



Resilient Mumbai: Is our city Pandemic ready?



Chairman's Address



Narinder Nayar
Chairman, Mumbai First

Dear Friends,

Trust you and your families are well and safe.

The past year has affected us all, wherever we are. These are unprecedented times for individuals, businesses, families and the economy of the city.

A year into the pandemic - what can we do in Mumbai to emerge more liveable, sustainable and resilient? What could we also be doing to respond to challenges ranging on environmental, health and economic crisis? These are some of the questions we are addressing and plan to organize discussions in the coming months.

Although our offices have been closed for the last one year, we continue to work from home and several interesting programs have been organized, which amongst others, include: Safe Mumbai and Gender Concerns, The Changing Face of mental health and well-being, Demystifying MCGM budget, Mumbaikars and Resilient Mumbai: Is our city Pandemic ready?

We renewed our co-operation with CityNet in Seoul and planning an international webinar on **"Changing Face of Urban Tourism post-Covid: Asian experience"**. This will be a very interesting program, bringing together the experience of the Indian and Asian cities.

We continue our close co-operation with European Union and we are now participating actively in the 2nd EU-India Urban Forum on **"Sustainable urbanization for the Greener tomorrow"**. Several other programs are being organized, with details to follow.

While last year, has been hopelessly bad, let us hope the new year will be hopefully good.

I wish you all, a safe and healthy year ahead.

Warm regards.



CEO Speaks



Dr. Neville A Mehta

CEO, Mumbai First

With COVID-19 vaccines being available to young adults above the age of 18, there seems to be hope. This interim phase from a pandemic to post-pandemic life can be an opportunity to change our lives and society. We need to learn from the current crisis, plan for our future, and serve the larger community to make life after Covid-19 better for all.

Through re-invention, prepare and lead our lives and our organisations for the future and turn our Covid-19 experiences and challenges into positive learning.

Despite the lockdown, Mumbai First has continued to relentlessly strive in its mission, and vision to doing its best in the given scenario. Over the 1st quarter of 2021, we organised three-panel discussions on matters concerning and very relevant to the health, wealth and prosperity of the city of Mumbai as follows:

February 11, 'Safe Mumbai & Gender Concerns with Changing Face of Mental Health & Wellbeing': This discussion addressed some key issues pertaining to mental health and emotional abuse with the goal of sensitising young netizens on mental health. Leading lawyers, police officials and psychiatrists came together were prominent panelists.

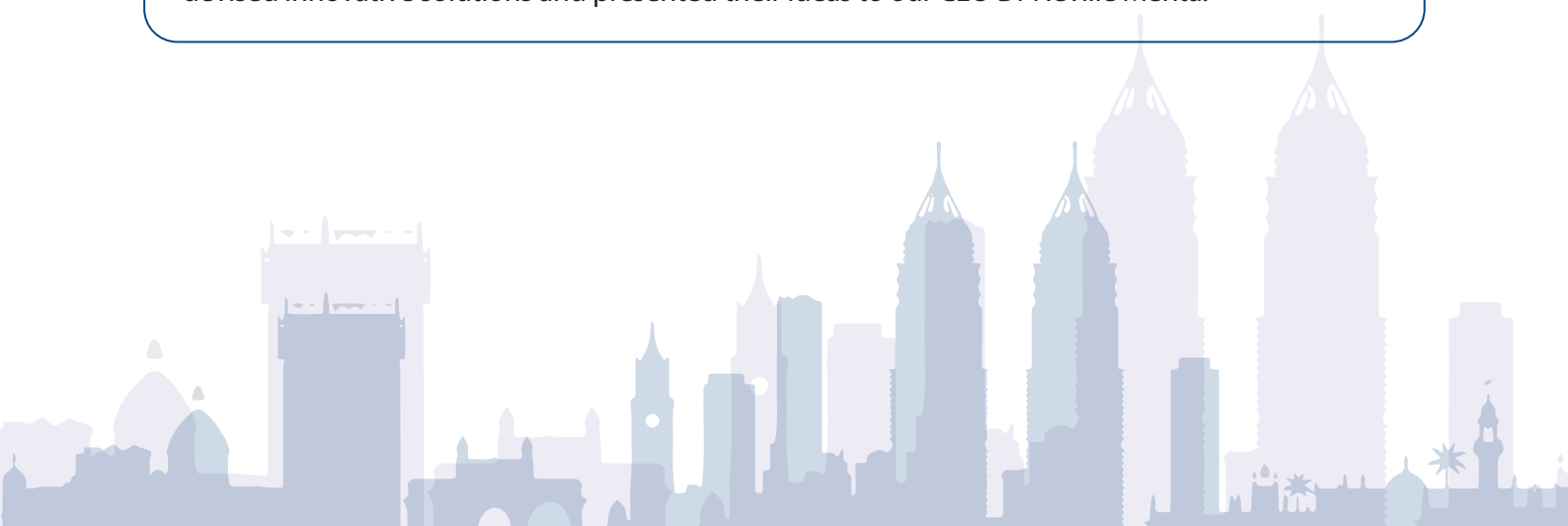
February 25, Demystifying MCGM Budget for Mumbaikars : A step towards increasing public participation in the budgetary process, this discussion had eminent panelists discuss and

analyse the MCGM budget 2021-2022 in detail, along with evaluating how the MCGM is leveraging its resources – budgetary, technical, and administrative – to overcome inadequacies for Mumbai to become a world-class city'. It highlighted the role of citizen participation in the budgetary processes.

March 25: Resilient Mumbai: Is our city pandemic ready?: Focused on affordable and accessible public health systems in the Mumbai Metropolitan Region. Key questions uncovered were the measures taken by the MCGM to tackle the pandemic, the need to prioritise and integrate healthcare into the urban development agenda, effective outreach-based strategies for greater focus on community participation, and how the private sector can be a catalyst in making primary health care accessible to all in the Mumbai Metropolitan Region.

■ **Common purpose:**

Mumbai First took the lead in the Global Leader Experience Online programme which brought together a diverse group of up to 150 MBA students from University of Roehampton from 1 – 4 March 2021 and provided them the skills and networks required to work across boundaries and become global leaders. The result of the programme, helped students to develop and demonstrate the skills and competencies required to be successful in the 21st century. Working in groups of peers, students virtually visited organizations and heard from experts to grasp the challenges. They devised innovative solutions and presented their ideas to our CEO Dr Neville Mehta.



Safe Mumbai:

Gender Concerns and Well-Being



The 90 min panel discussion on “Safe Mumbai and Gender Concerns: The Changing Face of Mental Health and Well-being” was organized by Mumbai First and Women’s Development Cell and Internal Complaints Committee at Wilson College in an attempt to create safe cities for its citizens.

Esteemed panelists for the discussion included Smt. Aswati Dorje Special I.G.P, Director, Maharashtra Police Academy, Dr. Harish Shetty, Psychiatrist, Dr. Juhi Deshmukh, Assistant Professor, Department of Psychology, Savitribai Phule Pune University and the moderator Ms. Nirali Bhatia Cyber Psychologist and Psychotherapist.

Key Highlights include:

- “100” and “103” are helplines for citizens to report crimes. Women reporting crimes on 103 are redirected to the cybercrime unit. Ms. Dorje highlighted that starting **January 26, 2021, five new cybercrime police stations with senior rank police officials have been set up**. This is for five different regions-South, Central, East, West, and North regions of Mumbai Police.
- Ms. Dorje shared a successful initiative of the Mumbai Police, the Police Didi system where **children in schools are encouraged to get in touch with police authorities in cases of abuse**. Through this initiative, children are sensitized about “good touch” and “bad touch” trained to scream, retaliate and resist when the offender attempts to cause any harm.

- Ms. Nirali Bhatia shared that **reporting anonymously was possible on the National Cyber Crime Portal (<https://cybercrime.gov.in/>)**. Victims of cybercrime in Maharashtra particularly have had good experiences with the portal.
- **CYBER B.A.A.P an acronym for Cyberbullying Awareness, Action and Prevention**, is committed to combating the menace of Cyberbullying by creating awareness and prevention.
- **Community education and educating the parents is of utmost importance**. Talking about compassion vaccines and psychological wellbeing is important. "Let's create barefoot counselors", Dr. Juhi Deshmukh She mentioned that not everybody can be a psychiatrist, counselor, or social worker; it is important to work with youth and educate them.
- Dr. Deshmukh highlighted that **mental health has to be taken up at the policy level and taken up as an issue of priority by decision-makers**. She also spoke about how empathy buddies in universities would make it possible for young students to share their experiences on college campuses.



educating the parents
CYBER B.A.A.P
Community education
Police Didi
103 <https://cybercrime.gov.in>

Demystifying MCGM budget for Mumbaikars:



Citizen participation is the most important component of the budgetary process, as it promotes transparency and accountability in urban governance. Citizens need to understand the intricacies of MCGM budgeting as MCGM is responsible for vital aspects of quality and standard of life in Mumbai. Its functioning is therefore the concern of every Mumbaikar.

In this regard, Mumbai First organized a virtual discussion on 'Demystifying MCGM Budget for Mumbaikars', a step towards increasing public participation in the budgetary process by inviting prominent government officers, urban thinkers, economists, academicians, and informed citizens on 25th February 2021 to discuss and analyze the MCGM budget 2021-2022 in detail.

Some of the recommendations are

Citizen Participation

- MCGM should adopt the Pune Municipal Corporation's Participatory budget model, a successful model initiative, and contextualize an advanced model of the same for Mumbai.
- MCGM Commissioner should have Public Consultations with all the stakeholders while framing the new year budget as is done by the Finance minister for the Union Budget.
- Strengthening and establishment of area sabhas to make way for greater accountability of both elected and appointed representatives.
- Taking accountability for where the development funds of citizen representatives (corporator) are used and spent.

- It would be appropriate to have ward-wise spending data from the budget.

Financial Health of MCGM

- MCGM should present a more realistic budget especially with respect to capital expenditure.
- Revenue mobilization should be backed by equally dedicated expenditure rationalization.
- On average, in the past four years, Mumbai has spent Rs. 7500 crores only on development even though it had around Rs. 50000 crores with it and identified a project pipeline of Rs. 70000 crore or more. Mumbai has the capacity to have sizable debt on its balance sheet. It should borrow possible to a maximum extent following prudential financial norms and bring development to the city.
- Gender budgeting, performance budgeting, and outcome budgeting, cost accounting, and cost auditing should be incorporated into the financial management framework of MCGM.
- Property tax should be based on capital value with cross-subsidization very affordable slabs for the property of lower values and higher slabs for the property of higher values.
- Historically, Professional Tax was a municipal tax. So there is a need for devolution of the professional tax to local governments.

Women Safety

- The focus of the MCGM budget for women's safety should be primarily based on two aspects, namely, Gender Mainstreaming and Gender Auditing.
- Gender Auditing should be conducted on the MCGM budget to bring inclusiveness to the center stage of public finance.
- Women's groups must be consulted in drawing up budgets, women's groups or academic departments can be involved in conducting a gendered reading of previous budgets, there should be both macro and micro level budget allocations for making the city more gender-friendly and gender-just.

Bringing BEST back on wheels: Reforms

The financial Sustainability of BEST could be improved by monetizing the bus depot's land which is located in prime locations across Mumbai. But caution should be taken so that it should not be used for real estate exploitations.



- Bus transport should be treated as a public utility such as drainage or education or roads and some loss should be accepted in principle. BMC spends a lot of money on road infrastructure.
- BMC must prioritize pedestrians and public transport as a service, not a profit-making enterprise. Its planning department must study traffic patterns and vehicle ownership to assess what areas of the city need an investment of what kind.

Education

- MCGM should form a task force to outline the future of Public Education in Mumbai for the next 10 years. MCGM should in mission mode work towards achieving all the outcomes formulated by the task force.

Health

- Greater budgetary spending on primary healthcare will lead to a rich dividend to the urban poor. Overall infrastructure, services, human resources need to be upgraded substantially to improve the quality of health of common Mumbaikars.
- Need 650 primary health care centers one for every square km of the city, Mumbai's area is 650 km sq.

Climate Change

- The newly proposed Climate Change Department should not be an advisory body. It should be given substantial power to take relevant decisions to mitigate the climate crisis.
- The department should have regular consultative meetings with citizens regarding adaptation and mitigation measures to be taken for climate change.
- The department should have a dedicated Data Center for collecting and analyzing climate data to take necessary steps effectively.
- Some additional measures such as Pledge to use 50% renewable energy by 2030, the Closing of all Coal-fired factories in the Mumbai region, and reducing construction dust from various infrastructures in Mumbai.

Flood Mitigation

- MCGM should conduct a thorough hydrological study on water inflows into the island city.
- It would be in order to conduct a flood map of the city, take stock of the Chitale committee report post-2005 flood, and draw up a contingency plan for the next 50 years given the climate crisis and sea-level rise.

- The current drains are not equipped to handle the peaks of rains currently received by Mumbai. There is a need for complete up-gradation of all the drains taking the future flow of water into consideration.
- Promoting Building structure designs that can accumulate and reserve the rainwater leading to controlled flow and less flooding. The concept of sponge cities should be promoted in Mumbai.

Mumbai First will try to create a multi-stakeholder consultative discussion with bureaucracy and other relevant stakeholders to put forward the demand for greater accountability and greater participation of citizens in budget decision-making.



M C G M B U D G E T

National Education Policy -

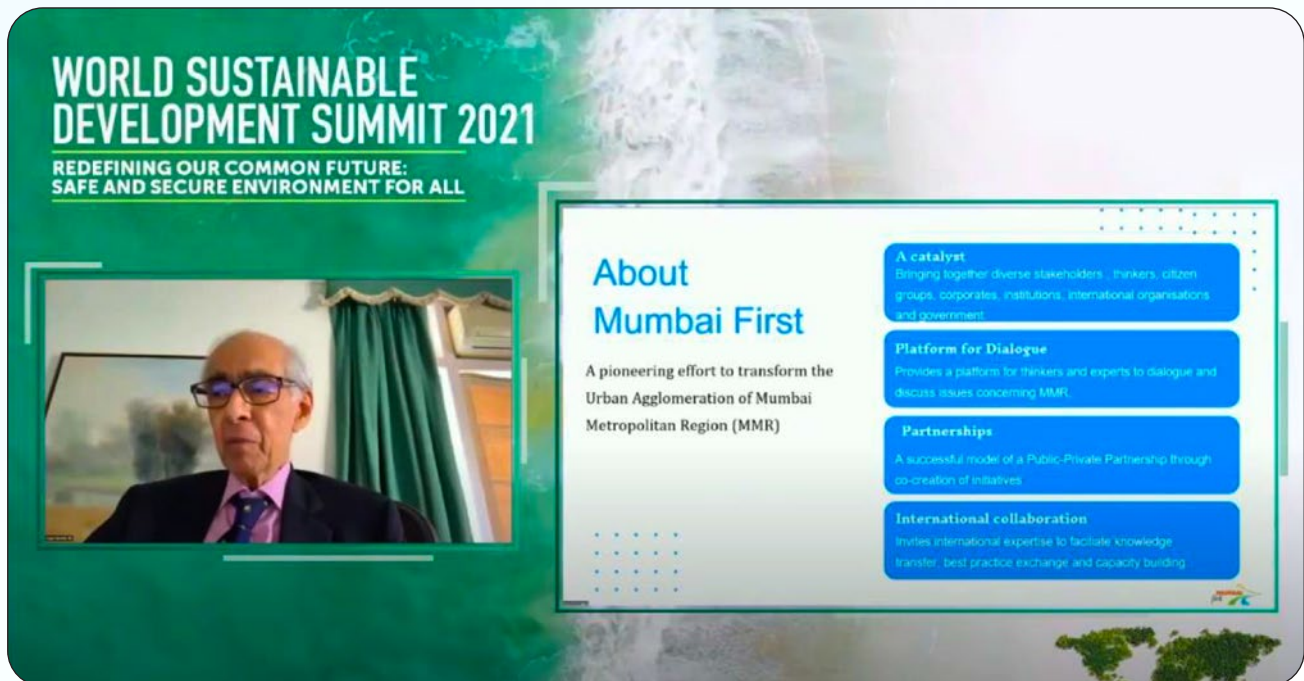
Key highlights, Acknowledgment



Mumbai First is keen on making Mumbai a student-friendly city and evoking the National Education Policy. Mumbai First is working out an actionable plan for school education which is underway and will be shared soon. Mumbai First along with a few eminent key stakeholders and educationists in the City formed working groups with key experts from various education sectors to share their views for school education based on the following key themes. These include **Early Childhood Care and Education: The Foundation of Learning, Foundational Literacy and Numeracy, Curtailing Dropout Rates and Ensuring Universal Access to Education at All Levels, Curriculum and Pedagogy in Schools: Learning Should be Holistic, Integrated, Inclusive, Enjoyable, and Engaging, Teachers, Equitable and Inclusive Education:** Learning for All, Efficient Resourcing and Effective Governance through School Complexes/ Clusters, and Standard setting and Accreditation of School Education. We believe that this exercise on school Education would lay a strong foundation for higher education. Mumbai First will be working closely with the State Education Department to realize the submissions in the report.



World Sustainable Development Summit 2021



World Sustainable Development Summit (WSDS), the annual flagship event organized by **The Energy and Resources Institute (TERI)**, together with European Union, was held from 10th to 12th February 2021, and was inaugurated by the Hon'ble Prime Minister of India. Several eminent speakers participated – amongst others – Mr. Edwin Koekkoek - Counsellor Energy & Climate Action, European Union, Mr. Saurabh Bhardwaj – Fellow, Earth Science & Climate Change Division (TERI), Ms. Sanne van der Mijl – Project Leader, Climate Adaptation Summit, Ministry of Infrastructure and Water Management – The Netherlands. Our Chairman – Mr. Narinder Nayar, was invited as a Keynote Speaker on **“Climate Change: Action for Tropical Coastal Cities”**, a subject which is so very important for our city/country, and indeed, the world.


Given below, is an extract from Mr. Nayar's address:

“There are indeed many challenges that the city faces, but in our view, an area that requires immediate and urgent attention is to deal with the consequences of **Climate Change**. It has rapidly become the single largest threat to mankind in a very short period of time. Having overtaken all predicted scenarios, the term **Climate Emergency** is more appropriate to describe the time we live in. In the wake of unprecedented climate disasters, climate change has rapidly taken root in the global consciousness and the desire to act, is stronger than ever before, across governments and citizens.

I would also like to take this opportunity, to compliment the Government of Maharashtra for the unique initiative **“Majhi Vasundhara” (My Earth)**, to make citizens aware of the impact of climate change and environment issues. Mumbai First is fully committed to support this unique initiative.

WORLD SUSTAINABLE DEVELOPMENT SUMMIT 2019

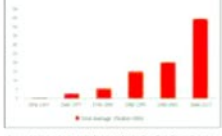
REDEFINING OUR COMMON FUTURE:
SAFE AND SECURE ENVIRONMENT FOR ALL



Summary: Climate Crisis Action for Coastal Cities - Mumbai

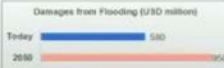
- India and its coastal cities are particularly vulnerable to climate change-related flooding, heavy rainfall and heat waves. India lost **USD 45 billion** due to weather-related events between 2008 - 2017
- Cities such as Mumbai have experienced rises in rain intensity and flooding due to climate change, and studies show that **vast areas of MMR will be inundated by 2050**
- Without policies and strategies that would mitigate the damage from these natural disasters it risks **nearly USD 1 billion in economic damages by 2050**

Increasing economic losses to India due to extreme weather events



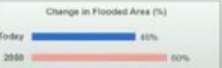
Year	Loss (USD billions)
2008	1.5
2009	2.0
2010	2.5
2011	3.0
2012	3.5
2013	4.0
2014	4.5
2015	5.0
2016	5.5
2017	6.0

Damages from Flooding (USD millions)



Year	Damages (USD millions)
Today	580
2050	950

Change in Flooded Area (%)



Year	Change in Flooded Area (%)
Today	45%
2050	60%

1. High, Climate. Assessing India's Meeting Climate Losses in Financial Institutions. 2. McKinsey & Co.

Finally, one must agree with the general informed view, that climate change is indeed, a disaster in the making for the future of the world and for all who exist in it. It is imperative that we deal with the situation now, as a matter of urgency and before it is too late”.



Resilient Mumbai:

Is our city Pandemic ready?



The 90 min panel discussion on “Resilient Mumbai: Is our city pandemic ready?” was organized in an attempt to gather insights from the first wave of covid 19 virus in Mumbai.

Esteemed panelists for the discussion included:

- Dr Gautam Bhansali, practising physician & consultant at Bombay Hospital Institute of Medical Sciences, Mumbai, Maharashtra,
- Dr Abdul Samad Ansari, Director at Critical Care Services, Nanavati Hospital,
- Mr Kiran Dighavkar, Assistant commissioner of the G - Northward and Nodal officer in Swach Bharat Abhiyan,
- Dr Swapneil Parikh, practising physician in Mumbai and co-founder of D.I.Y health, an AI-powered health tech startup
- Dr Arun Kumar, is currently the CEO of Apnalaya for the last six years, empowering the urban poor.

Key Highlights:

- Employing people in the Corporation is essential, but community participation is crucial for crisis management.
- Public-Private Partnerships should be enhanced in the health sector. Government and Private sector need to work towards health care crisis management strategically.

- There is a need to increase the health care expenditure, especially capital expenditure in the health system.
- Creating the right strategies and appropriate approaches to capital spending in healthcare.
- Strengthen digital infrastructure for greater outreach, training and management.
- Incentivise the frontline worker to increase their motivation.
- Broader healthcare aspects by strengthening basic necessities for all, such as sanitation, water and housing facilities.
- Community-based vaccination is critical for containing the spread of the covid-19 virus.
- Engage NGO's to clear misconceptions about the covid-19 and vaccinations outreach methods in communities.
- For future pandemics, we need to consolidate our efforts in future with more cooperation, collaboration and coordination.
- All pediatric populations should be empowered to give the vaccine to adults at the age of 45 to reduce decongestion.
- We should have the tools for early diagnosis and identification and response to the outbreak.



Mumbai giri



Zoya lobo



appear for a split-second role in a short film titled *Hijra: Shrap ki Vardan* part 2 (*Hijra: curse*

or blessing), The director of the project organised an award function on its success, where she met someone who helped her to earn the distinction of becoming India's first and only photojournalist from the transgender community. On March 15, 2020, she was honoured by 24 Times News and Entertainment for this achievement.

At an award function following the movie's success, she met the newspaper co-editor, who later called her over to his office. He recognized her potential. Zoya mentions that she least expected to be immediately appointed as a reporter.

Zoya Thomas Lobo, A transwoman, followed the Hijra tradition of mangti or asked for handouts in Mumbai's local train. As the Covid-19 pandemic and the lockdown brought Mumbai's lifeline to a halt, so did Zoya's little earnings.

Over the phone call, she expresses her childhood dream of joining the civil services, but that couldn't happen because she had to drop out of school after class five as her family could no longer afford to educate her.

During her tough times, she was offered the chance to appear for a split-second role in a short film titled *Hijra:*



Sea of migrants keen to return home gather outside Mumbai's Bandra station

Updated: April 14, 2020 10:34:35 pm



A large number of migrant labourers came out on road in Mumbai's Bandra Tuesday demanding transportation arrangements to go to their native places. (Express photo: Zoya Lobo)

She realised her interest in photography during reporting and bought herself a second-hand professional camera.

During one of the assignments, she was covering Pink Rally, organised by the transgender community. She got introduced to senior photojournalist Divyakant Solanki here, who explained to her the nuances of his profession.

During the pandemic's peak time, she was able to get exclusive features about the protest held by migrant workers outside the Bandra station. She ran to grab her camera on seeing the commotion and was able to get some exclusive visuals. Covering the incident earned her tremendous fame and reputation.

According to her, the biggest problem is the outcasting of this community by society. The endless fight between equal rights for opportunities to work and being forced to beg has left this community suppressed, unexposed and unexplored. Zoya is currently working as a freelancer for Fight Against Crime (Sawandhaan), a website that reports crimes in and around Mumbai. She is a source of inspiration to others in the trans community and working for them to secure a life of dignity.



Sanjiv Valsan
Rewilding Aarey and Forest Walks

Sanjiv Valsan has been working towards Aarey Forest since 2017; As Aarey forest is the world's last surviving Natural Forest inside a megacity, that too the world's most densely populated city. It is also home to 8000 indigenous animist tribal people spread across 27 villages in this forest. He has an emotional

attachment to the forest as he realises that tribal community (Hallu) receive water for not more than one hour per day.



While documenting traditional ecological knowledge and wild foods in both Arunachal Pradesh and Maharashtra, Sanjiv observed the synergy between knowledge of wild foods, traditional ecological knowledge, indigenous tribal culture and environmental conservation. He started forest walks to build the bridge between the tribal and urban people. As uncultivated or wild foods are organic, highly nutritious, free of cost, involves zero input or deforestation,

and their continued use induces humans to engage with and preserve forest, just like Adivasis have done for centuries.

Wild food is about more than just cuisine; it is an entire ecosystem of intermeshed areas that are diverse yet connected. It is about nutrition and other concepts such as sustainable development, herbal medicine, forest conservation, famine control, climate change, water resource management, tribal art, culture and music, nature worship, cultural identity, and a sense of community.

Along with that, he started Rewilding Aarey too; the idea is to work on multiple fronts using a 360-degree approach ranging from afforestation preventing tree cutting, forest fires, working for the benefit of aareys indigenous people and securing long term protection for this gem. City treasures food, medicines, utility materials and it is home for plants, animals and indigenous people. When people come for these events, meet the Adivasis and see, touch, smell, and taste the forest, something sparks up from within, and they begin to see the entire forest and tribal culture from a completely different perspective. It builds both respect and love on both sides. It also gives us both hope and knowledge to tackle the ever-looming threats of pollution and climate emergency.



CHANGING FACE OF URBAN TOURISM POST COVID: ASIAN EXPERIENCE



6TH MAY, THURSDAY | 11:00 AM IST/2:30 PM KST

Mumbai First and City Net

Tourism is one of the worst-hit industry sectors by the pandemic. Cities that usually depend on tourism as economic life blood had confronted the inevitability of job losses, closed shops, vacant villas, empty airports, and beaches as pandemic severely restricted people's mobility.

With the global acceleration of vaccination, cities cannot wait to welcome their visitors despite the changes and conditions. This seminar will discuss the many ways cities are building back better their economic recovery. As tourism is a primary local economic lever, the webinar will focus on the ongoing efforts of how cities in the Asia Pacific are addressing the changes both in policy and practice in the post-pandemic tourism scenarios.

"Propelling Maharashtra to be the topmost business destination in India".



Maharashtra is one of the most industrialized states contributing approximately 13% to India's industrial output. It is also one of the most urbanized Indian states. However, in 2017 as well as 2019 BRAP (Business Reform Action Plan) state rankings on Ease of Doing Business, Maharashtra was consistently low ranked at 13th position.

Maharashtra is in dire need of rationalization, simplification, digitalization, and decriminalization of the regulation and compliance framework of businesses. If Maharashtra formulates strategies accordingly then the business environment will improve significantly not only for new businesses but also existing ones.

To understand the importance of the four-vector strategy for Maharashtra, Mumbai First will be organizing a virtual discussion in the upcoming month for the whole business community in Maharashtra to discuss, analyze and advocate for the necessary reforms to bring Maharashtra into the top 5 states in ease of doing business ranking and also propel it to become \$1 trillion economies by 2025.

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