



Government of India



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BRICS Friendship Cities Conclave 2016

14TH to 16th April, 2016

Venue: Regal Room, Trident Hotel, Nariman Point, Mumbai

Session Summary Report

I. Session 1 – Strengthening Urban Governance: Learning from successful models of city governance

a) List of Speakers

Name	Designation	Organization
Key Presenter		
Mr. Rudiger Ahrend	Head of Urban Program	Organization of Economic Cooperation & Development
Moderator		
Mr. Barjor Mehta	Global Lead for City Management, Governance & Financing	World Bank
Panelists		
Mr. Diego Blanc	Chief Advisor	Institutional Relations and Bilateral Cooperation, Brazil
Mr. Igor Kniazev	Chairman	The Committee for Cooperation with executive bodies and local governments, St. Petersburg, Russia
Mr. Jayant K. Banthia	Chairman	SICOM Limited, India
Mr. Rudiger Ahrend	Head of Urban Program	OECD

b) Session Summary

Making the key presentation on strengthening urban governance, Mr. Rudiger Ahrend pointed that during the last decade, local governments have increasingly become recognized as actors in international development cooperation. It has been estimated that today 70% of the world's cities are engaged in some form of international cooperation. The concept of urban governance recognizes that decision-making power exists both inside and outside local government institutions, diminishing the distinction between the public and private spheres. In order to achieve good, participatory local governance that contributes to local development, people and institutions need to be brought together. There will be a requirement for substantial investment in strategic planning, institutional development and capacity building, and management and financial systems development. Adding on the list, the importance of human resource in all areas of urban governance cannot be ignored.

Mr Diego Blanc, from Brazil discussed on the three levels of governance—national, state and municipal levels—and their jurisdictions. Brazil is hosting many international games and international conferences, and this would not have been possible without collaboration between the three levels of governance. The city governance is also working to empower citizens through citizen participation

in developing practical models for city governance. Strategies around city development, mobility, financial seating, infrastructure and sustainability are being held as the highest focus. First time in the history, private sector has contributed 57% (around \$7 billion) in the 2016 Olympic Games to be held in Brazil; higher than contribution of public sector. The country has plans to build exquisite infrastructure such as buildings, public transport, subways, bus rapid transit corridors and recreational areas for the Olympic Games, but which can also be used after the games, by the citizens as well as the tourists.

Mr. Igor Kniazev, from St. Petersburg Russia talked about the governance structure of the city where the superior executive body is the Saint Petersburg City Administration, led by the city governor who is elected by popular vote of the city residents. The Government of St. Petersburg also includes vice-governors, the head of the Committee for City Improvement and Roads, the head of the Committee for Press and Mass Media Cooperation, the head of the Committee for Economic Development, Industrial Policy and Trade, the envoy of the governor to the Saint Petersburg Legislative Assembly, and the Chief of the Main Directorate for Internal Affairs of St Petersburg. Governor administers all city services, public property, police and fire protection, most public agencies, and enforces all city and state laws within St. Petersburg. There are a hundred and one Municipal Corporations for 18 regions of Saint Petersburg and each region reports on program status progress. Generally, it is observed that selfish interests sabotage public infrastructure development. Also, productive and administrative fragmentation directly results in slower growth. Less fragmented Metro areas grow faster. The Strategy-2030 is drafted to identify strategic and interim goals and priorities of the social and economic policy of the City Government up to 2030 and 2020 aimed at the development of tools for achieving these goals. It is focused on the increase in living standards and quality in Saint-Petersburg, and sustainable social and economic development of all areas of the City

Mr. Jayant K. Banthia spoke about India's political model which does not have a powerful local political executive; there is representation of different local bodies through municipal councillors. As they handle one part of the city, they are not able to convey the complete picture on the requirements of the city as a whole. Some of the key challenges are bureaucracy, multiplicity of agencies, executive of the newly proposed Smart city who might not be absolutely sensitive to the needs of the city or its residents, and lastly water provision, waste disposal, energy, transport and security are some of the functionality issues which go beyond the capability of local bodies. Therefore, the idea of creating local hubs is very critical, as political representation and accountability will be lacking in that case. Direct elections and mayor accountability have not shown any results in the past some time. Most of the finances are raised by local bodies. Lack of balance sheets, proper accounting practices and updated financial and project management data in municipal corporations regarding its working, is another major challenge. There is a new issue of governance which has come in terms of judicial interventions i.e. lack of administrative and political failures or even a case of judicial over-reach.

Mr. Rudiger Ahrend then highlighted that the condition of a city and its developmental pace does not only reflect the city's governance, but also the overall working of the government system. One of the issues that cities face is to reconcile conflicting interests and put systems in place that avoid such conflicts. Another challenge is to promote social as well as economic development in a sustainable manner. Inter-governmental relations in the city and also between different levels of government become a challenge in rapid implementation of policies. If the services and operations of the city governance involve external parties, then the scope of control becomes quite limited. Strategic

capability and administrative efficiencies also determine the success of a city's governance. Another issue, he pointed, is increasing social gaps between those who are elected and those who are being governed. Adhering to horizontal policy coherence is important, but it cannot be left to the cities alone. Communication and technology are significant enablers to the strengthening of urban governance. Technology evolution is giving opportunity to bridge the gap between city and communities.



II. Session 2 – Making BRICS cities inclusive

a) List of Speakers

Name	Designation	Organization / Country
Key Presenter		
Prof. Meric Gertler	President	University of Toronto
Moderator		
Mr. Qing Boming	Deputy Director General	Chinese People's Association for Friendship with Foreign Countries
Panelists		
Dr. Thomas Patrick Dwyer	Professor of Sociology	Brazil
Mr. Maxim Meyskin	Chairman	Committee of Industrial Policy and Innovations, St. Petersburg
Ms. Sunali Rohra	Co-Leader & Co-Founder	Co-leader of McKinsey & Company's Urban Practice in India Co-founder Urban Institute of India
Mr. Liu Qian	Director	CPAFFC, China
Ms. Flora Mokgohloa	Advisor, City Sustainability	City of Johannesburg

b) Session Summary

Professor Meric Gertler made the theme presentation on inclusivity in innovative cities highlighting concerns about over an apparent tendency for the most highly innovative urban regions to become increasingly polarized in terms of incomes, occupational structures, and other dimensions of inequality in the global north while rapid urbanization and the emergence of more knowledge-intensive forms of economic activity may not be creating opportunity for the poorest segments of the population in the global south. He examined the relationship between innovation and inclusiveness indicating that those cities scoring highly on various innovativeness indicators exhibit wide gaps between the most and least well-off segments of their population. He cited how the rate of patenting is significantly correlated with the rate of increase of income share accruing to the highest earning 1 percent of residents of a region. He then suggested on how changes in public policy can improve these conditions starting with increased investments in high-quality education and public transportation and shifting focus towards raising wages of those in lower-level service occupations and affordable housing.

Mr. Qing Boming who was the moderator of the panel introduced the panellists from BRICS nations and set the discussion on how BRICS cities can be more innovative and inclusive.

Prof Thomas Patrick Byer, acknowledged points made by Professor Gertler. He spoke on how Brazilian cultural diversity includes - Brazilian Indians, Blacks from Africa and Europeans. He pointed out that Brazil is one of the newest civilizations with a history of close to 5000 years and a country that speaks one language, has one religion and a population of around 200 million people. While things may seem similar between BRICS cities, each city is different. He mentioned about the survey conducted on Brazilian and Chinese students on how valued in society is the idea of a family – In China, families are a functional unit whereas in Brazil, the family is a resilient family and an institution for affection. He spoke on how the problem of terrorism has become an obstacle to inclusivity and affected all BRICS nations where nations are having to come together to have a dialogue on security. Lastly, he spoke about BRICS University which deals with subjects like – water resources, energy, economics, environment & climate change, information technology and information security which tend to be overlapping issues among BRICS nations and be possible area of future collaboration.

Mr. Maxim Meyskin, showcased the level of innovation in Russia for the city of St. Petersburg that has established itself as cultural capital of Russia and as an industrial centre at an international level. The city is inhabited with close to 5 million people and is a centre for scientific innovation as it attracts dwellers with higher levels of education and attract talent from all North West of Russia thereby making it an attractive city for investment. The city is treated as one of the key economic hubs of Europe and Russia given the projects in industrial corridors. The city has established itself as a world centre for forums where leading industries who are men and women, having special economic zones with certain special tax benefits establishing itself as place of investment in future.

Ms. Sunali Rohra, continued the discussion on inclusivity in the context of India where she said that inclusion should be a natural element of cities particularly in participative democracies. For cities to be considered inclusive, they must be economically, socially, politically, and financially inclusive. Given the pace of India's urbanization, she said, making Indian cities inclusive is essential to improve the quality of life for all citizens. She added that the foundation of inclusion of Indian cities rests on four pillars: First, cities develop organically through agglomeration of economic activity as has been the experience world over, and in India. Thus determining the economic nucleus of a city and developing the ecosystem to support the expansion of this economic nucleus is vital. Second, Inclusive planning for delivering affordable housing including basic services, and transport. Third, develop the social sector capacity of cities by making investments in health and education to improve employability, and the earning potential of citizens. Finally, increasing citizen engagement via not-for-profit organizations, like Janaagraha, Mumbai First, Chennai City Connect and a few others. Local governments, in particular, can undertake different initiatives to foster citizen engagement with the objectives of building trust, securing higher levels of compliance with decisions made, improving equity of access to public services, and developing innovative solutions. In order for India to progress, it needs to revitalize the role of the Wards Committees in strengthening citizen engagement. She also mentioned that furthering decentralization is the key to drive change across various localities and that inaction will create severe crises for future generations and could impact the nation's social harmony and economic progress.

Mr. Liu Qian, followed and continued the discussion with a focus on urbanization and its effects on inclusivity. Urbanization is moving very fast in China that is presenting challenges to the Chinese government in solving problems. China having the 2nd largest economy in the world, majority of its

population wants to migrate into cities. China has urban residency registration system which prevents city dwellers from availing benefits reserved for poorer sections of society. China has its thirteenth five year plan starting 2015 through which it hopes to improve the annual urbanization rate increase urban residency to 20 million people projecting 45% urbanization by 2020. Efforts are under way to improve the quality of life and effectively use the land which poses one of the biggest challenges to China.

Ms. Flora Mokgohloa, being a city practitioner talked about her experience with inclusivity and innovation. She said, South Africa is the smallest of BRICS nations with around 52 million population with Johannesburg being the biggest city in South Africa inhabiting 4.2 million people and despite the relatively small number they have common problems as other BRICS nations. She pointed out that the country has a legacy of apartheid where segregation was made between white and black people. She highlighted the instance of Johannesburg which was sitting on a mine of gold and had a planning policy dividing affluent areas from the poor areas. Citizens therefore need to be integrated into the urban fabric for which the government has developed programs and amenities. She cited that a major problem before the 2010 FIFA World Cup in South Africa was the development of parks and public spaces that encouraged people out of their homes. Since lands are smaller in the poor areas, the city government has ensured the parks in such areas is much bigger and would host more people. Taking learnings from Brazil, cities like Bogota and Sao Paulo and Cortiba, accessibility to public spaces has improved with rapid bus transit system. In the next phase of the rapid transit system, the affluent areas having the financial centres are going to be linked with the poorest of areas having high population density. Accessibility is being thought not only via bus, but cycle and pedestrian movement as well. Touching on another aspect of social inclusivity was the aspect of recreation and health in the manner in which we develop the city. She mentioned that the government in Johannesburg has tried to make open spaces as multifunctional as possible with open gym facilities and using parks for its people to come and sit, students to study and do assignments. The area of inclusivity they are trying to integrate is around culture and political expression. Diverse people come and meet in open spaces or hold public meetings in parks and express themselves. Some of these same spaces are used in conflict resolution as well where people from outside the continent who speak different languages come to express their viewpoints. Further, she also mentioned on how Africa Day is celebrated with people coming together and celebrating diversity.

III. Session 3 – Making our cities safe and secure

a) Speakers

Name	Designation	Organization
Key Presenter		
Ms. Shipra Narang Suri	Vice President	International Society of City and Regional Planners (ISOCARP)
Moderator		
Mr. Praveen Dixit	Director General	Police, Maharashtra, India
Panelists		
Mr. Tovar Da Silva Nunes	Ambassador	Brazilian Ambassador to India, Brazil
Mr. Subhash Patil	Safety & Surveillance Lead	PricewaterhouseCoopers Pvt. Ltd.
Mr. Li Lingjian	Deputy Director General	Qingdao Municipal Government, China
Mr. Subesh Pillay	Consular	Leader of Delegation, South Africa

b) Session Summary

The session covered one of the most important aspects of urbanization i.e. safety and security of our citizens. The session started with a key note address from Ms. Shipra Narang Suri, Vice President, ISOCARP, who touched upon natural and manmade disasters, everyday hazards and political violence. She beautifully concluded by conveying that focus should move towards planning, engagement, trust and community resilience from recovery, control, force and individual protection respectively.

Mr. Tovar Da Silva Nunes, Brazilian Ambassador, mentioned that poverty is a major challenge for Brazil and creation of opportunities for people to combat violence should be given importance.

Mr. Subhash Patil, Partner and Safety & Surveillance Lead, PwC mentioned how the Govt. of Maharashtra is using technology to enable better safety and security of citizens through projects like Police Modernization, CCTV Surveillance and Cyber Security. He further updated the audience on various administrative, technological and implementation challenges that are currently being faced by the Govt. in implementing all these projects.

Mr. D. Sivanandhan, Former Director General of Police, Maharashtra talked about the threats from various CBRN attacks and the contemporary challenges, like terrorist attacks, faced by various countries across the globe. He also touched upon various natural and manmade disasters imposing challenges on safety & security of the citizens.

Mr. Fu Qi, Director of Qingdao Committee of the Chinese People's Political Consultative about diversification of security management for tourists and local population, since their security requirements are distinct. He also touched upon unique security threats arising out of large scale migration.

Mr. Subesh Pillay, Consular, Leader of Delegation, South Africa talked about unique challenges faced in South Africa due to existing design of various cities based on social discrimination. He further mentioned that security should not just focus on physical safety & security and move ahead towards including citizens in policy formulation and planning to garner support from citizens.

The session was concluded by the Chair, Mr. Praveen Dixit, Director General of Police, Maharashtra, India who highlighted that dedicated focus is required to secure children who are at conflict with law and growing traffic hazards. In conclusion he mentioned that while it is imperative to address the existing challenges we also need to prepare ourselves for newer challenges which we may face in years to come as we move towards cashless society.



IV. Session 4 – Urban Transport: fixing the nerve center of cities to shift to transit-oriented development.

a) Speakers

Name	Designation	Organization
Key Presenter & Moderator		
Mr. UPS Madan	Metropolitan Commissioner	MMRDA
Panelists		
Mr. Diego Blanc	Chief Advisor	Institutional Relations and Bilateral Cooperation, Brazil
Mr. Wang Yuanbin	Deputy Director General	Qingdao Committee of Municipal and Rural Construction, China
Mr. Peter Manners	Senior Director for Chip and Contactless Solutions	Visa
Ms. Florah Mokgohloa	Advisor for Sustainability	City of Johannesburg
Mr. Prabhat Sahai	CMD	Mumbai Railway Vikas Corporation Ltd

b) Session Summary

The topic was introduced by Mr. UPS Madan, Metropolitan Commissioner of the MMRDA, India. Mr. Madan explained the concept of Transit Oriented Development as planning denser development of commercial and residential zones in the vicinity of public transport corridors, to reduce transit times and create a 'corridor of influence', as opposed to a 'circle of influence', as exists today.

He outlined the challenges with regard to its implementation: any initiative in this regard would be in a hugely brown field environment. In addition, the outlay would be huge coupled with a large gestation period. There are also institutional issues and an appropriate model needs to be selected, keeping in mind that Mumbai is a linear city geographically, and the 'corridors of influence' would be wide.

Another concept discussed by Mr. Madan was Integrated Transport planning. This entails development of a physically integrated network of transport nodes (i.e. rail stations), and the introduction of a common mobility card in the form of an e-ticket.

Mr. Diego Blanc, Chief Advisor for Institutional Relations and Bilateral Cooperation, from Brazil, shared that for the upcoming Olympics, a 150 km corridor of Bus Rapid Transit Systems has been built, to service 10 million people a day during the games. The investment so far is about 2 million USD, and the network seeks to reach about 450 km by the end of 2016.

He spoke about Rio's Operations Centre – a network of 30 governmental and non-governmental agencies. At the heart of the Operational Centre is the control room, where 900 cameras placed strategically across the city supply images to video feeds comprising of 80 monitors, providing real time and accurate information about the city's traffic and crowd situation. The control centre provides operational briefings 3 times a day, and assists the decision makers of the city during huge events and natural disasters.

Mr. Wang Yuanbin, Deputy Director General of Qingdao Committee of Municipal and Rural Construction, China, explained that the city of Qingdao plans to link the public transport system with other modes of transport, and focus on connecting all the parts of the city through this system. He envisaged the transformation of mobility systems to multi modal systems. This would begin with 8 ring roads to cover all districts, a distance of 500 km. The ring road shall be the most important part of this cross city linkage, and would be in place by 2020.

Mr. Peter Manners stood in for Russia at the panel discussion. As Senior Director for Chip and Contactless Solutions, Visa, noted that Mobility as a Service could become a real concept – citizens could buy a day's mobility and use interconnected modes of transport to travel across a city. He said that this concept was on trial in Helsinki.

Ms. Florah Mokgohloa, Advisor for Sustainability for the City of Johannesburg in South Africa, explained that mobility systems in South Africa are complex because various levels of governance were involved. For example, the national government is responsible for the planning of major highways but provincial and city governments are responsible for inter and intra city roads.

She stressed on city specific frameworks. As a case in point, Johannesburg has 'corridors of freedom' to develop high density, integrated development.

Mr. Prabhat Sahai, CMD, Mumbai Railway Vikas Corporation Ltd, also championed Transit Oriented Development. He espoused the creation of trust between all concerned stakeholders, in earmarking land along transit routes corridors of influence and assist migration of people to these areas. He also addressed the challenge of transparency throughout this transformational process, citing the example of Japan, where deals were negotiated across the table.

V. Session 5 – Financing City Infrastructure

a) Speakers

Name	Designation	Organization
Key Presenter		
Mr. Ashish Chandra	Associate Director	PwC India
Moderator		
Mr. Yaduvendra Mathur	Chairman	EXIM Bank of India
Panelists		
Mr. Tovar da Silva Nunes	Brazilian ambassador to India	Government of Brazil
Mr. Wang Yuanbin	Deputy Director General	Qingdao Committee of Municipal and Rural Construction, China
Mr. Kunal Kumar	Municipal Commissioner	Pune Municipal Corporation
Mr. Mbanga Sithole	CEO	South African cities network
Mr. Alok Dimri	Joint Secretary	Ministry of External Affairs, Government of India

b) Session Summary

Mr. Ashish Chandra, Associate Director at PwC India, introduced the challenges of financing urban infrastructure. He felt that BRICS countries' efforts to develop urban infrastructure tended to be reactionary to economic growth, rather than a driver for them. He pointed to the latest available World Bank estimates, which stated that about 1 trillion USD of investment was required annually to finance urban infrastructure in emerging markets.

Introducing some of the innovative models of financing urban infrastructure, he pointed to the pooling of various services such as water and energy, as opposed to working in silos. He explained the advantages of this model, opining that it would be customer friendly, there would be huge potential for service improvement, and project securitization.

He stated that in the COP 21 agreement, there had been a concurrence on the fact that 100 billion USD annually were required by 2020 to adapt to climate change. He explained that the significant amount of public debt in the BRICS nations meant severe limitation of private sector investment in urban infrastructure.

Mr. Yaduvendra Mathur, Chairman, EXIM Bank of India, moderated the panel discussion. Mr. Mathur echoed Mr. Chandra's sentiment that cities are indeed the engines of modern economic growth. He

stated that development in our day and age was synonymous with urbanization; the factors that create wealth, he said, depended on people living together and interacting in cities.

Mr. Tovar da Silva Nunes, HE the Brazilian ambassador to India, commenced by stating that the need for urban finance was enormous and stressed that the means of raising finance were vital in equal measure. In a domestic context, he pointed to Brazil's policy of progressive decentralization of the taxation system. Using Brazil's example, he explained how service taxes and property taxes were collected locally. Complementary to this is the funding that the states received from the federal government. He expressed optimism about this increased level of autonomy given to Brazilian cities in the area of finance. He cautioned however, that this wasn't enough and further funding is required from international sources. He emphasized the importance of increasing the technical capability to conduct viability studies of developing countries in the financing of urban infrastructure. He explained that this would help to obtain finance and thereafter to supervise project execution. He espoused the importance of accountability and transparency in the process of taxation and the expenditure of the funds collected through taxes.

Mr. Wang Yuanbin, Deputy Director General of Qingdao Committee of Municipal and Rural Construction, China, remarked that urban infrastructure in China was mainly funded through governmental channels, with relatively less funding from the private sector, except in the case of housing. Similar to Brazil, Chinese cities enjoy a considerable degree of autonomy as far as deciding their developmental priorities and raising funds for these priorities.

Mr. Kunal Kumar, Municipal Commissioner of the Pune Municipal Corporation, took the city as an example to demonstrate the importance of ample finance for urban infrastructure. The amount spent by the municipal corporation on infrastructure is about 100 USD per capita annually, however, he felt that an ideal spend in the Indian context would be closer to 350 USD per capita annually, and that this spend was a suitable target to make a difference in the lives of citizens and achieve environmental sustainability.

He emphasized upon the need to move away from the dependence on the existing rigid tax structure, to a regime of user charges to pay for the urban services they consumed. He backed the management of fiscal risk management to be made mandatory at urban local body level and called for legislation in order to enforce it. Hailing the considerable devolution of powers given to urban local bodies in some Indian states, he opined that there was scope for further devolution of financial powers to municipal corporations of cities in these states.

He felt that a fair amount of capacity development was required, as far as leveraging funds at an urban local body was concerned. The concept of municipal bonds and municipal debt in general needs to be focused on, especially in BRICS cities.

Talking about PPP, he emphasized the need to look at the private sector not solely as a source of funding, but also as a source of expertise and specialized skills. He promoted the collaboration of city governments across the world to prevent working in silos. Vendor development is important to him because he explained that vendors often approached the government with solutions that they have, rather than solutions which the government needs.

Mr. Mbanga Sithole, CEO, South African cities network, mentioned that the expertise South Africa had gained through the process of building new airports for the 2010 FIFA World Cup in South Africa enabled them to act as consultants for similar tasks in Brazil for the next edition of the tournament in 2014. , he expressed thanks to the BRICS nations' leaders for displaying thought leadership in the organization of such a gathering. He emphasized that raising finance for urban infrastructure could not be successful unless it was inclusive of all the sections of society, also stressing on an urgent need to research and deliberate on alternative sources of finance for urban infrastructure. Another aspect of urban infrastructure, he examined, was its maintenance. To round off, he explained that another aspect of urban planning was the new types of demand on urban infrastructure, using the advent of the Internet as an example.

Mr. Alok Dimri, Joint Secretary of the Ministry of External Affairs, Government of India, backed the themes of social inclusion and spatial distribution discussed by speakers before him. With a focus on India, he remarked that urban infrastructure challenges were varied and profound, and could not be solved all at the urban local body level. There would always be mega projects comprising of larger urban areas that would require thought and expertise at a national or even international level. He referred to China's transformative experience of the last 3 decades, and said that much of that transformation owed itself to advances in urban infrastructure. He addressed the importance of the supply of urban services meeting commensurate demand; world class infrastructure created within 100 km of each other was nothing but a duplication of ability for the provision of such infrastructure.



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The logo features the word 'MUMBAI' in a bold, pink, sans-serif font, with 'first' in a grey, cursive font below it. To the right, there are decorative elements: a series of orange and red ovals forming a curved path, a green leaf-like shape, and a light blue swoosh.

VI. Session 6 – Building sustainable cities to improve delivery of urban services

a) Speakers

Name	Designation	Organization
Key Presenter & Moderator		
Ms. Alice Charles	Lead Urban Development	World Economic Forum
Panelists		
Mr. Diego Blanc	Chief Advisor	Institutional Relations and Bilateral Cooperation, Brazil
Ms. Yelena Mizgulina	Head of Department, Comprehensive Cleaning of the Committee	Municipal Improvements of St. Petersburg
Mr. Li Lingjian	Deputy Director General	Qingdao Municipal Government, China
Mr. Timothy Seroke	Chief Director	Municipal Infrastructure Development, South Africa
Mr. Ajit Kumar Jain	Former Additional Chief Secretary to Chief Minister	Government of Maharashtra, India

b) Session Summary

Ms. Alice Charles, Lead Urban Development, the World Economic Forum, introduced the topic by drawing the audience's attention to a few key studies done by the WEF on building sustainable cities, thereby delivering quality urban services. Ms. Charles emphasized the huge role of cities in modern human existence; despite occupying only 2% of the earth's land areas, cities support 54% of the world's population and contribute 75% of its emissions. She referred to the Global Risk Report, published by the WEF earlier in the year and enumerated the big trends affecting the world's cities. Some of the other trends mentioned were the ageing populations in cities, especially in Russia, and rising migration to cities in countries such as Brazil. She spoke about how technological advances meant how workforce increases kept outstripping employment opportunities in countries like India, and also emphasized the need for the adoption of universal design in the context of urban planning.

At an urban level, she said that the challenges were more specific and localized. She believed the lack of talent in both the public and private sector led to a loss of competitiveness. Visionary leadership, in the form of elected leaders, supported by strong governance structures not afraid to promote inter agency collaboration, was also a challenge. Investors, particularly in the area of infrastructure and services, often cited corruption and a lack of transparency as a roadblock. Another challenge was that

urban leaders often had trust issues with new technology with respect to understanding the very concept of a smart city, as well as other concerns such as security and viability. She believed that a public private partnership could indeed fulfil the growing demands of cities, through all the stages of urban development, right from planning, design, implementation, through to operations monitoring and maintenance. The risks associated with a PPP are generally deemed to be high by private sector investors, compounded by frequent changes in scope and contracts, cumbersome licensing processes, breaches of contract, change of industry regulations, judicial risks, an opaque dispute resolution mechanism and of course, rampant corruption.

Listing the top 10 urban innovations, she rounded off with a comparison of the BRICS countries using a BRICS competitiveness index, noting that wherever institutional strength was ranked badly, infrastructure suffered as well.

Mr. Diego Blanc, Chief Advisor for Institutional Relations and Bilateral Cooperation from Brazil, expressed confidence in the ability of Rio to incentivize private sector investment, in order to develop a smarter city. A project, titled 'Porto Maravilha' in Portuguese, meaning 'Marvelous Port', focuses on social, economic and infrastructural revitalization of the waterfront area, he said. Apart from infrastructure, he stated that the focus is on educational and professional development of the people who live in the vicinity, whilst also promoting local entrepreneurs. The entire area of 5 million square meters has 355 km of flyovers, and pedestrian only boulevards, with provision for underground passage of motorized traffic.

Ms. Yelena, from St. Petersburg, Russia, detailed how citizen participation was vital to the sustenance of St. Petersburg as a developed city. She emphasized the importance of establishing dialogue between a city's residents and its administration. She shed light on a developmental plan for St Petersburg. The plan, she explained, provided for and secured city services like transport and common urban themes of renovation and ecology preservation up to the year 2030. Multi-functional centres had been set up to deal with citizens' queries and they did not have to stand in queues to either voice their grievances or be given guidelines to solve them.

Mr. Li Lingjian, Deputy Director General of Qingdao Municipal Government, China, explained how 10 Chinese cities have been selected for waste water recycling and the establishment of water treatment plants. This was especially important, he noted, in the case of coastal cities so that the generated waste wasn't routed to the sea. Mr. Lingjian said that the municipal government of Qingdao has set conservation goals for the next 5 years, and that these would be revised at regular intervals.

He remarked that a strong legal framework and an effective land use plan would go a long way in the efficient usage of natural resources.

Mr. Timothy Seroke, Chief Director, Municipal Infrastructure Development, South Africa began by saying that the South Africa government was committed to the addressing of issues like sustainable urban development through community participation, particularly in light of the history of the nation. 'Nothing for us without us' was an overarching theme he espoused. He stressed on the improvement of access to urban services, especially for the sections of the society that had suffered inequality throughout the apartheid era.

He expressed belief that knowledge to create innovative solutions could only be created if investment was made in human resources. He rounded off by acknowledging that in general, urban governance was moving to a more participatory or inclusionary approach.

Mr. Ajit Kumar Jha, drawing from his experience as the former Secretary in-charge of water supply and sanitation department as well as Additional Commissioner in the BMC, cautioned that the pressure on urban infrastructure is only going to increase in the near future. He reasoned that cities have limited resources and therefore sustainability was an imperative. Exploring another aspect of sustainability, he spoke about the urban poor. Most modern cities, he stated, tended to marginalize their urban poor, even though this section contributed significantly to the economy of the city. He stressed on the need for water sector reforms; referring to the Government of Maharashtra's water sector reforms in 2008-09. Under these reforms, urban local bodies had been incentivized to reduce water wastage. He suggested that a water management strategy be devised, through a city consultative process, within the ambit of a legal framework. He pointed to another initiative by the Government of Maharashtra, the sustainable cities program in 2005. The program entailed detailed consultations with the governments of 10 cities in Maharashtra, and was able to come up with excellent solutions for water management in an urban context, he said. He ended his address by saying that such the solutions proposed in forums such as these could be better implemented if backed by a legal framework.



VII. Session 7 – Making sustainable and affordable housing a reality

a) Speakers

Name	Designation	Organization
Case Study Presenter		
Mr. Abbas Master	Chief Executive Officer	Saifee Burhani Upliftment Trust
Moderator		
Mr. Gautam Chatterjee	Former Chief Executive Officer	Maharashtra Housing and Area Development Board
Panelists		
Ms. Rosimar da Silva Suzano	Member	Brazilian Delegation, Brazil
Ms. Nataliia Sinei	Deputy Chairman	Committee on Housing Sector, Russia
Ms. Sheela Patel	Founding Director	Society for Promotion of Area Resource Centres (SPARC), India
Mr. Gary Sharkey	Programme Director	Global Cities Business Alliance
Dr. Dittgen	Senior Researcher	University of Witwatersrand, South Africa

b) Session Summary

Mr. Gautam Chatterjee, in his key presentation for stated that urban migratory population that fails to secure formal housing in urban settlements, turn to informal settlements. These are commonly referred to as 'problem areas in city landscapes'. While private sector has been actively involved in offering housing solutions, they have mainly catered to the middle and upper class. Economically weaker sections have always been dependent on government intervention to provide them with affordable housing solution. In the past, various approaches have been tried to bring the economically weaker sections into city mainstream with programs such as giving land tenures to slum settlers, slum upgrade programs aided by World Bank, and re-development and rehabilitation of slums. A perpetual problem has been scaling up of these efforts and delivering this will need huge support from government. Government of India has recently come up with Pradhan Mantri Aawaas Yojana (PMAY), which has taken an ambitious target of achieving 20 million houses in an year, and that in its four verticals of in-situ rehabilitation, self-help housing, inter subvention, and affordable housing in partnership, will try to deliver this at a large scale.

Ms. Rosimar da Silva Suzano, from Brazil spoke about the Brazilian Housing program which has been the largest national housing program in the history of the country. It was a combination of a series of

policies that had taken place in the previous years. Recently, the program has entered its third phase and has inserted a new category of entitled families. The first national housing program was launched in the beginning of 1960s, driven mostly by political concerns. The government decided to launch a national housing program and it created a national housing bank. The program was outrun by increasing urban population in beginning of 1970s. In the end of 1980s, Brazil was already on the track of democratization and after enactment of the 1988 Federal Constitution, the country started to advance towards urban housing planning, putting in place necessary legal and administrative framework where Municipalities became protagonists. The housing solution solved problems emergent in very specific political context and helped families in the need of housing. The program was branded as 'My House My Life' sending the message that housing is a fundamental right and stressed the human rights approach to social policies. The program has already promised decent housing to over 6 million Brazilians and has already hired services for building 3.4 million houses and apartments throughout the country. Of these, more than 1 million have been delivered benefitting 6.8 million people. The program is a historical flag of Brazilian social movements and representative bodies of various movements focused on housing for population. The program is financed by national banks and several measures were taken to facilitate credit to low income families. Fixed Interest rates were calculated according to grant amounts.

Ms. Sheela Patel, spoke about the Indian context where the population coming to urban areas is steady with 80% or more population residing in urban countries. The urbanisation process in India is escalating rapidly. When cities like Mumbai grow, borders expand; villages have become urban and 50-70% of the population in villages are living and working in informality in the cities. In many Indian states, urbanization levels are just at 13-15%. The challenge, she said, in India and many other countries in sub Saharan and Asian regions are three-fold. The market solution cannot work as people cannot afford to pay payment loans and city statutes. Government cannot provide enough infrastructure and basic amenities for all areas. While government spends huge money on housing, it does not reach even 5% of the people who live in informal settlements. Much of the housing stock built by government remains empty because people identified to stay there, refuse to because of the lack of basic amenities. Very few cities actually have a strong well defined, politically accepted redevelopment strategy. People live in very fragile circumstances. There is need for smarter ideas in government, private sector and NGOs to formulate new strategies or modify the existing ones.

Mr. Gary Sharkey, spoke on how the business sector is focusing on developing affordable housing solutions for inclusive cities. This has become an important action area for the businesses as their employees are also a part of these groups who need affordable housing, and it's not just the low income people or people at the bottom of the pyramid. Companies have to pay higher wages to employees, less disposable incomes left with consumers, low consumer spending, shortage of jobs and income in certain areas, longer commute time to reach work areas (as affordable housing is limited) and impact to economy of local cities. He spoke about how policies in land use and Transport Planning, Finance and controlling of housing allocations can help cities tackle these challenges.

Dr. Dittgen from South Africa spoke on how developmental policies should support cities and housing solutions such that they are livable, integrated and multi-functional. All settlements should be connected with basic amenities, transportation and areas of work opportunity. South Africa has been a middle income country, but now it has been increasing a lot. Cost of living is rising, making it all the more difficult to gain access to housing. South Africa has certain thresholds in terms of free housing

delivery. There is a tremendous gap between those who earn more than the level for qualifying for free housing and those who are too poor to apply for mortgages. This is a very high percentage. One of the biggest programs aimed at providing housing and construction launched at the beginning of South Africa, has been able to provide ~3.5 million houses. Affordable housing is offered mainly by the government in South Africa. They have a right for adequate housing in the constitution and there are housing policies which also define the responsibilities of the government, at a national level. Provinces and municipalities are responsible at the implementation level. Government planned to promote affordable housing and develop it as an economic asset, so it would feed into the property market. But this has not been the case. Administrative delays have made it very difficult for businesses to enter this market. Recently, there has been a push to cater to the gaps in housing by pushing affordable housing solutions. But there is a gap in supply and demand.



VIII. Session 8 – Maximizing Value through Efficient Land Use and Urban Planning

a) Speakers

Name	Designation	Organization
Key Presenter		
Mr. Chetan Vaidya	Director	SPA Delhi
Moderator		
Mr. Barjor Mehta	Global Lead, City Management, Governance and Financing	World Bank
Panelists		
Ms. Rosimar da Silva Suzano	Member	Brazilian Delegation, Brazil
Ms. Julia Menshova	Expert	State Environmental Expertise of the Committee for Nature Use, Environmental Protection and Ecological Safety
Mr. Chetan Vaidya	Director	SPA Delhi
Mr. Partho Mukhopadhyay	Senior Fellow	Centre for Policy Research
Ms. Modjadji Malahlela	Chief Director, Urban Development Planning	COGTA, South Africa

b) Session Summary

Mr. Chetan Vaidya delivered the key presentation highlighting the traditional problems in urban planning like low floor space, low density, no relation with markets, complex process of change from agricultural to non-land and limited flexibility and no coordination between land use and public transport. Currently, planning is control-oriented but it needs to be development-oriented, and this mind set change is difficult. Two recent examples of development-oriented plans are – Outer ring road construction in Hyderabad which modified building and land use regulations, and Ahmedabad Master Plan 2021 that used increased floor space in the zoning for affordable housing, linked transport infrastructure to land use to develop a more market-oriented development plan. Mumbai has not been able to achieve success in such plans due to inadequate communication and buy-in at different stakeholder level. Hence, communication between the stakeholders is another important factor. Huge revenue streams are needed to pay for the PPPs or municipal land. PPP and municipal bonds/pool finance bonds are an option. Maharashtra, Gujrat and Amravati (new capital city of Andhra Pradesh)

have been working on this partnership approach. Delhi is using Transit-Oriented Plan, where around Delhi Metro area, FSI has been increased from 1.5 to 4 and this additional floor space can be used for paying for infrastructure. While it is very important to link land use and public transport, factors such as finance, governance and communication are equally significant parts of the picture. Some of the requirements for effective urban planning include replacement of intuition-based planning with evidence-based planning, understanding of the rising costs and land cost with increase in infrastructure investments, efficient accounting practices for floor space and land pricing, robust revenue streams, communication and buy-in between all stakeholders and capacity building.

Ms. Rosimar da Silva Suzano, from Brazil pointed that one of the pressing issues for cities today is - How does one deal with fast growth (essentially on the outskirts of the cities) and re-development requirements of inner cities? Brazilian government's approach to urban land use and planning is based on fundamental human rights. Cities need to be more resilient and adaptable to climate change impact.

Ms. Julia Menshova, from Russia spoke on how data processing and analysis is used for structuring projects in Saint Petersburg. Impact on Climate is a key consideration while planning and is also a component in the Housing Plan 2050. The 2050 Plan aims to minimize effects of climatic change. Flooding was a major issue in Saint Petersburg. Floods could disrupt life in St. Petersburg as it is a city built on marshy land. For this, the administration built dams to prevent flooding in springs. Another area of emphasis while planning is recreational area/ spaces for the residents of Saint Petersburg. Technology integration, she said, is an important element in planning for cities like St. Petersburg. While planning for aspects, it is important to focus on hard factual data.

Ms. Modjadji Malahlela, from South Africa stated that three key issues have to be considered while planning to unlock economic potential of the urban cities - Strategic financial planning, infrastructure planning and regulatory environment. Political and special plans have to be linked with other plans—national, regional or local, and should be shared with all stakeholders in the society, particularly outside government. Plans should incorporate inputs from all stakeholders, as proper communication helps in bringing accountability. She said, developmental plans should be flexible enough to accommodate environmental changes.

Mr. Partho Mukhopadhyay, from India stated that one of the biggest problems in urban planning is the lack of evidence-based planning. We need data and information from different parts of the system into the decision making process. Most of the planning is based on intuition and previous policies. Often, there is limited clarity about the objective of planning—whether it is space or environment or sustainability etc. Aesthetics of a city are quite sterile; a living city cannot be easily planned without some amount of informality. This informality reflects economic dynamism and removing it will reduce the economic value, going forward. There is a strong need for flexibility. Sao Paulo's Certificate for Additional Authorisation for Construction is similar to Mumbai's transferable development rights, which allow space transfer from one area to other, but not indiscriminately like in Mumbai. Another aspect of flexibility is rentals. There is not a very vibrant market for rentals. In many cases, where work areas and living areas co-exist, the areas are not aesthetically pleasing and inadequately maintained. Lack of coordination is another impeding factor. It is very hard to get state government departments

to communicate with each other, rather than getting private sector to communicate with government sector. Finance is a major enabler and hurdle at the same time. Regional development authorities in Mumbai and Delhi have enormous amounts of money in their accounts that they have realised by unlocking the value of land potential. However, they do not invest this money in developing the cities. This money if invested back into the cities could facilitate better development.

