from Category 1 and 2.

The committees will be constituted for shortlisting and selection stages only and not as a standing committee. The constitution of these Committees will be subject to approval of the Apex Committee of the RCA Challenge.

Stage 5: Announcement of the results (T + 110 days)

All applicants will be apprised about the outcomes of their entries, irrespective of the nature of the outcome at the communication address provided in the application form. Additionally, the selected project proposals will also be displayed on the RCA website.

Stage 6: Workshop with the awardees (T + 120 days)

At least two representatives from each selected project will be invited to attend a two-day workshop in Delhi. The purpose of this workshop will be to help awardees to:

1. Fine-tune project ideas to enhance the intended outcome and impact,
2. Interact with diverse subject matter experts to strengthen the eco-friendly aspects of the project, and
3. Prepare for the maturation phase of project.

Stage 7: Project maturation phase (T + 180 days)

A maturation phase of up to two months will be undertaken to strengthen, operationalise, and prepare the project for implementation. During this phase, the ULB supported by the Implementing Agency and RCA Challenge PMU at NIUA and relevant experts will develop the following key deliverables (indicative):

1. **Project Implementation Plan (PIP)**
   A detailed roadmap outlining activity-wise sequencing, timelines, milestones, and institutional responsibilities. The PIP will clearly define implementation strategies, convergence opportunities, and risk mitigation measures to ensure timely and efficient execution.

2. **Final Detailed Project Report (DPR) with O&M Framework**
   Refinement and finalisation of the DPR incorporating environmental, social, economic & sustainability considerations. This revised DPR will serve as the primary reference document for execution.

3. **Procurement Plan**
   The proposed timeline for procurement of various goods, services, etc alongwith modalities of the plan and scheduling of activities.

4. **Communication and Outreach Plan**
   A targeted strategy to ensure stakeholder engagement, citizen participation, and visibility of project outcomes. This includes IEC activities, community mobilisation approaches, and documentation for wider dissemination.

5. **Monitoring, Evaluation and Learning (MEL) Framework**
   A robust framework defining key performance indicators (KPIs), baseline and target values, reporting mechanisms, and evaluation timelines. The MEL plan will enable continuous tracking of progress, outcomes, and impact.

6. **Project Risk Register and Risk Management Strategy**
   A centralized tracking document listing potential threats, their likelihood, impact and assigned owners. The risk management strategy will provide the high-level plan defining how the ULB will identify, analyze and respond to those risks throughout the project's lifecycle

7. **Environmental & Social (E&S) Safeguards Plan**
   An E&S Safeguards Plan outlining key environmental and social risks, mitigation measures, stakeholder engagement approach, gender diversity, inclusivity, and compliance with applicable environmental regulations and safeguard requirements. The E&S aspect of the project shall be an integral part in guiding the project related activities and outcomes.

Details of the above deliverables will be provided separately to ULBs.

Stage 8: Project Implementation Phase (T + 720 days)

Selected ULBs will undertake the project work in their cities as per their schedules. One-on-one online meetings will be organised by the Implementing Agency or PMU with each ULB every month to take stock of the progress. Additionally, at least two site visits will be organised by the Implementing Agency or PMU—one when the project is midway, and the other after its competition.

10. Project Timeline

All projects should be completed **within 24 months** from the date of Award of Project or commensurate to timeline of World Bank MoU with NMCG- exact dates will be communicated to selected cities at a later stage.

11. Funding Guidelines

1. Payment Milestones

The payment to the ULB will be processed in multiple pre-agreed milestones/instalments*. The first and last milestone shall be common for all the projects. The remaining milestones — based on which the remaining instalments will be transferred to the ULB — will be unique for each project.

The particulars of these milestones- including the fund breakup and linked milestone will be mutually agreed upon and defined in the Agreement signed between NIUA and the ULB.

Indicative payment milestones/instalment# are as follows:

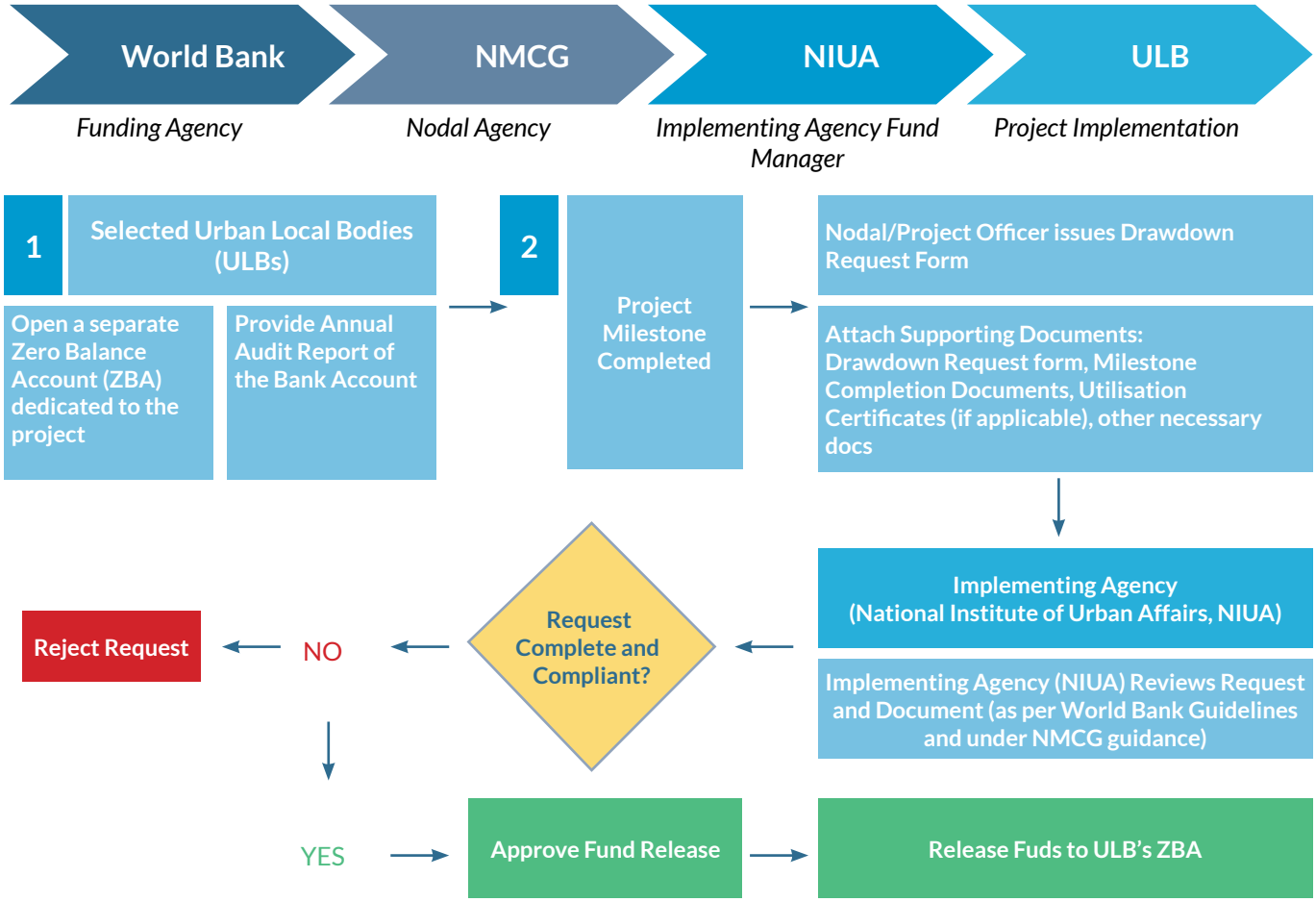
Milestone	Details
First Milestone - 10% (Maturation Phase)	• 10% of the proposed project cost (excluding O&M cost) upon signing of the Agreement. • After the Agreement has been signed, cities will receive a deadline of up to two-months as part of the project maturation phase. During this stage, cities will develop the following indicative list of deliverables: 1. Project Implementation Plan 2. Final Project DPR and Budget (with O&M Plan) 3. Communication and Outreach Plan 4. MEL Framework 5. Environment, Social & Economic Safeguard Plan (as applicable) 6. Any other document/toolkit as deemed necessary
Second Milestone - 40%	**40%** of the approved final project cost (excluding O&M cost) after completion of Maturation Phase deliverables and upon approval by the Implementing Agency.
Third Milestone - 40%	**40%** of the approved final project cost (excluding O&M cost) after completion of 2nd project milestone/deliverables and upon approval by the Implementing Agency.
Fourth Milestone - 10%	**10%** of the approved final project cost (excluding O&M cost) upon completion of all the agreed project milestones/deliverables and submission of project completion report and approval of deliverables by the Implementing Agency.

** The payment to the ULB is as per the actual cost incurred for completion of the proposed project activities, supported by Utilisation Certificate with the total approved cost as the ceiling amount.*

 # The milestone and the linked payment tranche will be determined on a project-to-project basis, proposed by the ULB and subject to mutual agreement between the ULB and NIUA.

2. Fund Transfer Process

- NIUA is the Implementing Agency for the challenge. NMCG is the Nodal/Funding Agency for the entire mission.
- The funds for the challenge will be managed by NIUA under the guidance of NMCG as per World Bank/Government of India guidelines (as applicable). The process is as follows-
  1. Selected ULBs need to open a separate **Zero Balance Account** (ZBA) dedicated to the project for all project related transactions.
  2. The selected ULB will be on-boarded in the STEP Portal of the World Bank after Agreement signing.
  3. The Nodal/Project officer from the ULB shall issue a **Fund Request Form** (template to be shared by the Implementing Agency at a later stage) for fund release by the Implementing Agency accompanied by the following supporting documents: the fund request form, milestone completion documents, Utilisation Certificates (wherever applicable), and any other necessary supporting document as required by the Implementing Agency.
  4. The ULBs shall maintain and produce all vouchers for project expenses to NIUA or PMU.
  5. The ULBs will provide an **annual audit report** of the bank account to the Implementing Agency.
  6. Flow chart of the fund flow process is provided further-



3. O&M Amount

- The total O&M cost shall be paid to the ULB over a period of five years on a 10% bi-annual basis. (e.g. if the total O&M cost is INR 1 crore for five years, the ULB will be paid INR 10 lakhs every six months).
- The ULB is encouraged to make projects with self-sustaining O&M mechanisms or meet its financial requirements from the ULB's own source.
- This is subject to adherence to the Monitoring & Evaluation framework and the O&M plan submitted by the ULB and the subsequent submission of documentary/photographic evidence.
- Depending upon need, the ULB may be asked to open an escrow account with the District Administration/DUDA as party to the account for management of the O&M funds and as a project safeguard.

4. Procurement Procedure

- The ULBs will adhere to **World Bank procurement guidelines.** However, for Non EAP/ CGF funded procurements, GFR and relevant DoE Manual of Government of India will have to be followed for any kind of project related procurement.
- Procurement documents of the ULB will be vetted and approved by the Implementing Agency before actual tendering.
- The Procurement Expert, Finance Management Expert, and other experts from the RCA Challenge PMU may guide the ULBs to prepare their procurement and other project documents.

12. Key Stakeholders of the RCA Challenge

The following are the key stakeholders of the entire project:

Stakeholders	Key Responsibilities
National Mission for Clean Ganga (NMCG)	Provides overall strategic oversight and monitoring of Implementing Agency and issuance of Administrative Approval and Expenditure Sanction (AA & ES) for the overall scheme to ensure alignment with national river management goals.
National Institute of Urban Affairs (Implementing Agency)	Functions as the tender acceptance authority, project anchor, and provides technical support, fund management, aids in the dissemination of knowledge and management of STEP portal of World Bank. Hire an agency for dedicated PMU for technical support in review of DPRs, quality assurance and support in on-ground implementation of the project. Submission of the audited Utilization Certificates (UCs) to NMCG and furnish details of assets procured as per approved format of NMCG. Any variation in the cost of project due to change in scope/delay and finalization of tenders will be accepted by NIUA with an understanding that variation over sanctioned cost will be borne by the ULB.
PMU Hired by Implementing Agency	Provides technical and implementation support for project planning, review of DPRs, monitoring and on-ground execution, quality assurance, progress monitoring, and reporting to the Implementing Agency.
Independent Experts	Responsible for the evaluation and validation of project entries and pro-vides necessary technical expertise.
State Urban Development Department/State Mission for Clean Ganga (SMCG) in Ganga basin states (or any Department/Agency in-charge of ULBs in the state)	Strategic review of projects awarded to cities in their respective states. The state may supplement the grant under the project beyond the grant amount from its own source.
ULB (Grantee)	Refine the project based on NIUA's feedback, implement the project, mobil-ise additional funding (if required), provide regular project updates, manage post-project operations (O&M), and take responsibility for end-to-end execution of the project. Issuance of tenders for on-ground implementation of the project. Variation in the cost of project due to change in scope/delay or higher quote received in tender will be borne by ULB.



The project will be operationalised through **an agreement between NIUA and the selected ULB**. A detailed project monitoring mechanism is provided in **Annexure 3** for reference.

1. Detailed Roles & responsibilities of NIUA-

1. Act as the Implementing Agency for the RCA Challenge and provide overall programme management and coordination support to all stakeholders.
2. Acceptance of tenders submitted by the ULBs.
3. Mangement of STEP portal of the World Bank.
4. Any variation in the cost of project due to change in scope/delay and finalization of tenders will be accepted by NIUA with an understanding that variation over sanctioned cost will be borne by the ULB.
5. Hiring and coordinating with subject matter/transversal experts.
6. Provide or facilitate technical assistance and expert support during project maturation and implementation phases.
7. Review and approve/recommend project documents, milestones, progress reports and drawdown requests in accordance with applicable approvals.
8. Hiring and coordinating with a dedicated PMU agency for review of DPRs, quality assurance and project implementation.
9. Monitor physical and financial progress through reports, meetings, site visits or other means of verification, etc.
10. Facilitate capacity building, peer learning, communication, documentation, dissemination of project outcomes, etc.
11. Issue reasonable directions required for effective implementation and compliance with the RCA Challenge framework.
12. Developing tools and templates required for the projects and conducting respective capacity-building activities.
13. Submit Utilization Certificates (UCs) to Nodal Agency (NMCG) for strategic oversight and overall coordination.

2. Roles & responsibilities of ULBs-

1. Implement the project and assume responsibility for timely and satisfactory implementation of the project.
2. Designate a Project Nodal Officer, preferably a senior officer, upon signing of the Agreement and constitute an appropriate project management team. Details shall be provided to NIUA no later than 7 days of Agreement signing.
3. Provide land/site availability and secure all statutory permissions, approvals, consents and clearances required for implementation.



4. Undertake procurement and contract management in accordance World Bank/Government of India guidelines- as applicable under EAP or non-EAP funded procurements arrangements under guidance of NIUA.
5. Issuance of tenders for on-ground implementation of the project.
6. Variation in the cost of project due to change in scope/delay or higher quote received in tender will be borne by ULB from its own resources.
7. Maintain a dedicated zero balance bank account which shall be subject to annual audit.
8. Open an Escrow account (if required) for the management of O&M funds.
9. Ensure quality assurance, safety, environmental and social compliance, stakeholder engagement and timely grievance redressal.
10. Submit prescribed physical and financial progress reports, utilization certificates, audit reports, data as per the MEL framework and other documents related to project as agreed upon.
11. Facilitate inspections, audits, evaluations, documentation and access to project sites and records by NIUA/ NMCG or their authorised representatives as and when required.
12. Operate and maintain the assets/interventions created under the Project for the prescribed period and bear responsibility for the Operation & Maintenance of the project, unless agreed otherwise.
13. Carry out any activity necessary for the smooth implementation and sustainability of the project.

13. Project Monitoring

1. Monitoring Framework

1. The city shall prepare a Monitoring, Evaluation and Learning Framework during the project maturation phase which will include project activities, outputs, outcomes, long-term vision, indicators, means of verification, risks and assumptions, etc.
2. The city shall submit an Annual Project Report, which will include the annual audit of the project bank account, Utilisation Certificate, etc.
3. The Implementing Agency will establish a mechanism for the identification and mitigation of risks through internal meetings, real-time monitoring, partner reviews as well as third-party assessments. The state and ULB officials shall participate in all meetings and reviews.

2. Committees for Project Monitoring

Project monitoring will be an on-going activity as per the established Monitoring & Evaluation format proposed in the final project proposal/implementation plan. The overall monitoring & management of the project will be done at three-levels:

1. **Project Apex Committee (PAC)-** for all strategic decision making, beyond the scope of Implementing Agency– National level
2. **Implementing Agency (NIUA)-** national level implementation, coordination, management & reporting of project to PAC – National level
3. **City Project Committee-** project execution as per the operational guidelines at city level – City level

3. Project Apex Committee

The Committee shall comprise of the following:

1. Director General, NMCG- Chair
2. Deputy Director General, NMCG- Member
3. Executive Director (Finance), NMCG
4. Director, NIUA- Member
5. Director, NMCG – Member Secretary
6. Team Lead, RCA Challenge, NIUA-Member

7. Urban Specialist, NMCG - Convenor

Key Responsibilities:

1. Acting as the apex body for the management of the project,
2. Selection and approval of project proposals from ULBs recommended by jury,
3. Review the activities of the scheme, including the budget, and guide the SPVs, States and the PMU at NIUA to meet the expected outcomes defined in the program documents
4. Meeting atleast once half-yearly for reviewing project implementation as per standards and issuing necessary directions, if any.

4. Implementing Agency

The Implementing Agency will provide guidance, senior-level leadership, oversight, and control over the project. The committee's main responsibility is to ensure that the Challenge meets the established objectives.

Key Responsibilities:

1. Facilitating and managing the project selection process,
2. Acceptance/finalization of tenders submitted by the ULBs, including approval of any cost variation arising due to change in scope, delay, or tender finalization, with the understanding that any variation exceeding the sanctioned project cost shall be borne by the concerned ULB.
3. Submission of Utilization Certificates (UCs) to Nodal Agency.
4. Reviewing fund release requests from the ULBs to ensure precedent conditions are met,
5. Validating the reports and documents submitted by the ULBs,
6. Managing the state/city-level activities,
7. Reviewing the activities of the project, including the budget, and guiding the states/ULBs to meet the expected outcomes defined in the project documents.

5. City Project Committee

Indicative Composition:

1. Director/Urban Specialist, NMCG
2. Municipal Commissioner/Executive Officer/or head of the ULB
3. Concerned Project/Nodal Officer from the ULB
4. Team Lead, RCA Challenge, NIUA
5. Other officers nominated by the Commissioner/EO

Key Responsibilities:

1. Ensuring all mandatory approvals and clearances are submitted along with the project proposal form,
2. Reviewing the activities of the projects funded under this project,
3. Signing the Agreement between NIUA and the selected ULB,
4. Completion of the committed activities of the project in different phases;
5. Submission of regular reports to the Implementing Agency and RCA Challenge PMU as per the Project Monitoring Framework proposed in the project proposal/DPR, including UC, &
6. Active participation in the project activities (peer-to-peer learning activities, capacity building events, etc).

Helpdesk

For any queries or information, you may contact-**Mr. Abhismit Nayak,** Senior Project Officer, NIUA at +91 88950 85860 or email at rcachallenge@niua.co.in

Annexure 1

Indicative Project List

Cities are encouraged to think of innovative and context specific projects solving real-world challenges related to urban river management. The following list of projects is meant to be used as a reference list of ideas only:

1. Hybrid treatment of faecal sludge in city
2. Enhance the reuse of treated wastewater in the city
3. Developing & implementing river pollution control mechanisms for the city
4. Monetising water hyacinth removal from rivers
5. Integrated eco-sensitive riverfront development
6. Riverfront tourism & recreation
7. Urban waterbody rejuvenation linked to rivers to improve ecology/economy/socio-cultural aspects
8. Restoration of degraded riparian stretches
9. Catchment restoration & revitalisation of springs/aquifers connected to rivers
10. Sustainable development/rejuvenation of stormwater drains through nature-based solutions
11. Digital river engagement platform
12. Citizen & tourist monitoring dashboard
13. Youth participation in conservation & awareness
14. Artificial Intelligence for river water quality monitoring
15. GIS-based waterbody inventory and monitoring system



Annexure 2

Cities Eligible for the Challenge/List of Ganga & Non-Ganga Basin Cities

S. No.	State	No.	City
Ganga Basin Cities			
1	Uttarakhand (14)	1	Dehradun
		2	Rishikesh
		3	Haridwar
		4	Srinagar
		5	Kashipur
		6	Nainital
		7	Haldwani
		8	Uttarkashi
		9	Selaqui
		10	Vikasnagar
		11	Muni Ki Reti
		12	Kotdwar
		13	Ramnagar
		14	Tehri
2	Uttar Pradesh (25)	15	Varanasi
		16	Kanpur
		17	Prayagraj
		18	Farrukhabad
		24	Bareilly
		25	Etawah
		26	Ghaziabad
		27	Gorakhpur
		28	Jaunpur
		29	Kannauj
		30	Lucknow
		31	Shahjahanpur
		32	Saharanpur

S. No.	State	No.	City
Ganga Basin Cities			
2	Uttar Pradesh (25)	33	Muzaffarnagar
		34	Jhansi
		35	Ayodhya
		36	Pilibhit
		37	Budaun
		38	Rampur
		39	Hardoi
3	Bihar (20)	40	Patna
		41	Begusarai
		42	Bhagalpur
		43	Munger
		44	Ara
		45	Bettiah
		46	Chapra
		47	Darbhanga
		48	Jamalpur
		49	Muzaffarpur
		50	Gaya
		51	Katihar
		52	Purnia
		53	Bihar Sharif
		54	Samastipur
		55	Siwan
		56	Hajipur
		57	Supaul
		58	Kishanganj
		59	Araia

S. No.	State	No.	City
Ganga Basin Cities			
4	Jharkhand (14)	60	Sahibganj
		61	Rajmahal
		62	Chas
		63	Jamshedpur
		64	Deoghar
		65	Mango
		66	Ranchi
		67	Giridih
		68	Adityapur
		69	Medininagar
		70	Dhanbad
		71	Jugsalai
		72	Chirkunda
		73	Phusro
5	West Bengal (32)	74	Bidhannagar
		75	Siliguri
		76	Jalpaiguri
		77	Asansol
		78	Durgapur
		79	Nabadwip
		80	Kalyani
		81	Bongaon
		82	Kanchrapara

S. No.	State	No.	City
Ganga Basin Cities			
5	West Bengal (32)	83	Naihati
		84	Bhatpara
		85	Panihati
		86	Madhyamgram
		87	Kamarhati
		88	Baranagar
		89	Dum Dum
		90	Basirhat
		91	Chandannagar
		92	Uttarpara Kotrung
		93	Bally
		94	Midnapore
		95	Berhampore
		96	Hoogly Chinchurah
		97	Howrah
		98	Jangipur
		99	Maheshtala
		100	Barddhaman
		101	Haldia
		102	Balurghat
		103	Uluberia
		104	Panskura
		105	Coochbehar

S. No.	State	No.	City
NON-GANGA BASIN CITIES			
6	Andra Pradesh (1)	106	Vijayawada
		107	Rajamahendravaram
		108	Kurnool
		109	Visakhapatnam
		110	Nellore
7	Odisha (1)	111	Bhubaneswar
8	Maharashtra (5)	112	Pune
		113	Aurangabad
		114	Nashik
		115	Nanded
		116	Pimpri Chinchwad
9	Madhya Pradesh (3)	117	Gwalior
		118	Ujjain
		119	Jabalpur
10	Rajasthan (3)	120	Udaipur
		121	Jodhpur
		122	Jhalawar
11	Tamil Nadu (12)	123	Chennai
		124	Coimbatore
		125	Madurai
		126	Thiruchirappalli

S. No.	State	No.	City
NON-GANGA BASIN CITIES			
11	Tamil Nadu (12)	127	Salem
		128	Vellore
		129	Tirunelveli
		130	Tiruppur
		131	Thanjavur
		132	Cuddalore
		133	Kancheepuram
		134	Kumbakonam
		135	Hyderabad
13	Karnataka (1)	136	Mangaluru
14	Gujarat (2)	137	Surat
		138	Vadodara
15	Kerala (1)	139	Thiruvananthapuram
16	Himachal Pradesh (1)	140	Poanta Sahib
17	Assam (1)	141	Guwahati
18	Arunachal Pradesh (1)	142	Itanagar
19	Ladakh (1)	143	Leh
20	Mizoram (1)	144	Aizawl
21	Tripura (1)	145	Agartala



Annexure 3

Project Proposal Template

PROJECT PROPOSAL
FOR
RIVER CITIES ALLIANCE CHALLENGE ON REJUVENATING URBAN RIVERS

Proposal Brief

Name of the Project	
Name of the ULB, District & State	
Thematic Areas Addressed	(Environment, Social or Environmental- Mention all Areas Addressed)
ULB Population & Category of City (1 or 2)	
Ganga-basin or Non-Ganga Basin City	
Does ULB have an Urban River Management Plan/ River-related considerations in Master Plan?	
Proposed Project Budget (in INR Crores)	
Proposed Project Timeline (in months)	

URMP Objective
Check which objective(s) the project aligns to:

- ☐ **#1:** Regulate Activities in Floodplains
- ☐ **#2:** Ensure Pollution Free River
- ☐ **#3:** Rejuvenate Waterbodies and Wetlands
- ☐ **#4:** Enhance Riparian Buffer
- ☐ **#5:** Increase Reuse of Treated Used Water
- ☐ **#6:** Ensure Maximum Good Quality Return Flow
- ☐ **#7**: Implement Eco-friendly Riverfront Projects
- ☐ **#8:** Leverage on the Economic Potential of the River
- ☐ **#9:** Propagate River-sensitive Behaviour among Citizens
- ☐ **#10:** Engage Citizens in River Management Activities

I. Project Background (max 1000 words)

The response should include, but not limited:

- Location and Context
- Problem statement/specific challenges addressed by the project and need of the intervention(s)
- Data/evidence supporting the issue
- Project components and activities
- Target group(s)/Beneficiaries
- Partners/Collaborations (if any) for the project
- Any statutory requirements-

Statutory Requirements (if any)	Status	Remarks
Land required/availability		
Ownership status		
Environmental clearance		
Forest clearance		
NGT compliance		
Utility shifting		
Encroachment issues		
Others		

II. Provide details of convergence of the project with any other project(s) (if any) (max 500 words)

(Is the proposed project a part/component of any other project, mission, etc. or being planned or is dependent on the completion/execution of any other project in any way?)

III. Project details as per evaluation criteria

1. Relevance of the project vis-à-vis river management & project feasibility (max 1000 words)

Explain in detail, including but not limited to:

- Importance and alignment to river management
- Level of preparedness/resource availability for the project
- Technical and implementation feasibility
- Risks/assumptions for the project
- Approach & Methodology
- Implementation timeline (e.g. Gantt Chart)
- Institutional readiness & proposed team structure (HR Requirement/availability)

2. Unique Proposition or Innovation of the Project (max 1000 words)

Explain in detail, including but not limited to:

- Digital technologies to be utilized for planning, implementation and monitoring of the project activities and outcomes
- Level of innovation in the project components and approach
- Upscaling potential of the project
- Use of Nature/based solutions
- Has a similar project been successfully implemented elsewhere? If yes, provide details.

3. Project Sustainability or Exit Plan (max 1000 words)

Explain in detail, including but not limited to:

- Financial and O&M sustainability after project period: Describe in detail the plan for O&M, including the resources required, etc.
- Revenue generation/convergence opportunities (if any)
- Community ownership/stakeholder participation
- Handover/Exit plan

4. Envisaged Outcomes and Impacts (max 1000 words)

Provide the envisaged details of the outcomes and impacts of the proposed project including beneficiaries (if any), preferably in the following format-

Sl. No.	Outcomes	Impact	Indicators	Baseline	Measurement Unit (if any)

5. Environmental, Social & Economic Considerations (as applicable) (max 1000 words)

Explain in detail, including but not limited to:

- Inclusivity and gender considerations
- Citizen/community participation
- Environmental safeguards
- Protection of vulnerable groups/ecosystems
- Potential for economic benefit/livelihood generation

6. Potential for Scalability (max 500 words)

Explain in detail, including but not limited to:

- Potential for replication in other cities
- Scope for scaling-up within the city or state
- Adaptability of the project model to different geographic and socio-economic conditions

IV. Credentials of the Proponent ULB (max 500 words)

Using previous work examples, explain in detail the ULB's past experience in efficiently carrying out projects related to river/water management in the following format:

Sl. No.	Project Name & Details	Year	Project Value (INR)	Current Status	Outcomes/Impact

Details of Nodal Person	
Name and Designation	
Contact Number	
Email	

1. **Project Cost & Payment Milestones**

2. **Total Project Cost in INR (100% of the project cost) inclusive of all taxes:**

3. **Project Cost Break-up-**

Item Type	Description	Cost (INR)
Equipment/works		
Technical/Expert Services		
Communication & Outreach		
Human Resources		
Capacity Building		
Administrative & Operational Expenses		
Others (Please mention)		

4. **Proposed Deliverables and Payment Milestones-**

Milestone	Deliverables	Proposed Duration	Payment %age
1			
2			
...			
...			
Final	Completion of all deliverables and submission of project completion report		

V. Project Financial Resources

Item Type	Description	Cost (INR)
RCA Grant		
Own Source/State/Centre /Other Financing		

DECLARATION
FOR
RIVER CITIES ALLIANCE CHALLENGE

I, [Name], in my function as [function/position held] in [name of the ULB] and duly authorised representative for the signature of the proposal template to be signed for the River Cities Alliance Challenge hereby declare that we observe the highest standards of ethics during the grant procurement, project implementation and operations and maintenance. On the behalf of [name of ULB], and our partners (if any), I declare the following:

	Yes	No
Will the project be implemented within the grant-intended time period (2 years)?		
Will the project be implemented in an ecologically sensitive zone?		
Has some land been already acquired for the implementation of the project?		
Will the implementation require any additional private land acquisition?		
Will the project implementation require displacement of any communities directly/indirectly associated with the river stretch/project location?		
Will any of the project components cause any harm to environment and biodiversity (for example, felling of trees, wastage of natural resources, etc.)		
Will the project contradict any National Green Tribunal (NGT)/Other court orders in flood plains?		
Will the ULB have enough funds earmarked for the Operations and Maintenance (O&M) for the period beyond project completion?		

Signature

Name & Designation

Date: _____

Place: _____





Notes:

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1st Floor, Major Dhyan Chand National Stadium,
India Gate, New Delhi – 110002, India
Phone: (+91 11) 23072900, 23072901
Website: www.nmcg.nic.in

राष्ट्रीय नगर कार्य संस्थान
National Institute of Urban Affairs

National Institute of Urban Affairs
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