



Presentation by

Narinder Nayar  
Chairman, Bombay First

at

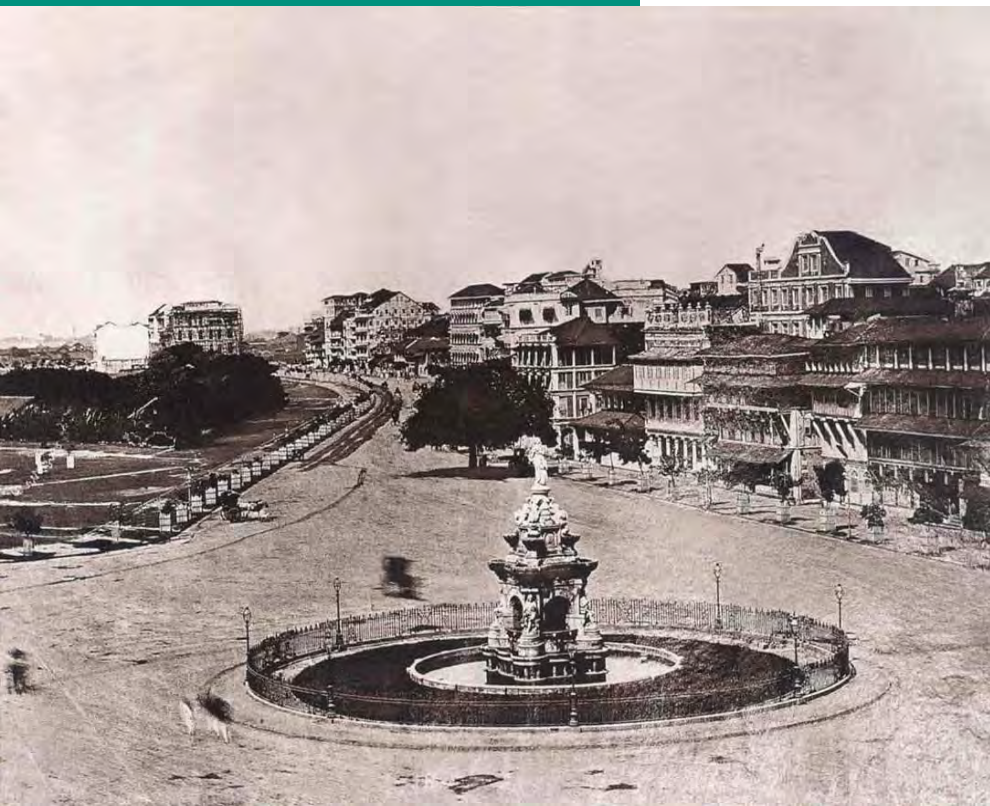
Cities Alliance

&

World Bank, Washington

26<sup>th</sup> April 2010

# BOMBAY FIRST – “Public Private Partnership Success Story for Regeneration of a Megapolis”



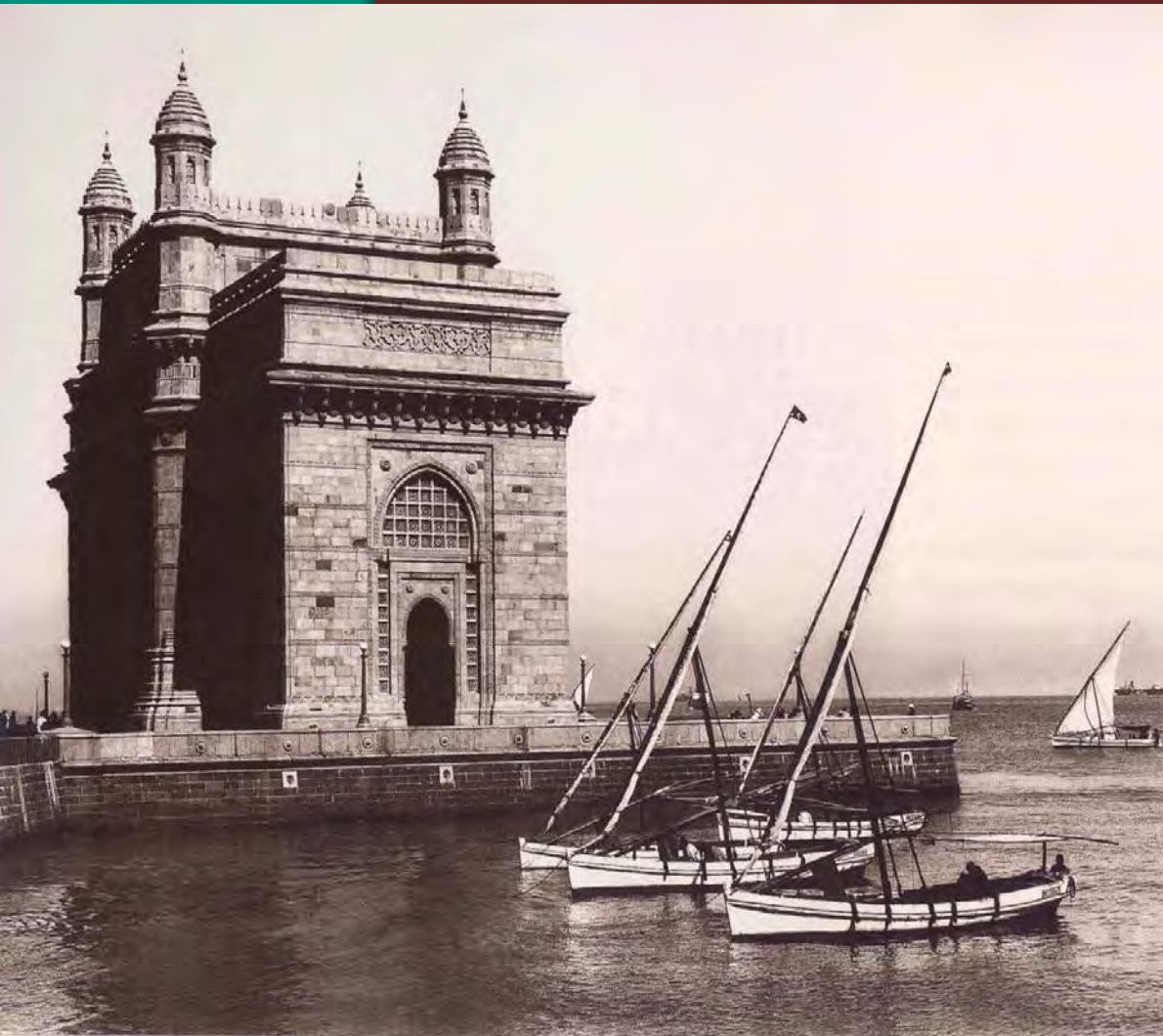
What do you call a city  
that's a magnet for the corporate  
world,  
a financial rival to top cities,  
a city built on hopes, dreams and  
aspirations,  
a creation of human energy and  
ingenuity...  
**a city that's always open for business?**



First Among Equals



A vanguard of business and creative pursuits, incubator of tradition and melting pot of diversity



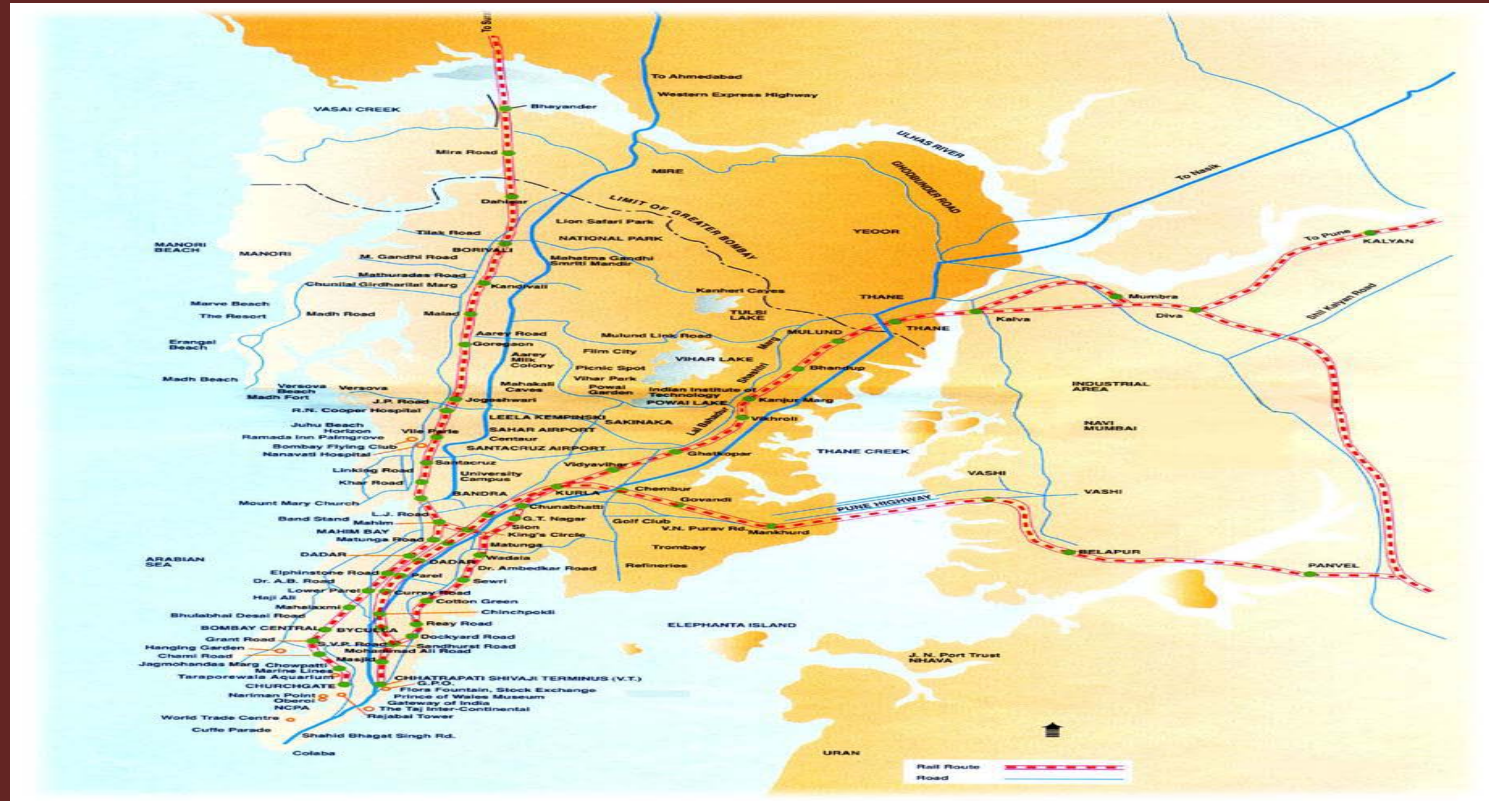
Geography rather than history began the story of Mumbai

A sultry archipelago of seven islands came together to form one



Where for more than  
300 years, people have  
been coming to make  
fortunes...  
and fortunes were  
made

# Mumbai Megapolis in Making



About Mumbai

Founded – 1661 AD

Area: 438 sq km

Population: 11.9 mn.

Population density: 30,000 people/sq km

Contribution to Maharashtra State Domestic Product: 25%

# Importance of Mumbai

## Hon'ble Prime Minister's Statement

“When we talk of a resurgent Asia, people think of the great changes that have come about in Shanghai. But we can transform Mumbai in the next five years in such a manner that people will forget about Shanghai and Mumbai will become a talking point.”

## Congress President, Mrs. Sonia Gandhi's comment

“Mumbai is a pride of our country and we are committed to making all facilities available to its citizens”.

“Bombay symbolizes India to the external world” – **Hon'ble Prime Minister**

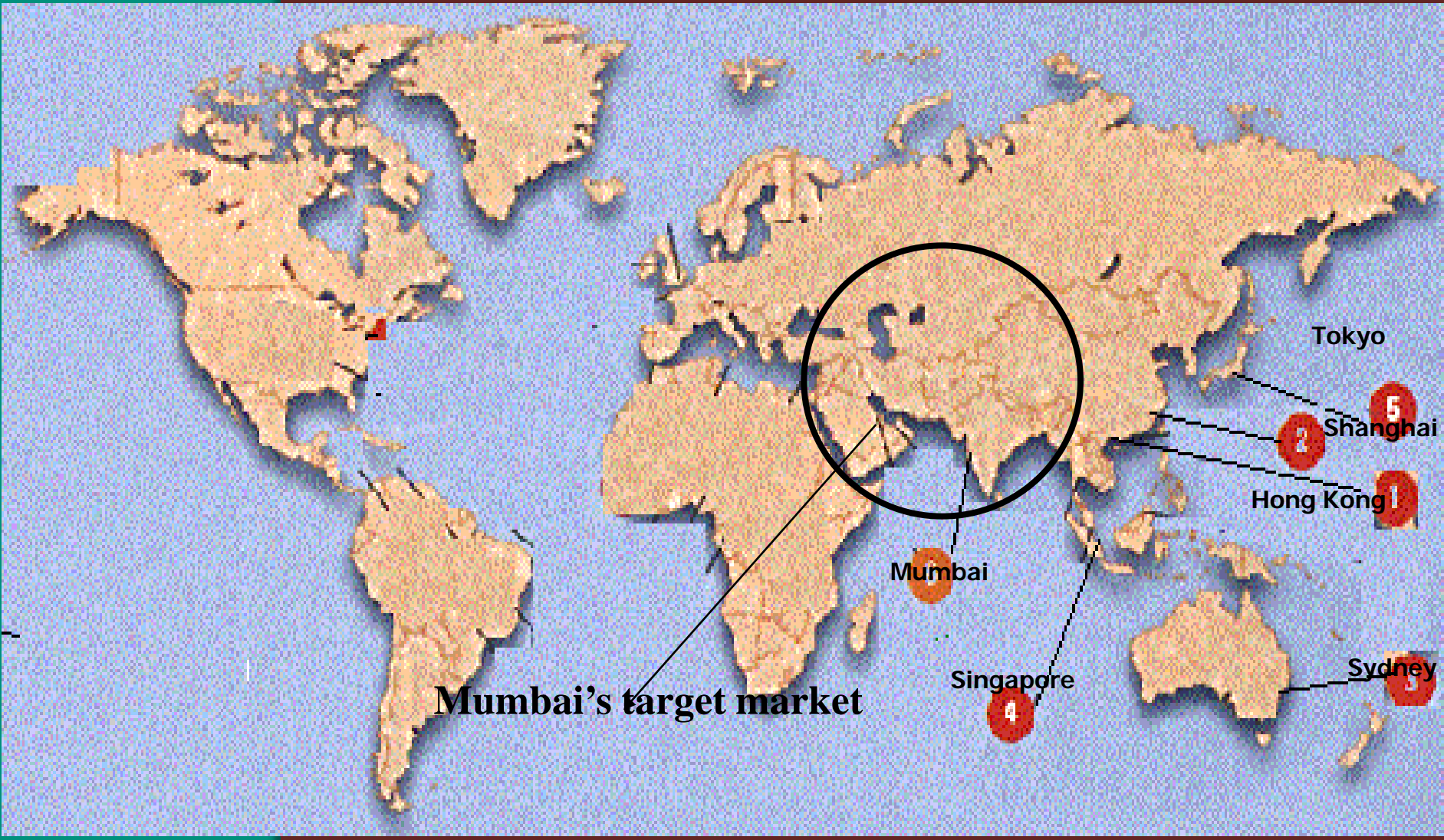


# Importance of Mumbai



- World's 6<sup>th</sup> largest Metropolitan region
- Generates 38% of the country's GDP and pays 40% of its taxes
- Bombay Stock Exchange is the largest stock exchange in South Asia, the 12th largest in the world Started under a banyan tree in 1875
- Mumbai is home to country's key financial regulators
- Major hub of business, industry and services
- 97% of foreign banks are located in Mumbai
- Even begging pays  
Mumbai beggars earn more than \$40 million a year

# Big Advantage – Time Zone



# Entertainment is big business



Bollywood is the world's  
largest film industry  
Produces more than 1,000  
films a year



You can feel the beat of  
18 million people

## They too keep Mumbai running ...

***The coolie*** ...the human baggage trolley

***The taxi driver*** ...who needs GPS with him around?

***The commuter*** ...the quintessential Mumbai resident  
(the suburban railways carry 2.2 billion passengers a year, more than one-third of the world's population)

***The dabbawalla*** ...makes sure city workers get their lunch on time (the service has earned a six sigma rating from Forbes magazine - for 99.99% efficiency)

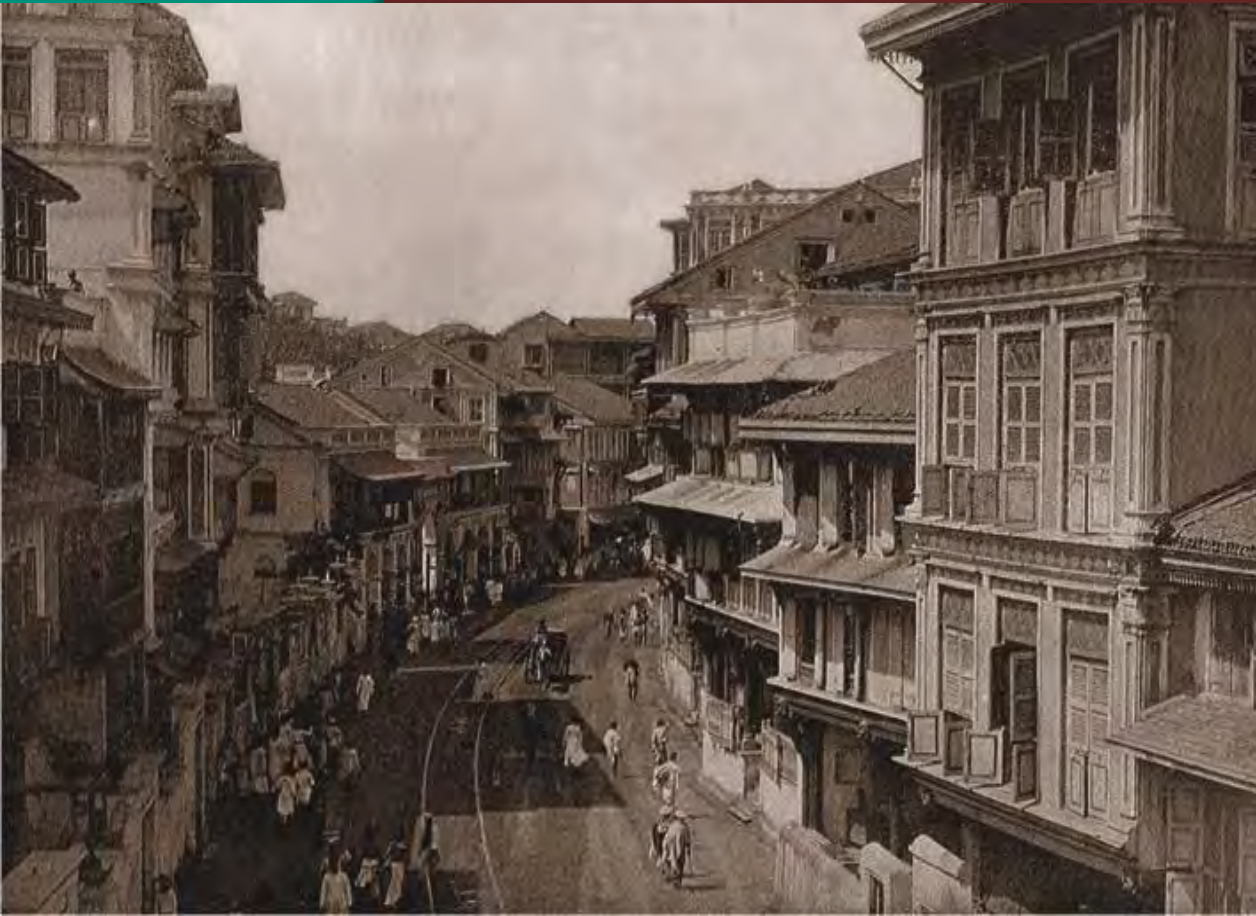
***The traffic cop*** ... we'd be in a jam without him (and sometimes even with him)

***The fisherwoman*** ...expert in the fine art of negotiation

***The street-side vendor*** ...serves up varied fare spiced with gossip

***The shoeshine boy*** ... puts a shine on your day

But something happened ...



Mumbai's growth began to slow down and the quality of life deteriorated



## Some factors contributing to the problem:

Poor infrastructure and services

Inadequate investment

Lack of urban planning

Rapid increase in population

Out-of-date regulations on land use and rent control

Mushrooming of slums

High cost of living and doing business



HELP!





BOMBAY  
*first*

stepped in

- Introduction to Bombay First
- Challenges
- Initiatives taken

Established in 1995 , Modelled on London First

A think tank for the city

## Bombay First Mission

Bombay First is an initiative to make the city a better place to live, work and invest in. It aims to serve the city with the best that the private business can offer. It will achieve this by addressing the problems of today and the opportunities of tomorrow, through partnerships with government, business and civil society.

## The Vision

*“Transforming Mumbai into a world class city with a vibrant economy and a globally comparable quality of life for its citizens”*

# Bombay First milestones in the process of Transformation of Mumbai

2003

■ August

Bombay First and McKinsey prepared Mumbai Vision Report and presented to Hon. Chief Minister (Shri Sushil Kumar Shinde)

■ September

Appointment of Secretary (Spl. Projects) for taking the vision document forward

■ October

Setting-up of Mumbai Task Force (chaired by the Chief Secretary)

■ December

Mumbai Task Force established 6 sector sub- groups and identified several initiatives

— *Strategic planning & financing*

— *Housing*

— *Economic growth*

— *Physical infrastructure*

— *Social infrastructure*

— *Governance*

2004

■ February

Sub-groups and Mumbai Task Force finalized the first report and identified the Elements of Approach

■ July

Formation of Citizens' Action Group (CAG) chaired by Chief Minister to follow-up on the implementation of initiatives identified by the task force

2004

October

Seven-point memorandum submitted to Hon'ble Prime Minister to request support for the initiatives:

- Infrastructure : provide adequate funding
- International Finance Centre: Agree to make Mumbai an International Finance Centre
- Metro Rail for Mumbai
- 2<sup>nd</sup> International Airport for Mumbai
- Redevelopment: Accelerate urban redevelopment of 19,000 cess buildings
- Port Trust land: Release excess lands with Mumbai Port Trust and develop
- Co-ordination with Center: Appoint a Minister to co-ordinate the activities between the State and the Center

2005

July

Formation of Mumbai Transformation Support Unit (MTSU) to advise on, coordinate and monitor implementation of projects

2006

March

Formation of Empowered Committee (EC) under the chairmanship of Chief Secretary

## VISION MUMBAI

Transforming Mumbai into a world-class city

A summary of recommendations



A Bombay First – McKinsey Report

Bombay First requested McKinsey to undertake a study on Mumbai and the problems the city faces – **Vision Mumbai**

This study proposes a comprehensive programme for the next 10 years for the transformation of the Mega City.

Mumbai economic growth rate down to 2.4% - lower than that of the State and the Country

Population in excess of 13 million - Suffer from inadequate housing and public health / sanitation facilities

Overloaded infrastructure – inadequate water supply, roads, transport, waste disposal etc. adversely impacting Quality of Life - A classic case of Urban Decay

With active support from the Chief Minister

- Formed a Task Force headed by Chief Secretary
- Established a 'focal point' in Mantralaya –  
Secretary, Special Projects
- Citizens' Action Group (CAG) – constituted by the  
Govt and chaired by Chief Minister
- Mumbai Development Fund (MDF) in principle was  
approved



# Six sub-groups ... and a grand vision

## Strategic Planning

Chaired by Mr. Narinder Nayar



## Economic Growth

Chaired by Mr. Anand Mahindra

## Governance

Chaired by Mr. Ranjit Pandit



## Housing

Chaired by Mr. Deepak Parekh

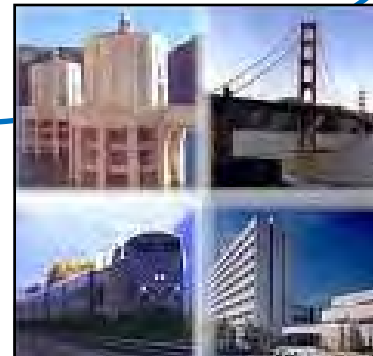


Six main areas of transformation identified:

## Social Infrastructure

Health & Education

Chaired by Mr. F. C. Kohli



## Physical Infrastructure

Chaired by Mr. Naseer Munjee

## Citizen's Action Group (CAG)

- Consists of 30 eminent citizens from cross sections of society,
- To be managed by citizens - self-driven and self-regulated - for membership and process
- Bombay First to act as the Secretariat of CAG

Chaired by Chief Minister  
Vice Chairman – Narinder Nayar

## Empowered Committee (EC)

Chaired by Chief Secretary,  
Government of Maharashtra  
(includes 8 other members from  
the Private sector)

## Formation of CAG (Citizens' Action Group)

- Consists of 30 eminent citizens from cross sections of society,
- To be managed by citizens - self-driven and self-regulated - for membership and process

### Role & Objectives of CAG

- To function as an external monitoring mechanism and to complement and monitor the Government efforts .
- To focus on the resources of civil society and on the objectives defined by Vision Mumbai's Task Force.
- To generate energies, ideas, linkages, resources and Citizen Participation.
- To promote effective, responsive and proactive Governance in Mumbai.
- To mobilize civil society – citizens and business interests – to complement the efforts of the Government in a true Public- Private Partnership to transform Mumbai into a world-class city.
- To continue functioning in a dynamic manner in accordance with the changing needs of Mumbai beyond Vision Mumbai
- Bombay First to act as the Secretariat of CAG

## Role of the Empowered Committee

- To create a comprehensive multi-year plan for the transformation of Mumbai and Mumbai Metropolitan region. This plan should include all major development projects and policy changes.
- To take all the key policy and other decisions related to the plan of transformation of Mumbai.
- To monitor all key initiatives for Mumbai's transformation. The Committee will be empowered to decide on the financing model for key capital projects.
- It is also authorized to decide on the selection of projects and funding under the Mumbai Development Fund.

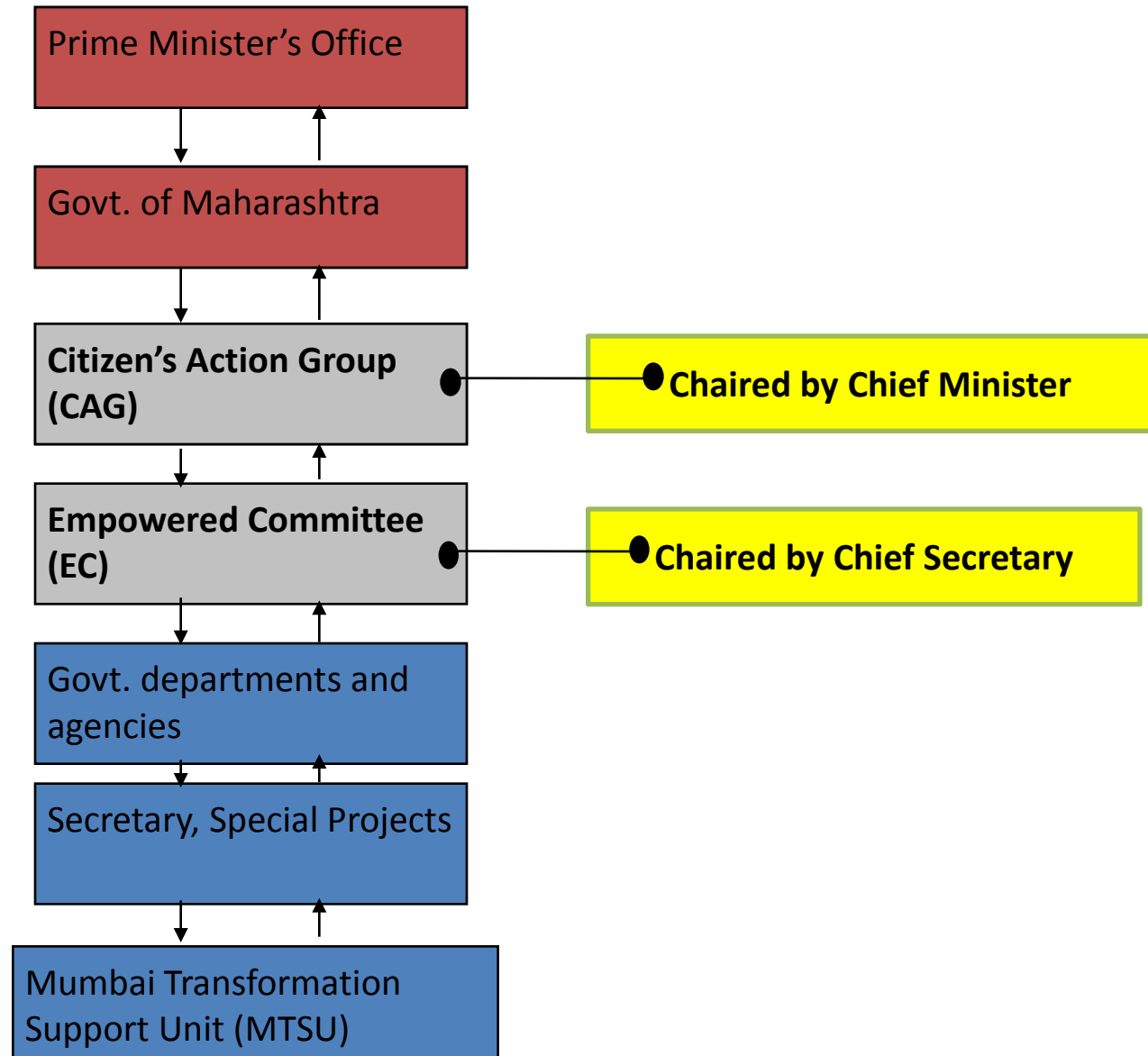
## Role of Bombay First

**Bombay First** through its Chairman & Governing Board participates actively in conceptualizing and formulating plans for the future.

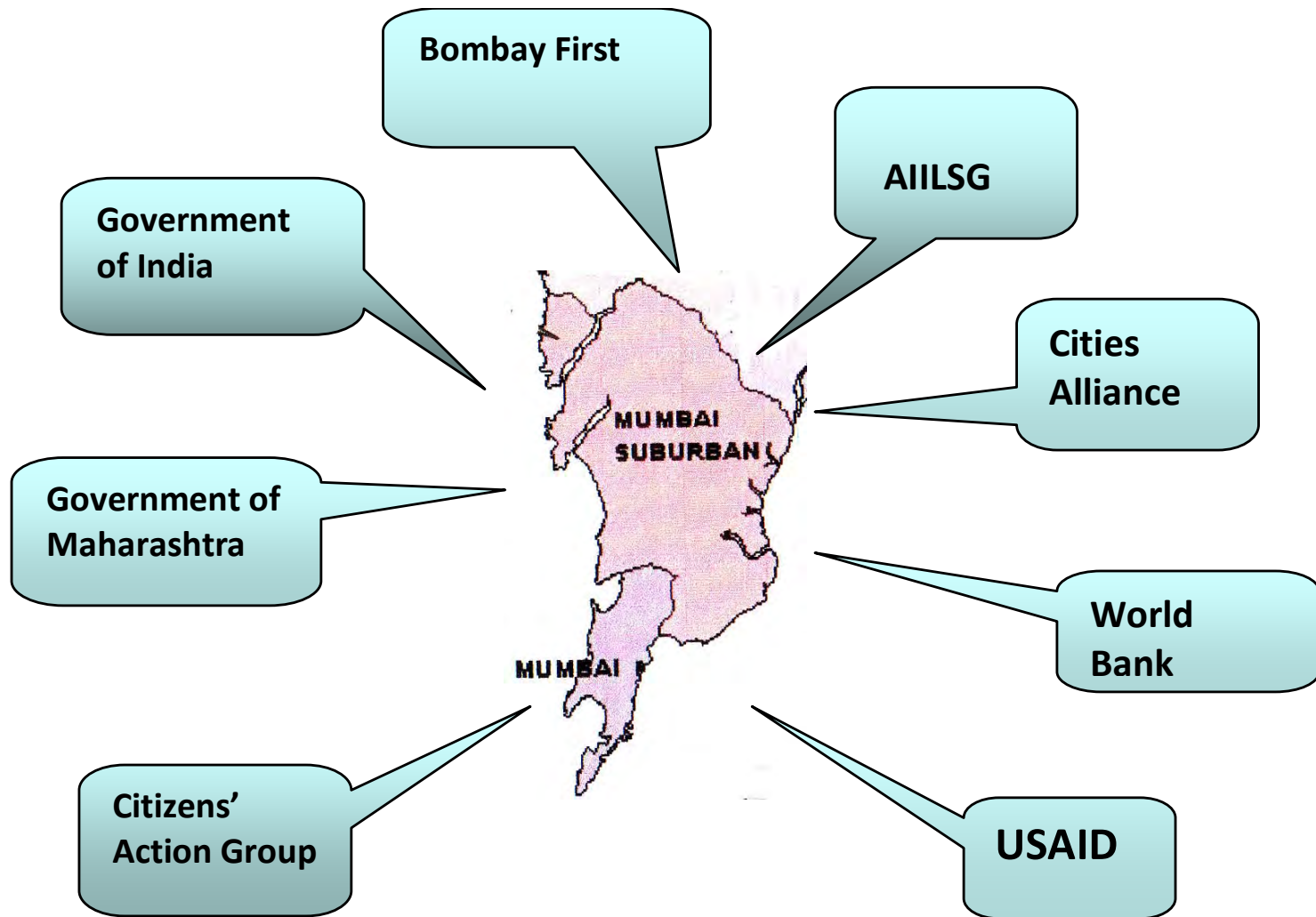
Bombay First through the CAG provides a link with other NGOs and thus collects information about the citizens' aspirations and expectations. It plays an active role in putting these across to the Authorities.

Bombay First through participation in the meetings of the Empowered Committee effectively conveys to the Government the views of the citizens and works as a sounding board. In turn the Empowered Committee attaches considerable importance to this PPP

# INSTITUTIONAL FRAMEWORK FOR MUMBAI TRANSFORMATION



# Partners in Transformation

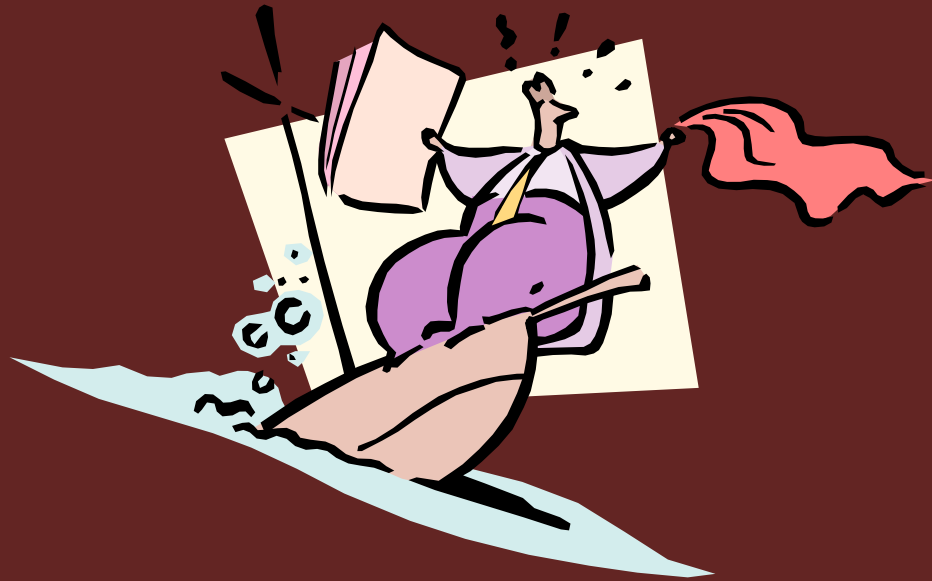


- Introduction to Bombay First
- Challenges
- Initiatives taken



## Major challenges identified

- Planning
- Governance
- Implementation
- Housing
- Transport
- Climate Change
- Security



## Challenges

### -Housing:

9 million live in slums

300,000 migrants annually

1 mn homes required

The population density is estimated to be about 22,000 persons per sq. km.

### -Transport:

Multiple agencies. 21<sup>st</sup> century traffic carried on 19<sup>th</sup> century infrastructure .

### - Climate Change:

- o Consequences not fully Realized
- o Battling the sea water rise

### **-Planning:**

Lack of proper planning, ad hoc buildings constructed, no open spaces.  
0.33% of the city is open space vs the global standard of 2.5 %

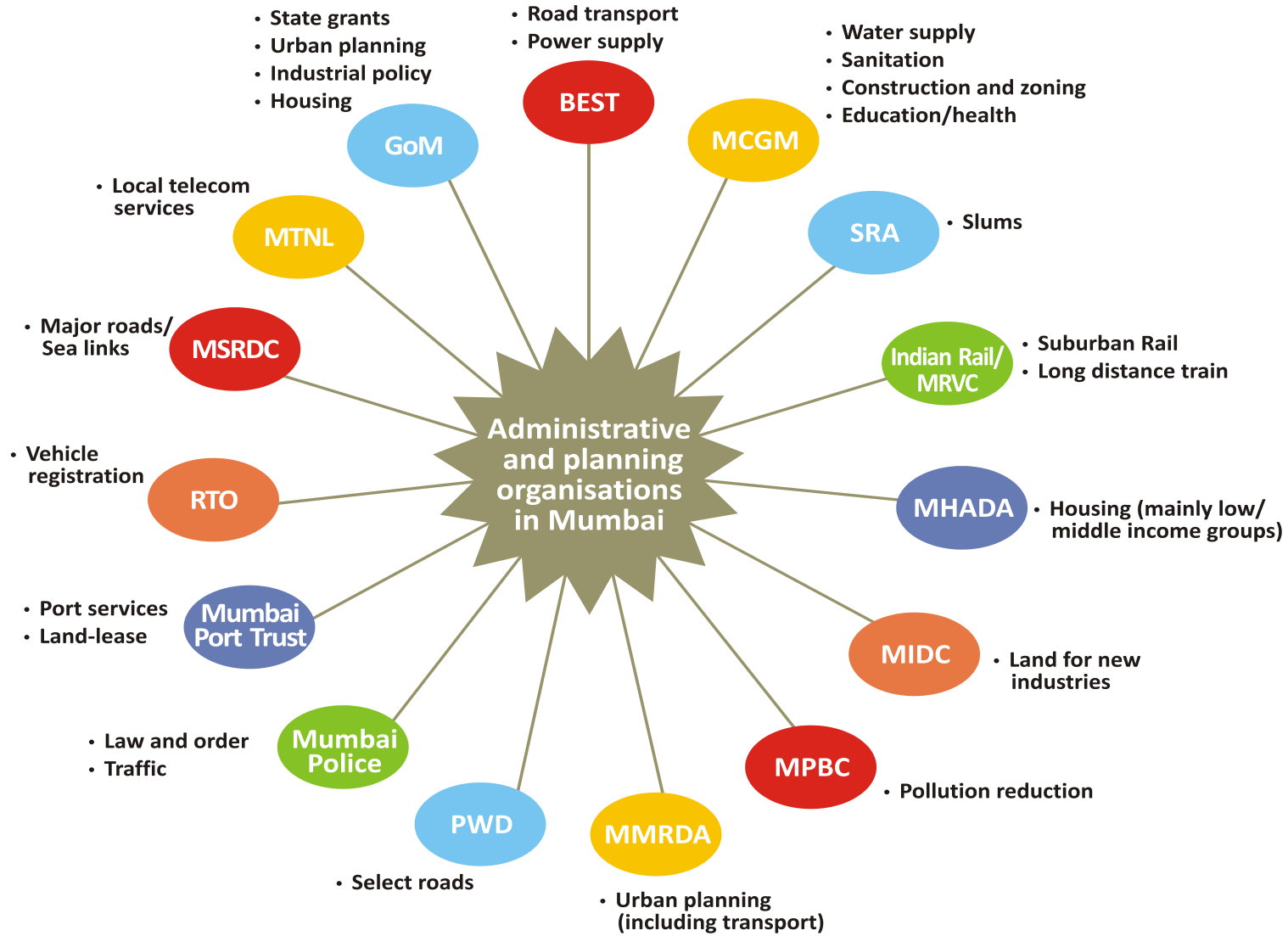
### **-Implementation:**

Lack of accountability

### **-Governance:**

This is a big challenge – 17 agencies run the city - we have the orchestra but no conductor or director.

# Governance : Mumbai is currently run by multiple agencies



## Housing

- **Slum Rehabilitation:** Rehabilitate 6 million people in 10 yrs
- **Dharavi Redevelopment Project**
- **Cluster Redevelopment approach for reconstruction of dilapidated buildings:** Policy announced

## Transportation

- **MRTS:** A 146 km long metro rail network
- **MUTP:** Enhancing existing suburban rail network
- **MUIP:** Enhancing Mumbai's road network
- **Western Sea-Link:** 21-km Western freeway sea-link
- **Monorail network:** Work started on 20 out of 70 kms
- **Skywalks for pedestrians**
- **Water transportation**
- **Air-conditioned fleet taxi service**

## Planning

- **Creation of 2032/2052 Concept Plan for MMR to guide socio-economic development of the region**

## Other Infrastructure

- **Solid Waste Management Project**
- **Mumbai Sewage Disposal Project:** Rehabilitate and augment sewerage network
- **Brihan Mumbai Storm Water Drain Project (BRIMSTOWAD):** Rehabilitate & augment drain network
- **Water Supply Projects:** Augmenting water-supply in Mumbai and the hinterland

- Introduction to Bombay First
- Challenges Facing Mumbai
- Initiatives taken by Bombay First

# MEGAMORPHOSIS: RESURGENCE OF MUMBAI – A new vision for the city of dreams

- A conference with international participation (held in November 2009)
  
- Major Issues Discussed and Papers Presented:
  - Physical Infrastructure
  - Housing
  - Social Infrastructure (Healthcare, Education)
  - Economic Growth
  - Governance
  - Impact of Global Climate Change on Mumbai



A stepping stone  
for the way  
forward



Background Papers prepared by Experts and Academicians:

## Background Papers

1. Economic Growth -
2. Governance -
3. Housing -
4. Education -
5. Health Care -
6. Physical Infrastructure -

## Knowledge Partners

Deloitte  
Jaanagraha  
Bombay First  
KPMG  
KPMG  
Pricewaterhouse Coopers

The Security of our city is a responsibility that all its citizens must take. It is only when we are actively involved and aware at every level, that we will be able to make our city truly safe. Bombay First being a truly public-private partnership involves all stakeholders in this process, from the government to large corporates, to concerned individuals.

**Bombay first jointly with London First organized three international conferences :**

Lessons from 9/11, 7/7 and 26/11 for Safer Cities - 16<sup>th</sup> Jan '09

Secure London – 6<sup>th</sup> July 2009

Megamorphosis – Security & Resilience Summit

“Securing the City of Dreams” – 13<sup>th</sup> November 2009

## Some eminent International experts present at the conference were :

**Sir Paul Stephenson** – Commissioner of the Metropolis of London

**The Honorable Michael Chertoff** – Former Secretary of the US Department for Homeland Security (2005-2009)

**Richard Barnes** - Deputy Mayor, London and Chairman of the independent review into the response to the 7/7 London bombings

**Sir David Veness** - former Under-Secretary-General for Safety and Security, Department of Safety and Security, United Nations

**Emily Walker** - Author of the private sector response and staff member on the US 9/11 Commission; former Citigroup Managing Director

**David Olive** - Former senior adviser to US Department for Homeland Security and principal of Catalyst Partners

**Roberto Toscano** – Italian Ambassador to India

**Paul A. Folmsbee** – US Consul General in Mumbai

**Brett Lovegrove** - Former Head of Counter Terrorism at the City of London Police and Director of Valentis Bridge Ltd.

**Gerard McAtamney** - Head of the London First Security and Resilience Network and international security adviser

**Richard Bingley** - Executive Director, Security and Policing London First, author of 'Terrorism: Just the Facts'

**Joe Damarest** - Assistant Director, New York Field Office, Federal Bureau of Investigation of the United States

**Charles Farr** - Director General, Office for Security & Counter Terrorism of the British Government

**Some distinguished officials present from India were:**

**R. Gaikwad** – Mumbai Metropolitan Commissioner

**D. Shivanandan** – Commissioner of Police

**A. N. Roy** - Director General of Police

# BOMBAY FIRST INITIATIVE: CREATE A WAR-ROOM TO DEBOTTLENECK THE TOP 50 PROJECTS ON A WEEKLY BASIS

CM will need to Spend just 1 hour Every 15 days

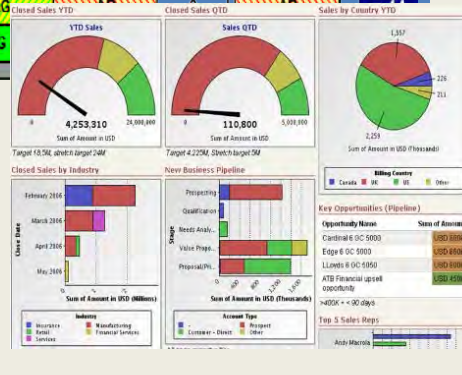
- A visual war-room housed at Mantralaya
- Start with top 25 MMR projects/ policies
- Extend to the whole state if applicable
- Weekly/Monthly dashboards and updates to ministries/ agencies to debottleneck project implementation

The Delivery Report: Dept A  
PMDU Assessment  
Final  
July 2004  
The Prime Minister's DELIVERY UNIT

Summary at PSA level

Code	PSA Target	Assessment Criteria				Overall Judgment	Rank (out of 21 PSA)
		Degree of challenge	Quality of planning, implementation and performance management	Capacity to drive progress	Stage of Delivery		
PSA 1		VH	AG	AR	3	R	20
			AG	AR	3	R	= 18
			R	R	2	R	21

Item ID	Activity	Start Date	End Date	Status
1.1	1.1.1.1	1.1.1.1	1.1.1.1	1.1.1.1
1.2	1.2.1.1	1.2.1.1	1.2.1.1	1.2.1.1
1.3	1.3.1.1	1.3.1.1	1.3.1.1	1.3.1.1



## Bombay First Initiative: 40 year Concept Plan

Bombay First has been instrumental in putting forward the idea of a 40 year Concept Plan for the city of Mumbai and has been working closely with the Government on this front.

International Consultants have been appointed and work commenced March 2010



## Bombay First Initiative: Security Training

Following on from the International Conferences Bombay First has worked closely with the Maharashtra Police and the London Police to arrange training programmes in Hostage Negotiation and Counter Terrorism.

This programme has already started in March 2010



**Some Major Infrastructure Projects Currently Underway**

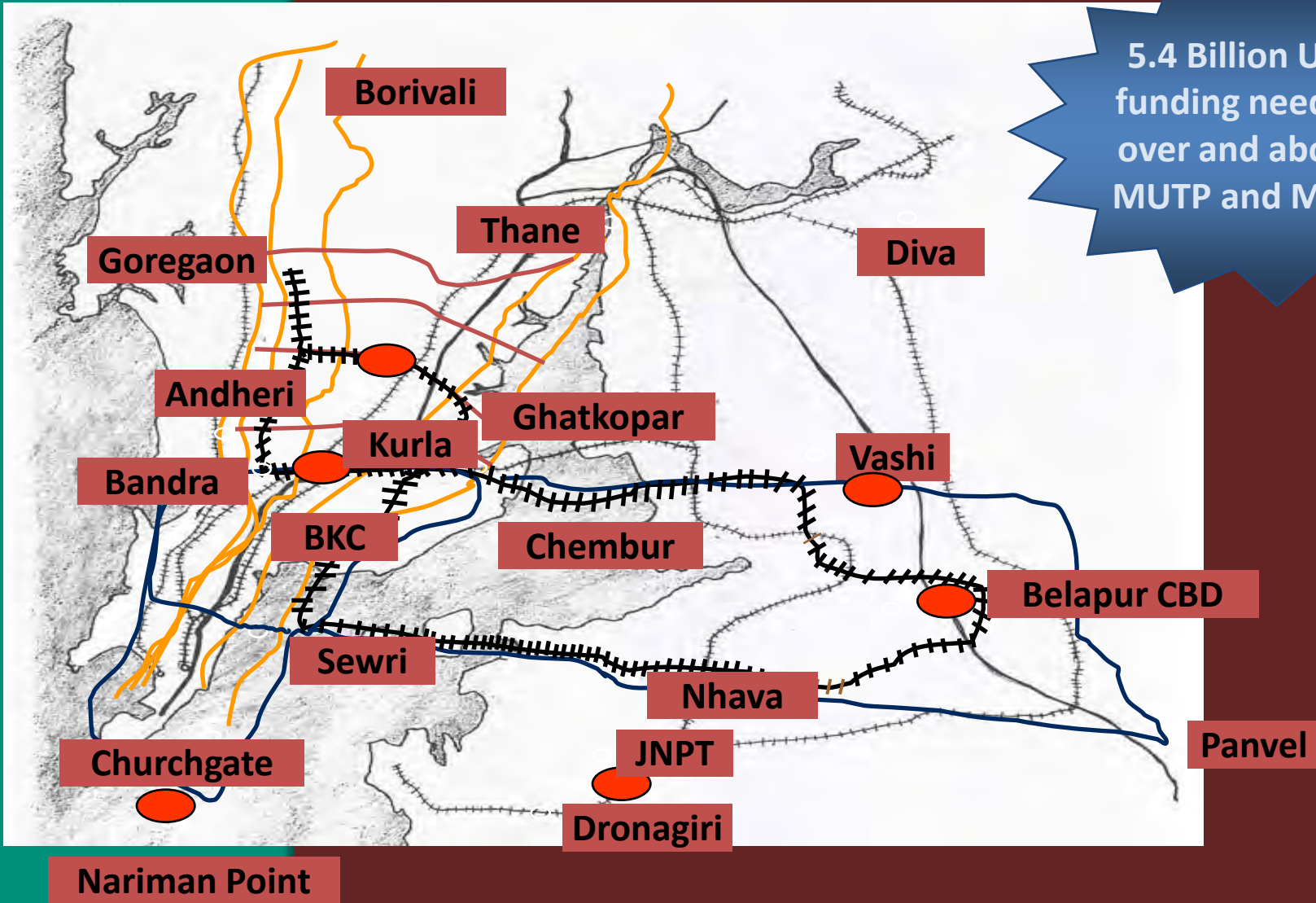
**Transport**

**Opening up hinterland**

**Housing & other infrastructure**

PROJECT	DESCRIPTION	COST Euro Mn
1. Rail network		
1.1 MRTS	A 146 km metro rail network	1,461
1.2 MUTP	Enhancing the existing suburban rail network	1,291
2. Road network		
2.1 MUIP	Enhancing Mumbai's road network	473
3. Sea Link		
3.1 Western freeway link	21 km sea link to decongest western corridor	696
4. MTHL	A road and rail bridge between Mumbai and the mainland	719
5. Navi Mumbai International Airport	Mumbai's second international airport over 2400 acres	678
6. Water Supply Project	Augmenting water supply in the hinterland	321
7. Slum rehabilitation	Rehabilitate 6 million people in 10 years	978
8. Reconstruction of dilapidated buildings	Reconstruction of 10,000 old buildings	267
9. Mumbai Sewerage disposal project	Rehabilitate and augment sewerage network	322
10. Storm Water Drain project	Rehabilitate and augment drain network	305





**5.4 Billion USD**  
funding needed  
over and above  
MUTP and MUIP

- Regional & Urban Rail System
- Roads and bridges
- Water and Sanitation System
- Public Clinics
- World-Class Colleges
- World-Class Civic Amenities













In keeping with the spirit of inclusiveness, Bombay First would appreciate any ideas and suggestions from this audience .

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[www.bombayfirst.org](http://www.bombayfirst.org)

Bombay First has been successful in establishing a true **Public Private Partnership** and will continue to act as an interface between the State and citizens to make **Mumbai** the city of our dreams





**Thank You**



**MY MUMBAI,  
MY DREAM**

**MAKE IT HAPPEN**